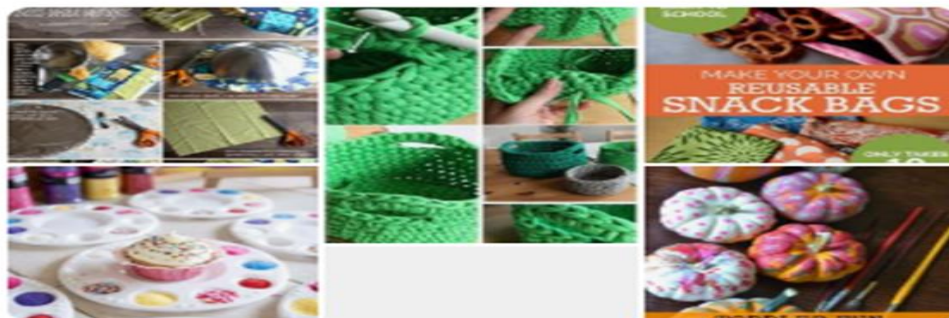


Business Plan

Pentlands Community Space (PCS)

a.k.a. “Space Station”

A Community Hub



Space Station

Contents

1. Introduction.....	3
1.1 Executive Summary	3
1.2 Background.....	3
1.3 The Organisation	4
1.4 About the wider Community.....	4
1.5 About the property.....	4
1.6 The offer	5
1.7 Business Plan	6
2. Evidence of Need	7
2.1 Research methodology	7
2.2 The Difference this project can make	8
2.3 Social Need	8
2.4 Commercial Demand.....	10
2.5 Research into need for Affordable Housing.....	12
2.6 Options Appraisal	12
2.7 Collaborations.....	13
2.8 Delivering the Project	13
3. What is to be Done.....	15
3.1 Vision	15
3.2 Offerings by PCS	15
3.3 Adopting a Phased Approach.....	18
3.4 The Space	19
3.5 Social Outcomes.....	21
3.6 Fit with Funders Outcomes	21
4. Delivering the Project.....	22
4.1 Governance.....	22
4.2 Planning & Construction	22
4.3 Legal Structure	23
4.4 Staffing and Volunteers.....	23
4.5 Operation, Policy and Procedures	24
4.6 Monitoring and Evaluation	25
4.7 Partners.....	26
4.8 Competitor Analysis.....	27
4.9 Risk Mitigation	29
5. Marketing.....	32
5.1 The PCS	32
5.2 Services.....	32
5.3 Customers.....	33
5.4 Pricing.....	34
5.5 Brand.....	35
5.6 Marketing Strategy	36
6. Funding and Finance	39
6.1 Costs and Funding Strategy.....	39
6.2 VAT.....	40
6.3 Income Generation and Sustainability.....	41
Appendices	43

1. Introduction

1.1 Executive Summary

The residential areas of Juniper Green, Baberton Mains, Currie and Balerno lie on the outskirts of South West Edinburgh, bordered by the City Bypass and the Water of Leith.

Despite a population of approximately 25,000 residents these areas have a dearth of publicly available facilities with none in Baberton Mains. In recent years the local bank branches have closed as well as a couple of Post Offices. Recognising this community need, members of the locale have joined together to produce a proposal which would see the transformation of an abandoned building into a new purpose-built community space.

This new space would help bring together the community and reduce the social isolation felt by some. For example, the area has a disproportionate amount of elderly people, this space could be used as a base for groups offering lifeline services to this demographic. Similarly, young families currently have to travel to neighbouring areas for early years groups. This new space would offer that on their doorstep and help to create a community network from an early age.

The need is clear, but the reality is that this opportunity would remain as such without the generosity of members of the community. A number have already volunteered to set up and run a new SCIO that would over-see this public space. Local business people, again recognising the community value, have offered to build, part-furnish, power and network the facility without charging for their time. In addition, local residents have offered legal support and project management to the venture.

This philanthropy removes some of the economic challenges and means that it is expected that the building will produce a modest positive net income in early trading (see Appendices 2 and 4). This assumes a rental from a one bedroom flat above the community space, provision for after school need and a focal point for dementia groups, lonely older people and young families.

In conclusion, the conversion of an abandoned building into a community space is already widely and deeply supported by the members of the community. It would help meet the needs of a wide range of groups in the community along the Water of Leith and expects to deliver positive net income for the community.

1.2 Background

In 2016, following a public meeting, Juniper Green and Baberton Mains Community Council (JGBMCC) embarked on consultation to determine whether it should request a transfer into community ownership of the abandoned toilet site on the Lanark Road. Initially the community council were directed by residents to look for the restoration of a post office service in the village but that proved to be impractical for a number of reasons due mainly to the poor modern contract offered to post office managers by Post Office Limited. Then, in December 2016, the Royal Bank of Scotland announced the closure of its branch in Juniper Green from mid-2017. This was a hammer blow to many residents, especially elderly, as this branch served a population drawn from the villages in the Upper Water of Leith valley (Balerno, Currie and Juniper Green); an area that could be described as Pentlands. Concern at the loss of banking provision was demonstrated at two additional public meetings in May 2017 by people from the three villages. People now wanted to find a venue for a community banking service for individuals and small businesses in the villages of the upper Water of Leith.

Following an award by the Scottish Land Fund the local Community Council (JGBMCC) commissioned consultants at Community Enterprise to carry out further research and prepare a feasibility study. The consultants started to look at options for an alternative banking service, focusing on a number of disused premises including the old bank building itself. A key part of the



project was the initial offer by a local resident to build the ground floor of the Pentlands Community Space (PCS) at no cost to the community. As the project progressed that offer has been improved so that a two-storey building is now proposed by the local resident at zero labour costs. It is hoped that the Scottish Land Fund might be able to provide further support towards the cost of purchasing the abandoned building from the City of Edinburgh Council (CEC) as a first step for this project, now called the PCS. The feasibility study conducted by the consultants showed that whilst there is a need for a banking service, this should not be the main focus of attention. Indeed, thanks to the pressure that this project has already generated the Royal Bank of Scotland introduced a mobile van service into the villages of the upper Water of Leith in March 2018.

The recommendation from the feasibility study was to adopt a phased approach to developing the ground floor of the new space, taking the opportunity to pilot a number of Community activities with the option to pursue a “transitional trading” model. The business plan assumes the upstairs space provides a one bedroom flat for affordable accommodation which gives a steady income to the whole project.

1.3 The Organisation

Whilst JGBMCC led at the early stages of the project, legal restrictions around community councils prevent them owning property. So, a different organisation has to be established to take this project forward. To date, representatives from the Community Council have worked with individuals in the wider Pentlands area to pull together a steering group. A proposal was made to the Office of the Scottish Charity Regulator for charity status to take the project further. In November 2019 the Pentlands Community Space was established, a SCIO with charity number SC049766, regulated by OSCR.

PCS has a number of Trustees with a range of skills and expertise. Full details of the Board’s bios are available in Appendix 1. Governance and resourcing this project are discussed in Section 4.

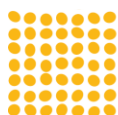
1.4 About the wider Community

The abandoned toilet site is in Juniper Green situated about 5 miles south west of Edinburgh city centre. On the commuting belt, it borders Colinton and Currie, is located on the Lanark Road and is known as part of the upper Water of Leith villages. The Business Plan for the re-purposed building is expected to find its target market or audience for use of the space from the wider community which includes Balerno, Baberton Mains and Currie.

When the consultants looked at the figures the population of the upper Water of Leith Villages was around 25,000 with 68% being economically active and an unemployment rate of 3.9%, lower than Scotland as a whole (4.9%). A higher than average 26% of the population are pensioners with only 9% of accommodation being socially rented. However, community engagement by the consultants has suggested that there are several dementia groups in the area. So, this is likely to be one of the foci for the PCS when considering the activities to be offered although we are aware that these statistics will fluctuate with time.

1.5 About the property

The property on Lanark Road, Juniper Green is opposite the junction with Baberton Avenue. Lanark Road is on one of the commuting routes from Edinburgh West into Edinburgh city. The picture below shows the existing building.





The original Architects' impressions suggest that the building will be demolished with a new two storey building being built in its footprint. The ground floor will comprise 60 sqm with another 60 sqm upstairs forming a one bedroom flat. Including labour costs, the estimated sum to develop this land is approximately £ 1,250 per sqm i.e. a sum of approximately £160,000. PCS will meet the costs of fixtures and fittings (see estimated costs in Section 6). However, these costs will need to be reviewed later in 2020.

A valuation conducted by Graham & Sibbald on 31st August 2016 put a value of £25,000 on the current building. A new valuation has been sought to inform the Scottish Land Fund and on 30 January 2020 the surveyor of Graham and Sibbald has increased the market value to £30,000.

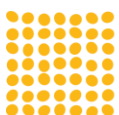
1.6 The offer

JGBMCC has initiated discussions with local resident and builder, Domenic Tedesco, who approached the CC following the public meeting in May 2016. He has now offered to meet the labour costs of developing this site, giving PCS the keys to a ground and first floor building in a "move in" condition. He will install internal fixtures and fittings and provide basic decoration, with full services (electricity and water) and PCS will be responsible for furnishing the space including providing flooring, as well as ongoing maintenance; this is reflected in the financial plans shown in Section 6. Domenic has lived in the wider local area for over 20 years and is keen to "give something back" to the community. PCS is extremely grateful for this generous contribution.

A legal agreement will be drawn up with Domenic setting out the relationship between PCS and himself. The legal agreement will also outline the need for an asset lock in the event that Pentlands Community Space cannot continue to trade (as per our constitution) then the building can be sold with any profits being passed to a local charity with similar aims to those of the Pentlands Community Space.

At some point in the near future Domenic also plans to develop a hydroelectric plant in the area and if practical may provide some power to the community space, with the PCS being responsible for the costs of connection and a contingency for power in the case of power outage. However, for the purposes of the business plan, power continues to be one of the running costs of the building.

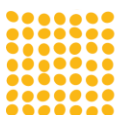
As this project has developed, other local businesses have come forward to offer services such as IT network and broadband installation with ongoing costs substantially reduced. In addition, two local Currie residents have offered legal support to PCS on a pro bono basis.



1.7 Business Plan

The consultants conducted a feasibility study in late 2017 using a range of methodologies and reaching a large number of people. They also conducted desktop research to understand the market for some of the themes and ideas that emerged from the research and the findings informed the Business Plan (see Section 2).

Since 2017 the consultants have continued discussions and informal research in the local area. In addition, new volunteers have been recruited bringing with them skills and contacts which will add value to PCS.



2. Evidence of Need

2.1 Research methodology

The consultants conducted research within the Pentlands communities speaking with stakeholders using the following methodologies:

Awareness Raising	The JGBMCC helped raise awareness about the upcoming consultation process, informing local groups and distributing the survey and messages via social media and through word of mouth.
Demographic & Policy Analysis	A demographic analysis was undertaken for the area comparing local statistics for this specific area against Scottish averages and using Scottish Index of Multiple Deprivation (SIMD) 2016 figures and Scottish Public Health Observatory (Scot PHO) health reports. National and local policies were reviewed.
Public Consultations	The consultants attended two public sessions including Balerno Farmers Market and an event at the Pentlands Book Festival which provided an opportunity to have informed debate about what could happen in the new building.
Interviews with Stakeholders & Local Groups	Over 18 major stakeholders in the area were consulted either through one to one conversations and meetings to identify what the local need was, who could offer services, what the impact would be and how much they could contribute to sustainability.
Focus Groups	The consultants arranged focus groups with Juniper Green Primary School, parents of young children at Currie Library and residents at a local sheltered housing development (St Margaret's Court). Views were collected on how the new building could be used and how it could generate an income.
Surveys	A community survey was distributed via social media and also in paper copy in various local shops and Libraries. In total 675 responses were received. A further survey was completed by 45 residents in February 2018 with a third survey done in September 2018 (with 122 responses) to demonstrate how people would use the new building.
Desk-based Research	Over the course of the project, Community Enterprise undertook desk-based research to establish the viability of the project. This included research into the area, office rental market, arts and crafts market, case studies and market conditions.
Options Appraisal & Report Writing	A research report was produced in February 2018 pulling together the findings of the research and making recommendations informed by these. Five options and a further 3 options were presented to look, in part, at a possible banking service (this has since been resolved with provision of a mobile banking service in the villages of Juniper Green, Currie and Balerno).

The main findings of the research are set out in Section 2.2 below with full analysis of the community research outlined in Section 3 and 4.



2.2 The Difference this project can make

The need for the project has been identified through profiling the area, consultation and a period of market testing. This can be seen in detail in the feasibility study. The following sections are a key summary of that data.

The communities of Juniper Green, Currie and Balerno have a number of projects running in the separate areas but representatives from groups have expressed interest in what is being proposed for PCS, which leads the consultants to believe groups in these areas could potentially use this new space. The research also supports the notion that residents living in these areas would be interested in coming to activities and classes which will be run there.

In terms of community benefit, parts of the community are deprived in relation to access to services and public space. Additionally, there are higher numbers of older people who are increasingly in need of facilities and services. The consultants have considered these different needs when proposing what could be offered by PCS.

This project will fundamentally:

- provide services in an area where demand has been demonstrated;
- establish jobs and volunteering opportunities; and
- reduce isolation and bring local people together, nurturing a sense of a self-supporting society.

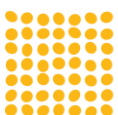
2.3 Social Need

The research sought to identify what people needed as well as how they would use services and facilities. These were considered in the context of both demand to make this venture sustainable as well as how this will help to deliver social outcomes for the wider community.

The consultants carried out three community surveys, the first one asked questions about a community banking service as this was the original focus of need following the closure of the Royal Bank of Scotland in Juniper Green. Subsequently, the consultants developed two further surveys to ask about more general use.

The first survey represented the views of 1,106 people living in Juniper Green, Balerno, Currie and Baberton Mains and asked questions about general needs in the area. The two surveys conducted in 2018 provided a more local focus on Juniper Green and reached 167 people. The results of these surveys are shown in the table below, emphasising demand for community projects as well as for more commercial projects.

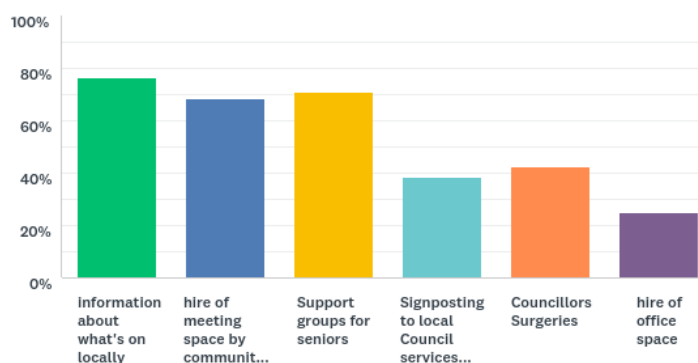
From the survey in February 2018, people explained how they wanted to use the space for a variety of workshops which they would pay £5 to attend; although for children's birthday parties people said they would pay up to £10 (the consultants have considered this pricing with what is offered locally, and this will be reflected in the financial projections and pricing policy).



Need Identified	Evidence of that need
Services and support for older people	Identified as a priority by 37% of survey respondents (from 2017 survey); stakeholders suggested that intergenerational activities could be delivered with a focus on arts and crafts to get people together sharing memories and providing a knowledge exchange (IT skills for local family history and stories); local churches would be happy to help to reach out to socially isolated older people in the community; focus groups suggested that children would be happy to develop intergenerational group activity working with older people (similar to the cybercafé previously run in Juniper Green Primary School);
Space to run activities	29% of survey respondents (from 2017 survey);
Community learning (adult education, classes etc.)	26% of survey respondents (from 2017 survey);
Outreach health services – clinics	23% of survey respondents (from 2017 survey);
Group health and wellbeing classes	86% of survey responses (from September 2018 survey);
Dementia friendly space	Stakeholders suggested a space to provide activities for dementia sufferers as well as their carers' with a focus being on arts and crafts; groups suggested that the space should welcome all, considering colours and layout of space to encourage people to feel welcome and comfortable there;
Providing information about what's on in the community	People attending public events said they needed somewhere to go where information is available; 60% of survey responses (2017 survey) said they wanted this.

The survey undertaken in September 2018 also showed other community projects that could be delivered by PCS:

Q4 What other services would you like to see at The Space Station?



Responses from the surveys suggest that the space could become a community hub, being a place where people would come for information, as well as to take part in group activities. These may be limited in number due to the size of the space.

2.4 Commercial Demand

As part of the research, the consultants asked people how they would use the space and this provides the context for the accompanying financial projections. These uses are shown below:

Gap Identified	Evidence of that demand
Hire for office space, hot desking, co-working space; more of a focus on art workspaces	16 people or organisations said they would potentially use this (from 2017 survey); 7 people also said this in the September 2018 survey; some of the community groups spoken to said they might need space for meetings or for running dementia friendly programmes; people consulted in the community at public events explained that co-working space is needed;
Family arts and crafts sessions	75% of responses (from September 2018 survey); stakeholders told the consultants that this space could be used as a Book Festival venue; survey responses suggest people would pay £5 per person; stakeholders supported this idea; focus groups reported that a comfortable drop in space that can be used for small groups to do things together (this could be families or groups of children or older people);
After school childcare services	72% of responses indicated a need (from September 2018 survey). The after-school provision at Juniper Green Primary School currently has a waiting list. PCS would take smaller numbers leaving larger groups to use the Parish Church.
Children's birthday parties	75% of responses (from September 2018 survey);
Group health and wellbeing classes	86% of responses (from September 2018 survey); stakeholders confirmed this;
Holiday clubs for children	73% of responses (from September 2018 survey); stakeholders suggested storytelling, drama, arts and crafts.

The responses also suggest that people would either come to the space on a regular, weekly basis (42%) or only when they needed to and this is likely to be driven by the activities on offer.

Key learnings from case studies from the research suggest that offerings should not focus on one type of activity, instead PCS should create a flexible space that can be used for multiple activities.

PCS will look for partnering or collaboration opportunities enabling activities that people say they want and need, from a variety of spaces (such as at the nearby local parish churches) rather than having to do this entirely by PCS.



Other evidence suggests that PCS should:

- work with partners such as the Parent Councils at the Primary and High Schools on projects that involve or will benefit local families;
- be realistic about how groups will use the space understanding it is likely they will not book for long term use (this will be built into the assumptions when considering occupancy rates in the community space);
- understand that marketing is key to get people through the door, and this should be done by an expert development officer supported by volunteers raising awareness locally rather than an expensive marketing campaign;
- reach out to professionally skilled volunteers in the area and reward them with events like award dinners;
- partner with existing providers to use the space for programmes and activities;
- be realistic about not trying to offer too much;
- understand the role in providing the space –renting space out and work with partners to deliver classes or workshops rather than trying to do this alone;
- work with other local organisations to provide space for small groups to use for meetings, thereby signposting larger groups to use other available space for events and bookings (a joint bookings platform for local venues would be a sensible option but this may only be achieved in the longer term);
- be realistic about the levels of income that can be generated from this new space;
- understand that funding will be important to help PCS to meet costs at least in the early years of developing the new community space;
- consider the life stages of individuals running groups or attending groups (i.e. Mums & Toddlers classes will be busy so long as mums are on maternity leave; when they return to work a flow through of new people attending these groups is essential to maintain it and needs to be built into the planning);
- be aware that with a small space to hire out, concentrating on providing birthday parties for younger children could make sense; and
- keep the prices at around £10 an hour in order to compete effectively with Council and other local provider prices.

Pentlands Community Space will research and speak to other groups running similar community hubs in the UK and will use Scottish Community Alliance Community Learning Exchange to access funding to pay for site visits to learn more about them. Similar hubs that can be investigated or visited include:

- The Green Room, Kirknewton – <https://kirknewton.info>;
- Wester Loch Ewe, Inverasdale - www.westerlochewe.com;
- Aberdour Station - Signal box turned into an artist's studio - <https://www.bbc.co.uk/news/uk-scotland-edinburgh-east-fife-45527857>
- North Kessock Pier Group – heritage space and toilets - <http://www.nktop.org>; and



- Parkmobility, Glasgow former toilets now a café - <http://parkmobility.org>

2.5 Research into need for Affordable Housing

The first floor of the new building will be a one bedroom flat helping to provide affordable housing in this area of Edinburgh where there is a need. Whilst PCS is only able to provide one small dwelling, demonstrating potential demand is important. Figures from City of Edinburgh Council show:

- the total number of households is projected to increase from 224,875 in 2012 to 313,033 in 2037;
- The number of single adult households is projected to increase by 56% compared with 35% nationally;
- Households headed by people aged 60-74 are projected to increase by 41% and those headed by a person age 75 or over are projected to increase by 71%; and
- Average household size is projected to decrease from 2.07 in 2012 to 1.91 in 2037.

Since the 2001 Census, there has been a decline in owner occupation from 66% to 63% across the South East Scotland plan area (this covers the Lothians including City of Edinburgh). Social renting has reduced from 24% to 22% and private renting increased from 11% to 15%. This masks local variances, most significantly with a decline in owner occupation in City of Edinburgh from 69% to 63% and increase in private renting from 13% to 22%. These statistics taken from South East Scotland plan Housing Need and Demand Assessment 2 report from March 2015 suggest there is a need for more social and affordable housing especially for single people.

2.6 Options Appraisal

The research report provided a summary of the pros and cons presenting five options for consideration. These were:

- Option 1 - Use downstairs space only developing the site into community space for intergenerational activities, older people's projects and for arts and crafts activity sessions and birthday parties;
- Option 2 - Use two floors developing the site to offer a range of services to combat social isolation, making this space dementia friendly with arts and crafts activities, birthday parties and also office space or as a flat for rental upstairs;
- Option 3 - Move into the ground floor and when demand dictates, rent or buy the first floor to expand what is offered by PCS;
- Option 4 - Re-develop the disused toilet block into public toilets; or
- Option 5 - Do nothing.

The headteacher of Juniper Green Primary school hosted several more public meetings in 2018 and from these consultations a decision to focus on Option 2 was agreed. So, the original offer to build the downstairs space for free by Domenic has subsequently become an offer to build a two-storey building at zero labour costs. This provides a very generous opportunity to supply an asset for the community with a leverage of some 300%.



Subsequently, a group of individuals volunteered and they now make up the proposed board of Pentlands Community Space. This group will now manage this project, leading on the ownership of the building and securing funding to do this.

2.7 Collaborations

Research by the consultants into other community venues identified potential collaborations such as Juniper Green Parish Church. It is important to differentiate the spaces and demonstrate how we could work together. The consultants have researched similar halls and venues near the new proposed community space and this is shown in Section 4.7.

Pentlands Community Space	Juniper Green Parish Church
Co-working, hot desking aimed at people working from home	Meeting space aimed at community groups for committee meetings
Space for community benefit projects aimed at small groups of up to 15 people	Community spaces aimed at larger group meetings or activities such as playgroup and sports groups
Children's birthday parties aimed at 15 children maximum with an arts and crafts focus	Children's birthday parties aimed at groups of up to 20; sports themed parties (bouncy castle, football parties etc.)
Wellbeing and arts and crafts activities or classes e.g. yoga	Yoga, Taekwondo or keep fit, dance classes for up to 20 people in a class
Provision of space for specialist after school childcare	Larger after school provision
Affordable Housing	n/a

At present, Juniper Green Parish Church has to turn away larger groups if they have hired the space to smaller groups and PCS with its smaller space could help them to maximise their income and increase sources of users for PCS.

In addition, the consultants have discussed this project at length with Juniper Green Village Hall Committee who see PCS as complimenting rather than competing with their offering. So, this could provide more much needed small space in the community. However, the committee running Juniper Green Village Hall have enough to handle keeping their events going and prefer to keep a watching brief on the progress of PCS; Pentlands Community Space commits to working with them as partners to promote both spaces together, where possible.

2.8 Delivering the Project

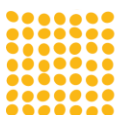
Pentlands Community Space has a group of trustees on board to progress this project. To help with planning and ensuring there are the skills needed for the Board, the trustees have completed an audit survey to identify the expertise of those who are involved as well as to identify what is missing. This has informed the board development and training plans which will be further explored in Section 4.1. Additional board members from the community are always welcome especially those with a different skill mix such as marketing, IT and the arts.



It is understood that the new proposed community space is limited but there are a number of creative and sustainable ideas that other communities have pursued, and this will be further explored when looking at case studies (mentioned in Section 2.4). The limited size will impact on the ability to generate an income and the need to minimise and control the costs.

PCS will work with volunteers to carry out key tasks such as raising awareness of the PCS as well as tasks such as general maintenance, at least in the early years.

PCS will also ensure that its role is clear hiring space out to groups or individuals to run activities rather than running these themselves by working with a number of partners to deliver this project and will aim to involve local people to co-design and co-develop both the space as well as the plan to attract the services and activities that people need in the wider community. This will be further explored in Sections 3 and 4.



3. What is to be Done

3.1 Vision

PCS can become a creative community hub for the wider area providing a welcoming space for people to come along either as individuals, part of a family or a community group to explore their creativity.



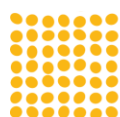
3.2 Offerings by PCS

The research suggested that there would be demand from local people to attend the new space to participate in a range of activities, with a creative or wellbeing theme. PCS's role is to facilitate activity by providing a space, not necessarily to deliver the activities. PCS will develop a group of specialists or experts in particular areas who will rent the new space to run workshops, parties, classes and activities.

What Pentlands Community Space will do	Product/ Service/ Activity	Beneficiary Group	Social Outcome
Work with artists and creators to run events or groups (income through attendance fee/donation or funded activities)	Arts and crafts activity groups; intergenerational activities – working with local artists to deliver workshops and group activities	People affected by Dementia and older people in general; carers (of all ages)	More people with dementia will have the chance to meet others affected by dementia, talking and crafting together; more carers may get the chance to meet, talking and crafting together sharing experiences, and signposting on issues such as Benefits, support programmes and other support for their loved ones;
		Young people and children; families	More children from all local High schools and local Primary schools will have the chance to volunteer; more children will have the chance to interact with older people from the local community, showing them how to use devices similar to their 'cyber-café' activity; more children will be able to develop new interests and hobbies;
		People affected by poor mental health	More people affected by mental ill health will have the chance to meet, talking and crafting together; more local people who are needing support with their mental ill health will be able to get information on support groups in the area; more



			people will be able to get support or attend clinics;
Hire of space	Health and wellbeing classes/ activities – yoga etc.	Local residents; (some level of income anticipated)	More working age adults, older people and children will have access to wellbeing classes such as yoga and Mindfulness that will improve both physical and mental wellbeing;
Hire of space	Arts and crafts workshops and classes	Families; (some level of income anticipated)	Local families will have the chance to join with their children in a creative space; more parents will have a chance to “craft” with their children;
Hire of space	Birthday parties	Parents – own catering; pay hourly rental	No “social outcomes”; income generation; aimed at younger children;
Hire of space	After school provision	Local parents; primary school age children; pay hourly rental	More local parents will have access to childcare in their own community enabling them to return to work;
Hire of space	Holiday programme – arts and crafts workshops	Groups to put on holiday activities; pay hourly rental	More local children will have access to productive holiday entertainment/activities to develop new skills, interests and hobbies; there is potential to work with outdoors community groups combining indoor and outdoor activities and extending the number of days offered to provide a full week’s activities; The new space gives access to Water of Leith and Pentlands and beyond;
Hire of space	Other Workshops	Artists or groups hiring space to put on workshops; pay hourly rental	more young people from these groups may be able to volunteer assisting them to achieve Saltire Awards or badges; More local artists and crafters will be able to hire suitable studio space to instruct and earn an income from this; Will allow artists, creators and people with specific skillsets to share and trial activities with less risk;



Hire of space	Meeting room or office rentals	Local businesses and groups; pay hourly rental	More local businesses, clubs and groups will be able to hire suitable meeting rooms for board/committee meetings;
Hire of space	Information – signposting to Council, NHS or community services	Whole community; no income anticipated	More people will have accurate information about what’s on locally as well as signposting to local support and advice on range of issues including Council, health and advice services;
Affordable Housing	1 bedroomed flat/home	Social housing tenants; rental income	1 individual/family will have access to affordable housing in a central location close to good shops, amenities and transport links.

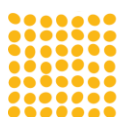
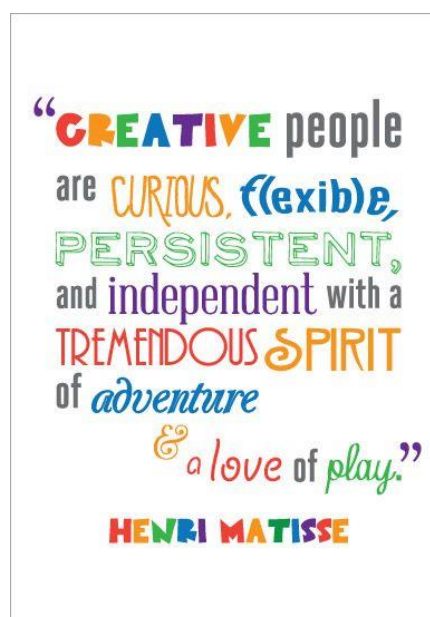
A key part of the offering by PCS will be the artists and tutors that can be attracted to rent the space, putting on workshops and classes that the Community will want to attend.

PCS will therefore approach tutors and artists as key partners or stakeholders in this project.

PCS will develop a group of partner tutors including artists, crafters, writers and storytellers, it is anticipated that this group will grow as demand and bookings increase and develop into a collection of creative and wellbeing specialists booking this new community space.

It is expected that these specialists will run a range of classes, including but not limited to:

- Writing classes for adults;
- Singing classes for children and adults;
- Arts and crafts classes for all;
- Foreign language classes (not ESOL);
- Mask making for children, macramé;
- Flower arranging;
- Yoga, Mindfulness;
- Storytelling;
- Sharing Memories;
- Tuition classes (for children);
- Book Festival meetings; and
- Exhibitions.



The new space will become a place for people to do things together and to reflect this PCS will actively seek to encourage social groups to visit and use the space on a regular basis. These will be the “anchor” groups and whilst PCS will not charge commercial rates for these groups, people attending activities or meetings will be asked to donate to the cost of coffee and snacks through an honour box.

The consultants anticipate that the anchor groups will include:

- Pentlands Book Festival;
- Toddlers groups;
- Dementia or older people’s groups, e.g. Dementia Friendly Pentlands; and
- Informal unregistered after school groups run by parents.

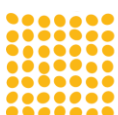
Having local people come to groups like this will enable them to see what else is going on in the new space and encourage them to book to attend workshops or classes.

3.3 Adopting a Phased Approach

PCS recognises that as a voluntary group the project will need to be delivered initially as piloted activities with PCS identifying the successful pilots in the new space and building on these to provide a range of events and activities that will build loyalty and repeat custom.

Being realistic about the objectives the following timetable is proposed:

2019/20 /21- Phase 1 Funding and Build; Development Phase
<p>Commence build in 2020. The build phase is expected to take 6 months; open the new space in the first half of 2021.</p> <p>Secure funding to employ a development worker to attract the package of services and to start to build up a database of tenants and customers. Scope out options for transitional trading and pilot workshops or classes by working with partners such as Juniper Green Parish Church.</p> <p>This will include scoping out links with registered social landlords and registered childcare providers.</p>
2021/22 – Phase 2 Launch and Commence Trading
<p>Having developed a database of providers, experts, specialists and groups who will run activities in the new space, PCS will launch and open for trading.</p> <p>PCS expects 4 core artists or creatives will hire on a regular weekly basis running one workshop per week; these will be the anchor groups such as Toddlers or Dementia group that will hire the space every week for one session.</p>



2022/23 – Phase 3

Build up Trading

Build up customer loyalty and increase bookings, expanding the base of experts as well as the number of community groups that enjoy and use the space.

3.4 The Space

Full drawings and costed plans will be developed in 2019/20; for the purposes of this Business Plan the consultants have shown below how the space will be used (full costings will be developed as part of the development stages of the project). Subject to advice from the design team, the space will include the following:

Accommodation and Usage Schedule:

Space	What's Needed	When it could be used	Who could use it
GROUND FLOOR			
General purpose room	Space for up to 15 people; fully accessible	Weekdays 9 am to 9 pm	Group activities After school activities Intergenerational groups Dementia friendly groups
		Weekends 9 am to 4 pm	Group arts & crafts paid for family sessions Craft / birthday parties
Toilet	Fully accessible; unisex toilet with baby change facilities	All times	Everyone
Kitchenette	Suitable for making teas and coffees but no food preparation	All times	Staff, volunteers from groups using the space
FIRST FLOOR			
Kitchen, Bathroom, Living Room, Double Bedroom	Fully fitted kitchen and bathroom; unfurnished	At least a 12-month lease	Tenants; couple or individual





The identity and brand will be clear in how the room looks, how it is decorated, the colours used and the furniture chosen for the room. This will be considered carefully to provide a flexible multi use space, with modular furniture, storage for range of donated arts materials, stock of toys and books.

The walls will display modular shelving or storage as well as notice boards providing information and signposting to other activities in the wider area as well as adverts for classes being run in PCS.

The room will be wi-fi enabled with natural lighting and have a kitchenette and unisex fully accessible toilet with baby changing facilities. We have already been offered free networking set up by a local business man.

Kitchenette

PCS will hold a stock of teas and coffees, biscuits and healthy snacks and will ask users to make a donation for these.

When locals book the new space for birthday parties, they will need to organise their own catering.

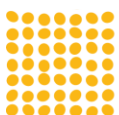


Stock of Toys and Books

PCS will have a bookcase and toy box to hold a small stock of toys and books for people to swap or borrow. When groups, such as Mums & Toddlers come, the children can play with the toys they bring or borrow the toys here.

When older users come, including reading groups, they can read the donated books or swap them for their own previously read books, similar to a lending library.

PCS will carry a small stock of paper, arts and crafts materials for occasional use although artists will be expected to bring all their own supplies and materials required for the class and the classes will be priced accordingly.



3.5 Social Outcomes

Section 3.2 has already outlined the broad social outcomes PCS aims to deliver in the new space. The main aim of PCS will be to give local people a place to meet to participate in group activities, to have a chat, learn new skills or a hobby or to meet up with friends or make new friends.

3.6 Fit with Funders Outcomes

PCS will approach Scottish Land Fund (SLF) for capital funding to purchase the existing building and land. The SLF outcomes PCS will align to are:

- *Local communities will achieve more sustainable economic, environmental and/or social development through ownership of land and buildings.*

Research has suggested that the Pentlands communities have an ageing population and services such as banking and information are declining. The result is that older people in particular are feeling more socially isolated and there is clear interest in the community to take ownership and control of community assets and projects, ensuring that these are designed to focus on the needs of local people.

- *The communities will have a stronger role in and control over their own development*

A number of local individuals, including parents, were identified through the research as having an interest in running local community services. Whilst JGBMCC commissioned the research and feasibility study, volunteers have stepped forward to become Board members of the new charity. This will ensure that representatives from the community and importantly reflecting the needs of the target audience PCS will serve, are involved at an early stage in the development of the SCIO. PCS is also planning to work with partners including Juniper Green Parish Church and JGBMCC during any additional research in the planning and development phases of this project.

- *The communities own well-managed, financially sustainable land and buildings.*

The objectives of PCS will be realistic reflecting the demand the consultants predict for rental of the new space. Having prepared 5 years financial forecasts, we project that PCS will become sustainable in early trading.



4. Delivering the Project

4.1 Governance

The Board of Pentlands Community Space (hereafter referred to as Pentlands Community Space) completed a skills gap analysis in 2018; as a result of this PCS will identify which skills it needs to recruit or what training needs should be undertaken. Biographies of board members are included in Appendix 1. PCS will seek other members with additional skills to build the capacity of the board to take this project forward. We will strive to recruit other directors who will bring the same passion for the project and an understanding of the local community as well as skills such as an arts background or legal or marketing expertise. The board will meet on a minimum of a quarterly basis.

PCS understands the risk of reliance on key staff, volunteers or board members and will ensure through succession planning that this risk is mitigated by:

- training trustees to “shadow” each role on the board;
- educating volunteers or staff to shadow all roles, ensuring continuity over holidays or periods of illness;
- reviewing job descriptions to ensure key responsibilities are covered by other roles in the staff team;
- ensuring no key staff or trustees are on holiday simultaneously;
- expecting strong and robust reporting to the board from staff; and
- encouraging younger people to join the board to future proof the enterprise.

PCS will seek to utilise a range of social and digital media (Facebook and Twitter) to communicate with people, particularly younger people, within the community so that they know what is happening. There are relatively few young people locally, so this is a challenge to be discussed but PCS aims to ensure the Board has people of all ages. In addition, volunteer recruitment is vital to give everyone an interest in the project and these involved individuals may become trustees in the future.

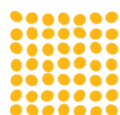
The Board is aware of the amount of time, commitment and hard work that will be required to develop and manage this project. Trustees will meet regularly to discuss progress and plan ahead and all decisions are fully discussed, minuted and approved before implementation.

Robust processes and procedures will be implemented to ensure compliance and monitor performance (financial and outcomes) against projections as the project develops. These will then be reviewed to ensure that they are strong enough to cope with the increased levels of activity and responsibility that will come with managing the new space as we welcome more customers and groups.

4.2 Planning & Construction

PCS has identified two main phases before the opening of the building that require close attention:

- Planning - during 2019 and early 2020, this includes establishing legal governance through a submission to OSCR for the creation of a SCIO, recently established on 22 November 2019. Then, asset transfer from CEC of the abandoned toilet block site will be sought. A legal contract will be drawn up to confirm commercial arrangements with the local resident who is willing to build the new structure. For this it will be necessary to continually refresh the cashflow



- forecast, build up local membership of the SCIO and recruit volunteers to help when the space is ready for business.
- Construction - the 2nd half of 2020.

Planning

The local resident, Domenic Tedesco, has confirmed that he will cover all labour costs and that the cost of materials that the SCIO will need to raise will be approximately £90,000. Domenic has already secured planning permission for the new build at his own expense. PCS is planning a series of fund-raising activities before construction, among these are crowd funding, an invited dinner, speaking to the various lottery organisations, other local charities and organisations and talking direct to local businesses and residents. Close contact with Domenic is required to ensure cashflow demands are met. A legal agreement will be drawn up with Domenic to confirm deadlines of the build and clear communications on any issues. In the unlikely event that arrangements with Domenic fall through before or during the construction phase other options will be considered by PCS to progress the build and generate the additional funding that would be required.

Construction

This is during the latter half of 2020 and funding will be in place before this phase. PCS will observe and analyse progress against the agreement with Domenic with opening planned for 2021. It is also envisaged that internal furnishings will cost approximately £10,000 with a 10% contingency built into the cash flow forecast.

Over the planning and construction phases PCS intends to build up membership and seek volunteers to help when the building is ready for use. Contact will also be made with likely users of the space to ensure as smooth a start as possible in the Spring of 2021.

4.3 Legal Structure

Pentlands Community Space is a SCIO formed in 2019. From the Pentlands Community Space Constitution, the organisational purposes are:

1. To organise activities with a particular focus on the needs of young families and those of the elderly and
2. To advance arts, heritage and culture by engaging with artists and providing arts and crafts workshops.

4.4 Staffing and Volunteers

Now that Pentlands Community Space is a newly formed and constituted charity it will manage the new space and run it going forward.

With the space being small, PCS understands that income from groups will be limited and are therefore keen to control and minimise the costs. So, PCS will initially seek to employ only one part time Development Officer, if funding can be secured.

A key part of the ongoing development of the project will be working with volunteers to support the Development Officer. Details of these roles are shown below.

Sub-Committee or Steering Group

PCS will form a steering group or sub-committee with representation from residents, stakeholders and JGBMCC.



The responsibilities of the steering group will be to oversee the build with Domenic Tedesco and to monitor key milestones on sales targets and spend and progress during the launch phase as well as linking in with local residents and neighbouring communities, organisations and groups. This is envisaged to be a short life working group that will meet on a monthly basis, reporting to the Board as required but at a minimum quarterly.

Volunteers will be responsible for:

- raising awareness of the project;
- letting customer groups in and out of the building; and
- ensuring that information is both clear and relevant.

The Development Officer (DO) will be a part time role. The DO will co-ordinate and help secure revenue funding for this project, run a co-ordinated marketing and partnership campaign to build up interest and involvement in the project, and raise awareness of what will be offered by PCS when the new building opens. The DO will also be the main point of contact for customers and will take and manage all bookings for space and will work alongside the Steering Group.

It is possible, that the DO could be a person with a creative background who has contacts locally amongst artists and tutors. Getting the right personality will be important. A full job description for the DO is included in Appendix 3.

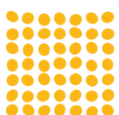
As usage increases and demand warrants a cleaner will be employed to clean the new downstairs space but users will have the responsibility for tidying the space and leaving it in a clean and fit state for the next booking.

4.5 Operation, Policy and Procedures

PCS will utilise their experience and resources to draft policies and procedures, reviewing these on a regular basis at the board meetings with one of the Board being responsible for reviewing policies and presenting them for amendment where appropriate. Ongoing “pro bono” support will come from other community groups.

Policies will include:

- Health and Safety,
- Data Protection (complying with GDPR Regulations 2018),
- Privacy (complying with GDPR Regulations 2018),
- Child Protection,
- Vulnerable Adult Protection,
- Grievance,
- Staffing,
- Volunteering,
- Recruitment and Training,
- Environmental and
- Equality and Diversity.



4.6 Monitoring and Evaluation

The consultants have identified the following key performance indicators (KPIs) that the SCIO will monitor and review with the DO on a monthly basis during the initial phases and potentially move to quarterly depending on requirements:

Occupancy

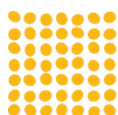
- Type of bookings and number of attendees
- Type of activities, classes or workshops being held and number of attendees
- Income split per activity type

Maintenance of a customer database in compliance with GDPR regulations 2018 (ensuring people confirm “by ticking the box” that they want offers and marketing information).

Customer satisfaction surveys asking users to say what they enjoyed and what could be improved; linking with encouraging reviews on TripAdvisor and other websites.

There will be general outputs too:

- Customer surveys which will be kept simple and used on a regular basis. These will be compared with initial baseline information. These surveys will be on-line and will give the opportunity to make changes so the customers can see the immediate benefit of giving comment. This will relate to individuals as well as groups.
- A confidential annual local survey to record wider benefit. This will be to the local community. It will be very simple, consisting of three key questions – how you interacted with PCS; what difference did this make to you; how is PCS impacting on the community; as well as asking for any suggestions for improvements and ideas for the future and one statistical question about levels of satisfaction.
- A regular stakeholder meeting will also gather data about how people involved locally have found the impact of PCS from their perspective and looking for ideas for future community benefit projects.
- PCS will use Facebook, Twitter and other social media and a website booking page to facilitate comments electronically.
- The marketing plan will agree targets for numbers of followers and numbers of likes etc. on social media. PCS will work towards smarter use of technology and will monitor the success of this.
- Finances will be monitored as per Section 6, though sometimes social impact and financial imperatives will impact on each other and this will be taken into consideration.
- The success of new developments by PCS will be dependent upon the efforts and motivation of staff, trustees and volunteers with staff and volunteers being given the opportunity to report on how things are progressing from their perspective.



4.7 Partners

PCS will work with a range of partners, each will be crucial to the success of this project, PCS cannot do this alone.

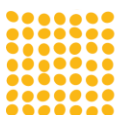
Partner Organisation	The Partnership Opportunity
Artists, Tutors and Wellbeing specialists	Key to the success of PCS will be putting on workshops and classes that people want to attend; working with the right tutors and artists will encourage people to come and return.
Juniper Green Parish Church	Working with the church to signpost clients/groups to each venue (Parish Church for larger events and PCS for smaller groups).
Scouts (and other youth groups)	Appears to be need for activities aimed at young people (teens); need for space for some sporting activities.
Currie Community High School	The consultants have not been able to get confirmation from the School but the pupils already volunteer in local dementia cafes, e.g. the Gibson Craig Hall. Fifth- and sixth-year pupils are already involved in intergenerational projects in the area, volunteer at local dementia cafes and have secured charity funding for such projects. Hope to work with the High School to expand this community ethos.
Juniper Green & Baberton Mains Community Council; Currie Community Council; Pentlands Neighbourhood Partnership Group; Balerno Community Council	Ensuring a strong relationship with each CC, signposting to events in each location and advising groups of potential for rental of meeting rooms and use of creative space for projects being offered by groups throughout the community.
Gala Club Committees	Raising awareness; potential customers using meeting space.
Juniper Green Primary School	Helping the school by signposting older people to their Café and other community activities; involving pupils in inter-generational activities in the new space.
Federation of Small Businesses; Chamber of Commerce; Business Gateway	These organisations and networking groups will help to raise awareness of the meeting and office rental space available.
Registered Social Landlord (RSL)	Working with a local registered social landlord, PCS will offer an individual or couple access to newly built social housing. The RSL will deal with tenancy agreement and all other support associated with the lease.



4.8 Competitor Analysis

The consultants have identified a number of community spaces around the area and PCS does not want to impact on these activities. Whilst the organisations below are “competitors” PCS expects that they will also help to promote each other’s activities for the benefit of all and will help to raise awareness of PCS and its activities.

Facility	Activities
Colinton Library	Regular children’s’ activities available, including Bookbug and Chatterbooks reading groups, children’s knitting group, craft sessions, Lego club. Workshops for adults: IT support, family history.
Juniper Green Village Hall	For children: playgroups, ceilidh children, ballet. For adults: Taekwondo, Zumba, Yoga, Astronomical Society, Scottish Women’s Institute, Senior Citizen’s Social Club, board games group.
Longstone Community Centre	Youth clubs
Colinton Mains Community Centre	For children: toddler group, Sure Start. For adults: art & design summer classes, yoga, African dancing.
Pentland Community Centre	For children: dance group, youth group. For adults: adult education programme including ESOL and IT, Pilates, tai chi, Highland dance, creative writing and men’s group.
Monkey Drama	Drama classes for children. 8-week term £48 or £86.40 for siblings.
The Shed, Colinton (under development)	Community space currently under development within Colinton. Likely to include artist studio space as well as pop-up shops.



We are also aware of competitive spaces in the area that hire space out for group activities:

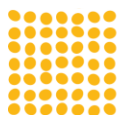
Facility	Description and pricing
Colinton Library	From £22.50 for a three-hour block for community groups; £64 for a three-hour block for commercial use.
Dreghorn Loan Hall	Hall available for hire. Room hire for one-off events is £25 per hour, with different rates available for longer leases or regular events.
Water of Leith Visitor Centre	Two meeting rooms are available for hire from £15 per hour for community use or £25 for corporate bookings, catering available.
Juniper Green Village Hall	Hall available to hire. Rates for main hall vary by day and time: £5 to £10 per hour for community use, £7.50 to £20 per hour for commercial, religious or political. Committee room £5 per hour (community), £7.50 per hour (commercial).
Colinton Mains Community Centre	General purpose hall and meeting room available to hire, rates vary depending on activity type and group status.



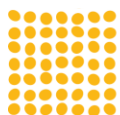
4.9 Risk Mitigation

The consultants have identified a number of potential risks which will impact on the success of PCS; these will be built into monitoring of the key performance indicators (KPIs).

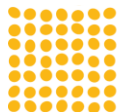
Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Preparation, Development and Build phases					
Difficulty securing capital and development funding	High	Low	Local resident providing for all labour costs of build. Strong funding strategy Keeping costs as low as possible	Variation of funds Investigate alternatives such as a loan or crowd funding Sympathetic design team who will be aware of budget constraints Keep development costs to a minimum	Board
Fit out costs higher than expected	Medium	Medium	Cash flow projection and business plan estimate with 10% contingency and allowance for inflation	Get at least 3 quotes for large cost items Keep fit-out costs to a minimum	Board
Reputational risk	Medium	Low	Good relationships with the local resident who has offered to build at zero labour costs; limited promotion of the relationship and involvement of the developer	Continue to manage the communications on this issue to minimise any negative PR	Board



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Delivery phases post-build					
Demand lower than expected for rentals or classes and activities	High	Low	Build up contacts given as part of survey in September 2018 Good relationship with parents and local community Maximise opportunity from joint marketing, especially with the Parish Church and Primary School	Create clear brand with online presence Strong marketing plans Joint initiatives with other organisations locally	Development Officer Board
Low levels of volunteers	High	Medium	Sound foundation locally including new volunteers identified in research	Development Officer to have volunteer support role	Development Officer
Loss of Key Personnel, Volunteers or Board Members	High	Medium	Good support for volunteers and staff Clear development plan for DO to train others	Write an accession plan Good terms and conditions for future staff and volunteers	Board
Insufficient reserves to manage cash flow	High	Low	Building up trading income and ensuring no loan servicing. Flat rental income vital. Good financial management and expertise on Board	Build reserves during initial years Closely monitor occupancy and income Ensure costs are kept to a minimum	Board
Complaints from other organisations/communities	Medium	Low	Visiting and listening to local stakeholders, neighbours and competitors	Regular communication and open meetings Limited competition that could be impacted locally – work closely with the Parish Church and involve	Board Development Officer



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
concerned about competition				them in the co-development of projects and marketing.	
Development Officer not working out	High	Medium	Clear person specification; clear Terms and Conditions and Objectives for staff member in job description	Formal, documented recruitment process Development Officer to work closely with volunteers and Board to support.	Board



5. Marketing

The marketing strategy will at its core, develop an effective means of communicating and consulting with the local community to ensure that needs are understood and that services and facilities being provided reflect the needs of the community. This strategy will include partnerships with a range of local community groups, including those detailed in Section 4.7.

Marketing will also be vital to reach the different customer groups to promote the hire of space and activities or groups that take place there.

Full use will be made of a range of communication tools to ensure all potential users are aware of the facilities available. Promotion will be carried out through C&B News, social media and use will be made of a dedicated website. As well as external advertising on the building itself which is well located on the main road near the bus stop and local shops and utilising volunteers and board members to raise awareness locally in day to day interactions.

A register of local organisations and individuals will be maintained in compliance with GDPR regulations and publicity material will be regularly distributed via an electronic mailing list or customer database.

PCS will, where possible, ask partners to help to promote the space.

5.1 The PCS

PCS intends to become known as a creative community space. This can be communicated through visual marketing, branding, window displays, marketing tone, messaging and artists that hire the PCS.

5.2 Services

Breaking the services down into features and benefits will help to show how the SCIO can reach the target market and focus on key marketing messages.



Activity	Features	Communications Tool and Campaigns
Hire of space	Hourly rate; daily rate; open until 9 pm; main theme will be arts and crafts and wellbeing Range of groups hiring space for variety of events and activities Classes or workshops for adults – arts, writing, singing, foreign language, crafts, yoga, reading, flower arranging, Classes or workshops for children – tuition, arts, crafts, singing, language, mask-making, scrapbook making, reading Workshops for groups – reading, storytelling, sharing memories, genealogy, wellness After school childcare	Twitter; Facebook; website; networking; word of mouth; local newsletters and magazines



Office/workshop space	Use of either desk space or full area	Twitter; Facebook; networking; e-newsletters to database; word of mouth
Provision of information	What's on in the local area; signposting to events and initiatives in the local area; other support and information from wider area	Posters; flyers; Twitter; Facebook; word of mouth; Website
Affordable Housing	1 bedroom flat	Working with an RSL; tenants will be allocated through RSL

Campaigns or Events Calendars

The SCIO will encourage the use of social media tools including Pinterest to encourage interest and stimulate ideas about what people could do in the new space. PCS is aware of the marketing opportunities around an events calendars to include Halloween, Christmas and Easter. This will aim to attract artists to book PCS for workshops.



Space Station

5.3 Customers

The research conducted in 2018 identified that there will be a demand for a range of arts and crafts as well as wellbeing classes and activities. PCS will work with groups and artists to devise and co-ordinate campaigns, offers and the marketing messages to ensure that people are encouraged to visit and use the new space. The research has indicated that there are different customer groups and so PCS will ensure that the marketing communications focus on their needs and how best to reach them. PCS will conduct more research as follows:

- More detailed research of other small quirky community hubs in Scotland (through case studies and visits, see Section 2.4); and
- Co-design and co-develop marketing initiatives with partners such as Juniper Green Parish Church and Juniper Green Primary School.



The different customer groups are:

Customer Group	Profile	Needs
Residents		
Parents	Working age; living in Juniper Green, Currie, Baberton Mains and Balerno; also, wider Edinburgh area; disposable income; parents of school age children;	Stimulating group activities either for children or for families; secure welcoming environment; accessible; may be interested in utilising the space for small children's birthday parties; bringing their own catering
Older people	Living in their own homes or living in retirement complexes in the area; access to public transport or within walking distance of the new space	Comfortable, secure environment; accessible; stimulating space; group activities; new hobbies; tea and a chat with friends
Groups		
Pentlands Book Festival	Local community group organising annual Pentlands Book Festival; volunteers from local community; regular attendees at events	Office base; space to hold reading groups and meetings; space for small book selection; distribution point for promotional material for Festival
Dementia Groups	Local organisers of events; carers and people who are affected by dementia	Comfortable, welcoming space; accessible (sensory and physical accessibility); variety of activities; bring your own snacks
Parent & Toddlers	Local parents with pre-school age children	Comfortable and accessible space for parents and children; tea, a chat and a play; access to books, toys, materials for regular activity sessions; bring your own snacks
Parents (after school groups)	Parents of local primary school pupils; working full or part time; pupils from local school	Safe central space for small group activities of primary school age children; under 2-hour activity sessions only ¹ ; bring your own snacks
Arts, reading, crafts groups	Local individuals as part of voluntary informal groups; interest in arts and crafts or reading	Access to tea/coffee facilities; creative welcoming open environment; flexible to use space for range of activities; reasonable hire rates; bring your own snacks
Private organisations or individuals		
Artists, Tutors	Local artists (from across Edinburgh city); storytellers, experts in range of disciplines – tutors hiring the space to deliver workshops	
Wellbeing specialists	Yoga teachers; spiritualists; genealogists;	

5.4 Pricing

PCS will hire the new space out, as follows:

- for activities or classes – commercial rate per hour £10
- for social rental/hire – rate to be agreed
- Rent (of first floor flat) at a rate of £450 per month.

¹ Holding childcare activities for more than 2 hours requires registration as a Childcare Facility



5.5 Brand

PCS aims to make the new space a well-used community building. Brand values will be further explored during a branding session held in 2020.

The brand will be welcoming, local, friendly, homely, informative, community minded and fun.

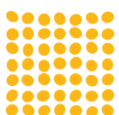
Branding will consider:

- vision statement; this will be a short concise sentence that communicates the message Pentlands Community Space wants the new space to be for;
- shared values – what is important to the residents? Being open and transparent; enabling young and older people; being local; being accessible; peer support; co-working and co-production (working together);
- designing a logo that captures the values and represents the local community;
- working with Juniper Green Primary School to help design a logo; and
- a strapline that helps Pentlands Community Space to promote what it does and the difference it can make by encouraging people to come and meet and do activities together.

Logos we like are shown below; these show the type of branding Pentlands Community Space is aiming for:

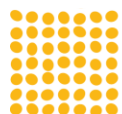


Saving Public
Access to Community
Space Everywhere

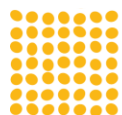


5.6 Marketing Strategy

2019/20 Planning and build phase Market Research and Pilot of activities	2021/22 Roll out bookings Operating first year of trading	2022/25 Maintain/increase sales Research
<p>Appoint Development Officer</p> <p>Initiate meeting of steering group to discuss marketing campaigns</p> <p>Agree marketing objectives for PCS – sales targets, occupancy</p> <p>Devise programme of ongoing market research –define service, payment terms, pricing, cancellation policy; also needs assessment and access statement</p> <p>Research to define customer needs as well as to inform marketing communications strategy</p> <p>Agree Action Plan – with timescales</p> <p>Agree open date for first bookings – aim for early 2021</p> <p>Brief for website – online booking platform; online payments; information; events programme</p> <p>Agree pricing; booking structure</p> <p>Devise communications strategy (updates on build/ progress for locals/ stakeholders)</p> <p>Hold branding workshop</p>	<p>Agree marketing objectives and sales targets</p> <p>Agree go-live date for website</p> <p>Agree two monthly meetings with Pentlands Community Space board</p> <p>Review website</p> <p>Roll out social media strategy</p> <p>Build brand awareness</p> <p>Advertising in newsletters and local media (advertorial or editorial, not paid for adverts)</p> <p>Develop prospect database</p> <p>Review all customer feedback and reviews on TripAdvisor</p> <p>Increase social media posts/ shares – general</p> <p>Weekly blogs, posts on Facebook and/or Twitter</p> <p>Conduct customer satisfaction survey</p> <p>Build brand awareness</p>	<p>Agree marketing objectives and sales targets for each activity</p> <p>Review all customer feedback and reviews on TripAdvisor</p> <p>Develop communications strategy</p> <p>Develop social media plan</p> <p>Quarterly newsletters via MailChimp</p> <p>Weekly blogs, posts on Facebook and/or Twitter</p> <p>Review marketing and sales targets – all activities</p> <p>Conduct customer satisfaction survey</p>



<p>Design template E-newsletters</p> <p>Start database of prospect customers/partners – GDPR compliant</p> <p>Develop website – funding, brief, developer, functionality, features, test - including online availability, bookings and payments</p> <p>Agree social media campaign – Twitter, Facebook mainly</p> <p>Agree date for launch event – plan, invitation list, format, communications plan for event – council officials, stakeholders; reps from all partner groups;</p> <p>Hold separate launch event for trade press and local press</p> <p>Consider programme of events</p> <p>Draft up Calendar of Events</p> <p>Build up database of experts, artists, storytellers etc.</p> <p>Build up list of review sites to invite to launch – booking.com; TripAdvisor</p> <p>Review and agree different customer groups – profile and needs</p> <p>Clarify main marketing messages and tone for communications (to different groups)</p> <p>Agree communications plan</p> <p>Identify networking events to attend</p> <p>Clarify monitoring tools for sales income/ targets</p>	<p>Liaise with Parish Church for larger community events programme – Burns Supper; Easter; Summer events; Christmas etc.</p> <p>Co-ordinate events with Parish Church (including marketing campaigns)</p> <p>Quarterly newsletters via MailChimp (GDPR compliant)</p> <p>Review marketing budget</p> <p>Review marketing and sales targets – all activities</p> <p>Feedback and make any changes necessary to space, storage etc – facilities</p> <p>Track sales and footfall</p>	
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Campaigns:

- Gift Vouchers – negotiate deals with tutors in all areas of arts, crafts and wellbeing, to be part of a Gift Voucher initiative; aim to have 6 tutors included in the scheme; access to 10 workshops from which customers can select. Income from this goes to tutor with income for PCS being through hire of the facility for workshops;
- Seasonal calendar of events – secure bookings for PCS by tutors to deliver a range of workshops and classes at Halloween, Christmas, Easter and Summer; workshops to be seasonally themed; promoted through PCS website as well as individual tutor’s own social media and websites.



6. Funding and Finance

6.1 Costs and Funding Strategy

The project involves demolition of the existing toilet block and the creation of a new purpose-built 2 storey structure which will comprise of a ground floor open plan space and a one bedroom affordable flat on the first floor (planning approval already secured from CEC by local resident Domenic Tedesco). Pentlands Community Space has been given a generous offer by Domenic, as he is promising to construct the whole building without any labour costs so PCS will pay the cost of building materials and fittings only; this will present the community with a building worth roughly three times the construction cost based on a recent survey of the premises. On the ground floor, the open plan area will be known as the Pentlands Community Hub. PCS will have a legal contract drawn up to set boundaries and outline the legal ownership when the building is completed. The building will be presented to PCS in a move-in condition but PCS will be required to meet the costs of floor coverings, decoration and fittings.

PCS will apply for capital funding to purchase the abandoned building and land at its current market valuation of £30,000.

PCS will also apply for revenue funding to cover the legal fees and the costs for a Development Officer working 20 hours per week for 24 months initially.

At this stage, a very early cost table has been produced but will need to be updated regularly as new information becomes available. Capital costs are estimated at present at £101,000 to include fixtures and fittings. The very basic remedial costs have been used as a bench mark to estimate capital costs but this will need to be reviewed by a quantity surveyor based on architect designs.

Our consultants have advised us to ensure that the design team caps refurbishment costs to allow us to fund part of this ourselves and / or to approach a number of funders to help to pay for the costs to refurbish the building according to how best to use it as well as considering accessibility for customers affected by a disability (this will include considering sensory disabilities as well as physical and learning disabilities).

Item	Amount	Source of Funding	Amount
Purchase			
Site Acquisition	£ 30,000	Scottish Land Fund with CEC discounting at least 20%	£ 23,000
Legal fees (site purchase)	£3,000	Scottish Land Fund	£3,000
Full Demolition and rebuild			
Capital costs	£160,000	Material costs will be sought as labour costs are zero	£ 90,000
Site Investigations (estimate)	Nil	Planning Permission secured in 2016 (still	Nil



Item	Amount	Source of Funding	Amount
Professional fees Planning and building warrant fees		valid) by Domenic Tedesco	
Legal fees – Partnership Agreement	£3,000	Already secured through Scottish Land Fund	Nil
Furniture, flooring, decoration and equipment	£11,000 Including 10% contingency. Estimate will be explored further in 2020	Trust A	£8,000
Revenue			
Caretaker+Development Officer costs for 24 months initially to develop databases and activity bookings (see cashflow assumptions, Appendix 4)	£38,000	Trusts B/C	£38,000
Additional funding			
Website, brand and marketing materials	£5,000	Trust C	£5,000
TOTAL CAPITAL FUNDING REQUIRED			£124,000
TOTAL REVENUE FUNDING REQUIRED			£43,000

The funding strategy is to fund the purchase of the site for PCS through Scottish Land Fund with the labour rebuild costs being met by Domenic Tedesco.

PCS will seek funding to provide equipment, furniture and flooring as shown above. In addition, material costs for the building will be sought from a number of sources. Reference to funders is taken from the fund-raising strategy document prepared by the consultants.

PCS will continue to speak to a range of funders, including SLF, to meet the build costs as well as purchase of furniture and equipment, as shown above and detailed in the consultants' fund-raising strategy document.

PCS will also pursue the more innovative angle of crowdfunding or a “buy a brick” and “buy a seat” initiatives as well as sponsorship from local residents and businesses.

6.2 VAT

As the cashflow, even in later years, shows the project operating well below the VAT threshold, there is no need to register for VAT. The consultants have included all VAT on costs and have not factored VAT into the cash flow projection.



PCS will seek a formal VAT assessment at the appropriate stage, if required, to provide it with guidance on this in the future.

6.3 Income Generation and Sustainability

The key income streams will be from hiring out space to:

- artists, workers or businesses;
- community groups;
- wellbeing groups for classes;
- run children's birthday parties;
- give after school provision; and
- provide Rental for a one bedroom flat.

Key to ensuring good occupancy bookings at the new space will be:

- strong marketing and branding;
- building a good network of experts (artists, creators etc.);
- partnerships with other local community organisations;
- good reviews from sites such as TripAdvisor; and
- a capable Development Officer.

Within this commercial context the project will still seek to achieve the social outcomes as shown in Section 3.

The financial projections are shown in Appendix 2 with the full financial details in Appendix 4 showing 5 years, for all income streams.

The assumptions made in the cashflow allows for additional time for preparation and clear up after group activities or workshops; this is reflected in the occupancy rates in the cashflow.

Bookings will be limited due to the relatively small size of the building. Income from bookings will rise as PCS builds its brand, runs well attended events and becomes the talk of the area, amongst local people and their families, as well as amongst local artists and wellbeing specialists.

The cashflows show realistic occupancy levels and for this reason it is likely that PCS may not make substantial profits.

The cashflow suggests that PCS should apply for revenue funding to help it in the early years to meet some of the overhead costs.



	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Trading Income	£8,826	£10,477	£11,480	£12,247	£12,527
Grants	£41,960	£0	£0	£0	£0
Total Income	£50,786	£10,477	£11,480	£12,247	£12,527
Expenditure	£48,349	£10,056	£10,604	£11,059	£11,537
Surplus	£2,437	£421	£876	£1,187	£990
Reserves	£2,437	£2,859	£3,735	£4,922	£5,912

The cashflow projections show income rising year on year, both in terms of small price increases for room hire and increasing numbers of workshops and activities held, as well as showing that the new space will open for more hours per day, and more days per week in the busier months of July, August and September. However, please note that no increase in the rental income is built into the figures in the first five years.

The consultants have not shown an increase in the staff resources for PCS so over the 5 years it is assumed that after the initial 24 months at 20 hours the Development Officer will step down unless revenue income exceeds current expectation. Inflationary increases are shown on the salary costs in case an extended contract for the Development Officer becomes a viable possibility.

Other costs have increased year on year. At this stage an allowance for power costs is included but this may be reduced if Domenic pursues his hydro-electric project in which case he has advised he may be able to provide PCS with “reduced” power costs.



Appendix 1 – Board Bios

Cliff Beevers OBE

Emeritus Professor Cliff Beevers OBE worked for over thirty years in the Mathematics Department of Heriot-Watt University.

Since retiring he chaired the first local Community Council in this area from 2009-17 and led the organisation for the year of celebration of the founding of the village of Juniper Green (see www.junipergreencc.org.uk/jg300-1/index.html). JG300 provided a series of events throughout the year 2007 which included, amongst other things, a Burns Supper, reminiscences with the older generation, talks, walks, a ceilidh and a St Andrews Night; the year's events more than covered its costs and a surplus of over £2000 was handed on to the young community council in 2009.

Cliff also chaired the South-West (Edinburgh) Communities Forum which included representatives from the Community Councils of Balerno, Currie, Juniper Green/Baberton Mains and Colinton and is currently the Chairperson of the Pentlands Book Festival, (PBF) (www.pentlandsbookfestival.org) now in its fifth year. The Pentlands Book Festival has attracted many star authors in its first years and enjoys a close partnership with all local secondary and primary schools through its young people's writing competition. PBF relies on attracting audiences to its free events and washes its face through voluntary donations at events and sponsorship from the Scottish Book Trust and local organisations like Rotary, Round Table and the C&B News.

In the 1970s Cliff ran a Youth Club in downtown Edinburgh, was the Chairperson of the Edinburgh Branch of the British Retinitis Pigmentosa Society (BRPS) from 1978 to 1998, served on the national UK committee for BRPS throughout the 1980s and has been an Elder of the Church of Scotland for almost fifty years.

Cliff was registered blind in 1977 and has been a guide dog owner since 1988 now working with his fifth dog. From 1981 to 1997 he organised 5 national conferences on sight loss due to the disease retinitis pigmentosa for which he used a variety of fund-raising activities from selling flags in Edinburgh to spinning the wheel at a number of local gala days.

In 2003, he was awarded an OBE for his contributions to Education. Together with others he formed the National UK e-Assessment Association over a decade ago and was its first Chairperson. The eAA required starter funding and Cliff, with others, gathered that funding from a range of e-assessment companies throughout the UK including examination organisations like the Scottish Qualifications Authority and Cambridge Assessment.

Kirsty Cumming

Kirsty currently works as a Co-Pharmacy Manager with Tesco Pharmacy Edinburgh and has previously held a number of other positions within Tesco including: the Scottish Regional Pharmacy Manager, part of Forth Valley Community Pharmacy negotiating team and Tesco's Community Pharmacy Scotland representative. In holding the position of Pharmacist and manager for 25 years, Community Pharmacy experience has enabled her to balance helping the community with health care while running a business where the focus is on providing customer care but keeping within budgets and making a profit.

Kirsty was the Joint Co-chair of Juniper Green Primary School Parent Council for 3 years and is now co-lead of fundraising for the school. The school has successfully used summer and Christmas fairs to balance fun and inclusion and increase fundraising income year on year increase. She was a proud member of the Save Our Schools Action



Group that successfully won the right to keep the local Community High School. This campaign managed to fight against the City of Edinburgh Councils proposal to close the school, achieved partly through generating high levels of community engagement and awareness through a noisy march outside City of Edinburgh Council on the Royal Mile in the city.

Lynn Elliott

Lynn is a full time working single parent with a daughter at Currie Community High School and has lived in Baberton Mains for over 15 years.

She has worked for NHS Lothian for 25 years in a variety of jobs starting in an administrative capacity but is now in a management role with a staff of over 300. She has also worked in England both in the NHS and the university sector.

Lynn is a member of the Currie Community High School Parents In Partnership Group, a member of the Juniper Green & Baberton Mains Community Council, committee member of Juniper Green Tennis Club and a parent board member of Smilechildcare (a childcare charity in SW Edinburgh).

David Geary

David is a Finance Manager with an Oil and Gas Services Company, qualified Chartered Management Accountant with more than 20 years' experience in the Oil and Gas, and Testing and Retail sectors.

David has lived in Juniper Green since 2001 and have 2 daughters in the local schools. He audits the local Community Council Books and was part of the Juniper Green 300 History Group in 2007. He has also previously chaired the Juniper Green Primary Parent Council.

Mark Porteous

Born in Edinburgh in 1966 married to Yvonne for 29 years and have one son Grant who is the second generation working in the family business located in Juniper Green. Educated in Edinburgh followed by further studies in Management at Loughborough College.

Over the last thirty years I have owned and sold several successful businesses. At present I am involved with regulatory change to the funeral profession, I am Government Liaison officer for the Society of Allied Independent Funeral Directors (SAIF) and as part of this role I have assisted Scottish Government with the new regulatory framework for the Scottish Funeral Profession. My working life experience has given me the necessary skills to deal with all level of Government including communicating and working with Ministers and Civil Servants.

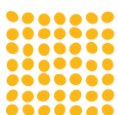
Between 2017 and 2018 I represented SAIF as Scottish President, in 2020 I will be National President for SAIF representing over 1000 businesses within the UK.

I am passionate about local Communities and I will not hesitate to support projects or good causes where I feel I can make a difference.

Susan Webber

Susan is the local Conservative councillor serving this area. She grew up here and returned to live in Juniper Green in 2005. In addition to her role as local Councillor she is also self-employed and has a small medical device sales agency, MEDinburgh Ltd, which she started after working with Johnson & Johnson for almost 20 years.

For many years she was an active member of Watsonians Hockey Club and now on occasion she finds time to umpire rather than play. As President of the Club she was involved in sourcing



sponsorship and raising funds to help position the Club as one of the foremost forces in Scottish Hockey.

Anne Wimberley

Anne spend many of her childhood years abroad, spending younger years in Nigeria, and Malaysia. She has lived in Juniper Green for over 20 years, and has played an active role in the community, through the Community Council. Moving about in my early life has shown me the value of 'community'.

Anne is a retired teacher, who worked in the Edinburgh area for most of her working life, except for a short couple of years lecturing in History of Art and Architecture. Lately, she was part of the team which was instrumental in setting up the Pentlands Community Space SCIO. She is a proud mother, and step-grandmother of 4, and at the very least, am indebted to all their technical know-how which enables me to be part of the internet age

Anne is currently the Fundraising Officer of Pentlands Labour Party constituency. She organised a film night showing 'The Big Short' for Edinburgh Labour, 2 quiz nights, several raffles, and a fundraising dinner at Kingsknowe Golf Club. She also helped organise, and has taken part in many sales that are associated with political party activities, for example bake sales, bring and buy sales, and car boot sales. Finally, she has also organised events for the Labour Women's Forum, such as a public meeting about TTIP, Christmas parties, AGM. With 2 other members of the Forum Anne wrote and produced an 'Amazing Women' calendar, a 'Walk down the High Street' booklet, and an 'Amazing Women' quiz game, all of which involve considerable research, and lots of organisation to get to production.

Finally, we identify another resident of this area:

Vic Stewart

Chartered Secretary, Vice Chair Community Council, trustee (8 years) of a housing association and care home provider. Retired civil servant with experience also in risk and safety management, in both the NHS and third sector and IT market testing with IBM etc.

Vic has agreed to be the liaison between PCS and the local community council of Juniper Green & Baberton Mains. Moreover, he is happy to provide his services as an honorary independent examiner now that the application for SCIO status has been successful.



Appendix 3 – Development Officer (DO) Job Description

Job Title:	Development Officer
Job Purpose:	To deliver key milestones on marketing, public relations, link with users and day to day management whilst engaging with Pentlands Community Space during the later stages of the build phase, the launch and helping to take the project forward and developing the new space into a thriving community hub.
Accountable to:	Pentlands Community Space (PCS)
Hours:	20 hours per week. The post to be worked in a flexible way, and may include some evening work, for which time off in lieu will be available.
Salary:	£24,000 pro rata (based on 37.5 hours per week)
Term:	24 months contract initially
Location:	Based in Juniper Green, Edinburgh. Some travel may be required.
Status:	Self Employed

CONDITIONS OF WORK

- 1 The position will be based in Juniper Green.
- 2 Hours will be 20 hours per week; a two-year fixed term contract initially; worked flexibly to accommodate evening/weekend meetings.
- 3 The post holder will be able to claim travel expenses for necessary business-related travel.
- 4 The tenure of the post may be extended subject to funding and progress.

Main Duties for Development Officer

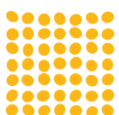
The successful candidate will be expected to carry out a range of co-ordination roles as outlined below:

Effective Communication and Information

- 1 Produce regular information updates for members of PCS, funders as required and the wider community, using different and appropriate communication methods (newsletter, email, website, Facebook, meetings etc.).
- 2 Prepare press releases and keep the local press informed about project progress; ensuring the local neighbours and community are kept informed.

Funding and fundraising

- 1 Researching and sourcing funding that PCS can apply for and discussing applications with funders directly.
- 2 Preparing funding application forms and all relevant accompanying paperwork as may be required by the funder.



- 3 Arranging fundraising campaigns as may be required, which may include crowdfunding initiatives as well as fundraising events in the local community.

Networking

- 1 Acting as first point of contact for PCS for day to day issues such as bookings.
- 2 Attending networking events that will allow the work of PCS to be showcased as well as those that will lead to making links with potential partners.

Developing Services

- 1 Working with the PCS Board to conduct ongoing consultation with the community to ensure that services in the new building are developed in line with community need.
- 2 New service development in response to changing need. This includes developing, launching, consolidating and supporting new services but also investigating and developing partnerships.
- 3 Coordinate all bookings and activities or clubs to be run from the new community space and ensuring smooth booking process and good customer service throughout.
- 4 Ensuring the premises are well maintained and ready for new bookings and events.
- 5 Coordinating volunteer support working with PCS.

Funding and financial management

- 1 Monitoring level of sales and footfall.
- 2 Reporting key milestones and performance indicators to the PCS Board as required (and in agreed format).

Marketing and Communications

- 1 Be part of the communications strategy, raising awareness of all activities.
- 2 Prepare regular reports on progress for the PCS Board, including keeping a photographic record of progress.
- 3 Liaising with web developer to specify internet services on website for bookings, etc.
- 4 Developing partnerships with key partners.

General

Such other tasks as may be required which are consistent with the duties and responsibilities of the post.



Person Specification

Function	Key Competencies	Essential	Desirable
General	Excellent organiser	✓	
	Excellent project manager	✓	
	Excellent communicator	✓	
	Experience of third sector environment in Scotland		✓
	Knowledge of Juniper Green and surrounding communities; familiar with the community		✓
	Able to work on own initiative		✓
	Effective decision maker	✓	
Co-ordinating Projects	Experience of dealing with contractors		✓
	Some experience of working with build projects if appropriate		✓
Computer skills	Experience with using word processing, email and, spreadsheets to monitor finance	✓	
Funding	Demonstrated ability to secure funding from range of funders (national and local)	✓	
	Understanding of the national / local funding environment	✓	
Developing Relationships and Communications	Strong networker and able to identify positive partnership opportunities		✓
	Experience of developing links with partners and stakeholders	✓	
	Experience of representing organisation at strategic and a grassroots level		✓
	Understanding of branding and communications principles		✓
	Effective verbal communicator	✓	
	Experience of representing organisations at events, and presentation skills	✓	



Appendix 4 – Cashflow Forecast

Baseline					
	Yr1	Yr2	Yr3	Yr4	Yr5
Income					
Trading Income	8,826	10,477	11,480	12,247	12,527
Grants	49,730	0	0	0	0
Total Income	58,556	10,477	11,480	12,247	12,527
Expenditure	42,550	22,463	11,190	11,637	12,106
Surplus	16,006	-11,985	290	610	421
Reserves	16,006	4,021	4,311	4,921	5,341
	10%	decrease in Trading Income			
	Yr1	Yr2	Yr3	Yr4	Yr5
Income					
Trading Income	7,943	9,430	10,332	11,022	11,274
Grants	49,730	0	0	0	0
Total Income	57,673	9,430	10,332	11,022	11,274
Expenditure	42,550	22,463	11,190	11,637	12,106
Surplus	15,123	-13,033	-858	-615	-832
Reserves	15,123	2,091	1,233	618	-214

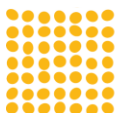
Note Assumption

- 1 Open 3 weeks in December and 3 weeks in January
- 2 open 4 to 6 days per week, depending on seasonality
- 3 Opening hours to be agreed
- 4 Occupancy assumed % is taking busiest week in any month
- 5 After school item in July and August could be termed holiday provision
- 6 Parents to bring their own food, refreshments for parties
- 7 Conservative estimate of holiday club uptake in July and August, could be growth item
- 8 Room rental assumed minimum uptake for local clubs
- 9 Group Activities, Years one to two 2 sessions per month then up to 4 per month years three to five
- 10 Costs of website in year 1, then ongoing hosting fees
- 11 Rateable value estimated to be £5,000; assume 80% charity relief - rates and water together approx £1,000 per year
- 12 Costs estimated given square meterage of building
- 13 Staff workings shown in "Staff Costs" tab. Assumed DO starts in January and cleaner in April of year one. DO then leaves in December of year two for this forecast.
- 14 Cost assumption in for training in, for example, "Safeguarding" or policy issues
- 15 Legal costs for build in month one, ongoing £50 annual audit fee for local volunteer
- 16 Costs estimated given square meterage of building
- 17 Rental costs assumed at a conservative 50%
- 18 Rental equipment accrual in from Year 3 to cover eventualities such as replacement of white goods
- 19 Revenue Grant of £49,730 broken down in "Grants" tab



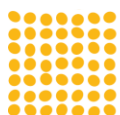
Pentlands Community Space - All activities Year 1

Year 1	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals	Notes
Weeks Per Month	5	4	4	5	4	4	5	4	3	3	4	4	4	1
Days Open Per Week	5	5	5	6	6	5	6	5	4	5	5	5	5	2
Hours open per Day	5	5	6	6	6	5	5	5	6	6	6	6	6	3
total hours of activity per week	16	8	11	13.5	14.5	10	18	10	11	10	18	10	10	
total hours open per week	25	25	30	36	36	25	30	25	24	30	30	30	30	
activities as % of capacity per week	64%	32%	37%	38%	40%	40%	60%	40%	46%	33%	60%	33%		4
Rental Income														
Deposit							£450							
Rent per month							£450	£450	£450	£450	£450	£450	£450	
TOTAL	£0	£0	£0	£0	£0	£0	£900	£450	£450	£450	£450	£450	£450	£3,600
Membership Income														
No of members														
Membership fee														
Membership Income														0
Donations														
Fundraising and donations														£100
Trading Income														£100
After School														
Sessions per week	2	2	2	1	1	2	2	2	2	2	2	2	2	
Hours per session	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	
Hourly rent	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	£8.00	
Income from After School	£280	£224	£224	£140	£56	£224	£280	£224	£168	£168	£224	£224	£2436	5
Arts/crafts birthday parties - chargeable to local families														
Hours per week on the above	0	0	2	2	2	2	2	2	2	2	2	2	2	
Rent from the above parties/arts etc	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	
Income from the above parties/arts	£0	£0	£160	£200	£160	£160	£200	£160	£120	£120	£160	£160	£1,600	6
School Holiday Programme														
Sessions per week	1	0	0	1	1	0	1	0	0	0	1	0	0	
Hours per session	7	7	7	7	7	7	7	7	7	7	7	7	7	
Hourly rent	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	
Income from Holiday Programme	£70	£0	£0	£70	£70	£0	£70	£0	£0	£0	£70	£0	£350	7
Room Rental - community groups														
Bookings per week	1	0	1	0	1	0	1	0	1	0	1	0	0	
Hours per booking	1	0	1	0	1	0	1	0	1	0	1	0	0	
Hourly rent	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	
Income from Room Rentals	£50	£0	£40	£0	£40	£0	£50	£0	£30	£0	£40	£0	£250	8
Group Activities - storytelling, arts, crafts - chargeable to community groups														
Sessions per week	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Hours per session	2	2	2	2	2	2	2	2	2	2	2	2	2	
Hourly rent	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	
Income from Group Activities	£50	£40	£40	£50	£40	£40	£50	£40	£30	£30	£40	£40	£490	9
Capital Expenditure														
Furniture and Fittings: Flooring; Decoration	£1,500		£1,500											3,000
Overheads														
Materials (for parties, creative sessions and groups)	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	180
Advertising / Web	£5,025	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	5,300
Rates	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600
Water Rates <i>Estimate</i>	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	480
Gas / Electric <i>Estimate</i>	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	480
Phone and internet <i>Estimate</i>	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	480
Insurance	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	660
Stationery, postage & Printing	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	240
Staff costs : Core <i>Link to staffing costs sheet</i>	£5,245	£1,495	£1,495	£1,495	£1,495	£1,495	£1,495	£1,495	£1,495	£1,495	£1,495	£1,495	£1,495	21,690
Volunteer training	£150	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	150
Volunteer expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	0
Professional and accountancy fees	£6,000		£50											6,050
Repairs & Maintenance	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	480
Security alarm and other contracts	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	360
Cleaning materials	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	240
Rental Expenses 50%	£0	£0	£0	£0	£0	£450	£225	£225	£225	£225	£225	£225	£225	1,800
Rental Equipment Accrual	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	0
Misc	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	360
Total Overheads	£18,300	£1,900	£3,450	£1,900	£1,900	£2,350	£2,125	£2,125	£2,125	£2,125	£2,125	£2,125	£2,125	42,550
Trading Income	£450	£264	£464	£460	£366	£1,324	£1,100	£874	£898	£768	£984	£874	£8,826	
Revenue Grant	£49,730												49,730	
Total Income	£50,180	£264	£464	£460	£366	£1,324	£1,100	£874	£898	£768	£984	£874	58,556	19
Operating Profit	£31,880	-£1,636	-£2,986	-£1,440	-£1,534	-£1,026	-£1,025	-£1,251	-£1,227	-£1,357	-£1,141	-£1,251	16,006	
Opening Balance	£0	£31,880	£30,244	£27,258	£25,818	£24,284	£23,258	£22,233	£20,982	£19,755	£18,398	£17,257		
Closing Balance	£31,880	£30,244	£27,258	£25,818	£24,284	£23,258	£22,233	£20,982	£19,755	£18,398	£17,257	£16,006		



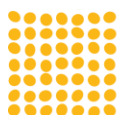
Pentlands Community Space - All activities Year 2

	Escalation Revenue 3%												Escalation Costs 5%	Totals
Year 2	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Weeks Per Month	5	4	4	5	4	4	5	4	3	3	4	4		
Days Open Per Week	5	5	5	6	6	5	6	5	4	5	5	5		
Hours open per Day	6	6	6	6	6	6	6	6	6	6	6	6		
total hours of activity per week	18	10	11	17	18	10	18	10	11	10	18	10		
total hours open per week	30	30	30	36	36	30	36	30	24	30	30	30		
activities as % of capacity per week	60%	33%	37%	47%	50%	33%	50%	33%	46%	33%	60%	33%		
Rental Income														
Deposit				-£450			£450							
Rent per month	£450	£450	£450			£450	£450	£450	£450	£450	£450	£450		
TOTAL	£450	£450	£0	£0	£0	£900	£450	£450	£450	£450	£450	£450	£4,500	
Membership Income														
No of members														
Membership fee														
Membership Income													0	
Donations													125	
Funding & Donations													£125	
Trading Income														
After School														
Sessions per week	2	2	2	2	2	2	2	2	2	2	2	2		
Hours per session	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5		
Hourly rent	£8.24	£8.24	£8.24	£8.24	£8.24	£8.24	£8.24	£8.24	£8.24	£8.24	£8.24	£8.24		
Income from After School	£288	£231	£231	£288	£115	£231	£288	£231	£173	£173	£231	£231	2,711	
Arts/crafts birthday parties - chargeable to local families														
Hours per week on parties/arts	2	2	2	2	2	2	2	2	2	2	2	2		
Rent for parties/arts	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60		
Income from parties/arts	£206	£165	£165	£206	£165	£165	£206	£165	£124	£124	£165	£165	2,019	
School Holiday Programme														
Sessions per week	1	0	0	1	1	0	1	0	0	0	1	0		
Hours per day	7	7	7	7	7	7	7	7	7	7	7	7		
Hourly rent	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30		
Income from Holiday Programme	£72	£0	£0	£72	£72	£0	£72	£0	£0	£0	£72	£0	361	
Room Rental - community groups														
Bookings per week	1	0	1	0	1	0	1	0	1	0	1	0		
Hours per booking	1	0	1	0	1	0	1	0	1	0	1	0		
Hourly rent	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30		
Income from Room Rentals	£52	£0	£41	£0	£41	£0	£52	£0	£31	£0	£41	£0	258	
Group Activities - storytelling, arts, crafts - chargeable to community groups														
Sessions per week	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5		
Hours per day	2	2	2	2	2	2	2	2	2	2	2	2		
Hourly rent	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30	£10.30		
Income from Group Activities	£52	£41	£41	£52	£41	£41	£52	£41	£31	£31	£41	£41	505	
Overheads														
Materials (for parties, creative sessions and groups)	£16	£16	£16	£16	£16	£16	£16	£16	£16	£16	£16	£16	189	
Advertising / Web	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	315	
Rates	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	630	
Water Rates <i>Estimate</i>	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	504	
Gas / Electric <i>Estimate</i>	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	504	
Phone and internet <i>Estimate</i>	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	504	
Insurance	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	693	
Stationery, postage & Printing	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	252	
Staff costs : Core <i>Link to staffing costs sheet</i>	£1,570	£1,570	£1,570	£1,570	£1,570	£1,570	£1,570	£1,570	£1,570	£257	£257	£257	14,900	
Volunteer training	£158	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	158	
Volunteer expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	0	
Professional and accountancy fees	£0	£0	£53	£0	£0	£0	£0	£0	£0	£0	£0	£0	53	
Repairs & Maintenance	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	504	
Security alarm and other contracts	£32	£32	£32	£32	£32	£32	£32	£32	£32	£32	£32	£32	378	
Cleaning materials	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	£21	252	
Rental Expenses <i>50%</i>	£225	£225	£0	£0	£0	£450	£225	£225	£225	£225	£225	£225	2,250	
Rental Equipment Accrual	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	0	
Misc	£32	£32	£32	£32	£32	£32	£32	£32	£32	£32	£32	£32	378	
Total Overheads	£2,378	£2,220	£2,048	£1,995	£1,995	£2,445	£2,220	£2,220	£2,220	£908	£908	£908	22,463	
Trading Income	£1,120	£887	£478	£618	£435	£1,337	£1,120	£887	£933	£778	£1,000	£887	10,477	
Revenue Grant													0	
Operating Profit	-£1,258	-£1,333	-£1,570	-£1,377	-£1,560	-£1,108	-£1,101	-£1,333	-£1,287	-£130	£93	-£21	-11,985	
Opening Balance	£16,006	£14,748	£13,415	£11,845	£10,468	£8,908	£7,800	£6,699	£5,366	£4,079	£3,949	£4,042		
Closing Balance	£14,748	£13,415	£11,845	£10,468	£8,908	£7,800	£6,699	£5,366	£4,079	£3,949	£4,042	£4,021		



Pentlands Community Space - All activities Year 3

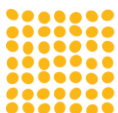
	Escalation Revenue		Escalation Costs		3%		5%									
Year 3	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals			
Weeks Per Month	5	4	4	5	4	4	5	4	3	3	4	4	4			
Days Open Per Week	5	5	5	6	6	5	6	5	4	5	5	5	5			
Hours open per Day	6	6	6	6	6	6	6	6	6	6	6	6	6			
total hours of activity per week	19	18	19	18	19	18	19	18	12	11	19	11				
total hours open per week	30	30	30	36	36	30	36	30	24	30	30	30				
activities as % of capacity per week	63%	60%	63%	50%	53%	60%	53%	60%	50%	37%	63%	37%				
Rental Income																
Deposit																
Rent per month	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	
TOTAL	£450	£450	£0	£0	£0	£900	£450	£450	£450	£450	£450	£450	£450	£450	£450	£4,500
Membership Income																
No of members																
Membership fee																
Membership Income															0	
Donations	<i>Fundraising and donations</i>											£135	135			
Trading Income																
After School																
Sessions per week	2	2	2	2	2	2	2	2	2	2	2	2	2			
Hours per session	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5			
Hourly rent	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49	£8.49			
Income from After School	£297	£238	£238	£297	£119	£238	£297	£238	£178	£178	£238	£238	2,792			
Arts/crafts birthday parties - chargeable to local families																
Hours for parties/arts	2	2	2	2	2	2	2	2	2	2	2	2	2			
Rent for parties/arts	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22			
Income from parties/arts	£212	£170	£170	£212	£170	£170	£212	£170	£127	£127	£170	£170	2,079			
School Holiday Programme																
Sessions per week	1	1	1	1	1	1	1	1	0	0	1	0	0			
Hours per day	7	7	7	7	7	7	7	7	7	7	7	7	7			
Hourly rent	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61			
Income from Holiday Programme	£74	£74	£74	£74	£74	£74	£74	£74	£0	£0	£74	£0	668			
Room Rental - community groups																
Bookings per week	1	0	1	0	1	0	1	0	1	0	1	0	0			
Hours per booking	1	0	1	0	1	0	1	0	1	0	1	0	0			
Hourly rent	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61			
Income from Room Rentals	£53	£0	£42	£0	£42	£0	£53	£0	£32	£0	£42	£0	265			
Group Activities - storytelling, arts, crafts - chargeable to community groups																
Sessions per week	1	1	1	1	1	1	1	1	1	1	1	1	1			
Hours per day	2	2	2	2	2	2	2	2	2	2	2	2	2			
Hourly rent	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61	£10.61			
Income from Group Activities	£106	£85	£85	£106	£85	£85	£106	£85	£64	£64	£85	£85	1,040			
Overheads																
Materials (for parties, creative sessions and groups)	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	198			
Advertising / Web	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	£28	331			
Rates	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	662			
Water Rates	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	529			
Gas / Electric	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	529			
Phone and internet	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	529			
Insurance	£61	£61	£61	£61	£61	£61	£61	£61	£61	£61	£61	£61	728			
Stationery, postage & Printing	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	265			
Staff costs : Core	£270	£270	£270	£270	£270	£270	£270	£270	£270	£270	£270	£270	3,241			
Volunteer training	£165	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	165			
Volunteer expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	0			
Professional and accountancy fees	£0	£0	£55	£0	£0	£0	£0	£0	£0	£0	£0	£0	55			
Repairs & Maintenance	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	529			
Security alarm and other contracts	£33	£33	£33	£33	£33	£33	£33	£33	£33	£33	£33	£33	397			
Cleaning materials	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	265			
Rental Expenses	£225	£225	£0	£0	£0	£450	£225	£225	£225	£225	£225	£225	2,250			
Rental Equipment Accrual	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	120			
Misc	£33	£33	£33	£33	£33	£33	£33	£33	£33	£33	£33	£33	397			
Total Overheads	£1,117	£952	£782	£727	£727	£1,177	£952	£952	£952	£952	£952	£952	11,190			
Trading Income	£1,193	£1,017	£609	£690	£490	£1,467	£1,193	£1,017	£986	£819	£1,059	£942	11,480			
Revenue Grant														0		
Operating Profit	£76	£65	-£173	-£37	-£236	£290	£241	£65	£34	-£132	£107	-£9	290			
Opening Balance	£4,021	£4,097	£4,161	£3,989	£3,952	£3,715	£4,005	£4,246	£4,311	£4,345	£4,213	£4,320				
Closing Balance	£4,097	£4,161	£3,989	£3,952	£3,715	£4,005	£4,246	£4,311	£4,345	£4,213	£4,320	£4,311				



Pentlands Community Space - All activities Year 4

Escalation Revenue 3%
Escalation Costs 5%

Year 4	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
Weeks Per Month	5	4	4	5	4	4	5	4	3	3	4	4	
Days Open Per Week	5	5	5	6	6	5	6	5	4	5	5	5	
Hours open per Day	6	6	6	6	6	6	6	6	6	6	6	6	
total hours of activity per week	20	18	20	18	20	18	20	18	13	11	20	11	
total hours open per week	30	30	30	36	36	30	36	30	24	30	30	30	
activities as % of capacity per week	67%	60%	67%	50%	56%	60%	56%	60%	54%	37%	67%	37%	
Rental Income													
Deposit													
Rent per month	£450	£450	-£450	£450	£450	£450	£450	£450	£450	£450	£450	£450	
TOTAL	£450	£450	£0	£0	£0	£900	£450	£450	£450	£450	£450	£450	£4,500
Membership Income													
No of members													
Membership fee													
Membership Income													0
Donations													
Fundraising and donations													£150
Trading Income													
After School													
Sessions per week	2	2	2	2	2	2	2	2	2	2	2	2	
Hours per session	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	
Hourly rent	£8.74	£8.74	£8.74	£8.74	£8.74	£8.74	£8.74	£8.74	£8.74	£8.74	£8.74	£8.74	
Income from After School	£306	£245	£245	£306	£122	£245	£306	£245	£184	£184	£245	£245	2,876
Arts/crafts birthday parties - chargeable to local families													
Hours on parties/arts	3	2	3	2	3	2	3	2	3	2	3	2	
Rent for parties/arts	£21.85	£21.85	£21.85	£21.85	£21.85	£21.85	£21.85	£21.85	£21.85	£21.85	£21.85	£21.85	
Income from parties/arts	£328	£175	£262	£219	£262	£175	£328	£175	£197	£131	£262	£175	2,688
School Holiday Programme													
Sessions per week	1	1	1	1	1	1	1	1	0	0	1	0	
Hours per day	7	7	7	7	7	7	7	7	7	7	7	7	
Hourly rent	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	
Income from Holiday Programme	£76	£76	£76	£76	£76	£76	£76	£76	£0	£0	£76	£0	688
Room Rental - community groups													
Bookings per week	1	0	1	0	1	0	1	0	1	0	1	0	
Hours per booking	1	0	1	0	1	0	1	0	1	0	1	0	
Hourly rent	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	
Income from Room Rentals	£55	£0	£44	£0	£44	£0	£55	£0	£33	£0	£44	£0	273
Group Activities - storytelling, arts, crafts - chargeable to community groups													
Sessions per week	1	1	1	1	1	1	1	1	1	1	1	1	
Hours per day	2	2	2	2	2	2	2	2	2	2	2	2	
Hourly rent	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	£10.93	
Income from Group Activities	£109	£87	£87	£109	£87	£87	£109	£87	£66	£66	£87	£87	1,071
Overheads													
Materials (for parties, creative sessions and groups)	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	208
Advertising / Web	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	£29	347
Rates	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	695
Water Rates	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	556
Gas / Electric	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	556
Phone and internet	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	556
Insurance	£64	£64	£64	£64	£64	£64	£64	£64	£64	£64	£64	£64	764
Stationery, postage & Printing	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	278
Staff costs : Core	£284	£284	£284	£284	£284	£284	£284	£284	£284	£284	£284	£284	3,403
Volunteer training	£174	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	174
Volunteer expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	0
Professional and accountancy fees	£0	£0	£58	£0	£0	£0	£0	£0	£0	£0	£0	£0	58
Repairs & Maintenance	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	£46	556
Security alarm and other contracts	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	417
Cleaning materials	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	£23	278
Rental Expenses	£225	£225	£0	£0	£0	£450	£225	£225	£225	£225	£225	£225	2,250
Rental Equipment Accrual	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	126
Misc	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	£35	417
Total Overheads	£1,162	£988	£821	£763	£763	£1,213	£988	£988	£988	£988	£988	£988	11,637
Trading Income	£1,324	£1,034	£715	£710	£592	£1,484	£1,324	£1,034	£1,079	£830	£1,165	£957	12,247
Revenue Grant													0
Operating Profit	£163	£46	-£106	-£53	-£171	£271	£336	£46	£91	-£158	£177	-£31	610
Opening Balance	£4,311	£4,473	£4,519	£4,413	£4,360	£4,189	£4,460	£4,796	£4,842	£4,932	£4,775	£4,951	
Closing Balance	£4,473	£4,519	£4,413	£4,360	£4,189	£4,460	£4,796	£4,842	£4,932	£4,775	£4,951	£4,921	



Pentlands Community Space - All activities Year 5

	Escalation Revenue												3%
	Escalation Costs												5%
Year 5	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
Weeks Per Month	5	4	4	5	4	4	5	4	3	3	4	4	
Days Open Per Week	5	5	5	6	6	5	6	5	6	5	5	5	
Hours open per Day	6	6	6	6	6	6	6	6	6	6	6	6	
total hours of activity per week	19	19	20	18	19	19	19	19	13	12	19	12	
total hours open per week	30	30	30	36	36	30	36	30	36	30	30	30	
activities as % of capacity per week	63%	63%	67%	50%	53%	63%	53%	63%	36%	40%	63%	40%	
Rental Income													
Deposit			-£450			£450							
Rent per month	£450	£450	£450			£450	£450	£450	£450	£450	£450	£450	
TOTAL	£450	£450	£0	£0	£0	£900	£450	£450	£450	£450	£450	£450	£4,500
Membership Income													
No of members													
Membership fee													
Membership Income													0
Donations	<i>Fundraising and donations</i>												£180
Trading Income													180
After School													
Sessions per week	2	2	2	2	2	2	2	2	2	2	2	2	
Hours per session	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	
Hourly rent	£9.00	£9.00	£9.00	£9.00	£9.00	£9.00	£9.00	£9.00	£9.00	£9.00	£9.00	£9.00	
Income from After School	£315	£252	£252	£315	£126	£252	£315	£252	£189	£189	£252	£252	2,962
Arts/crafts birthday parties - chargeable to local families													
Hours on parties/arts per week	2	3	3	2	2	3	2	3	3	3	2	3	
Rent for parties/arts per hour	£22.51	£22.51	£22.51	£22.51	£22.51	£22.51	£22.51	£22.51	£22.51	£22.51	£22.51	£22.51	
Income from parties/arts	£225	£270	£270	£225	£180	£270	£225	£270	£203	£203	£180	£270	2,791
School Holiday Programme													
Sessions per week	1	1	1	1	1	1	1	1	0	0	1	0	
Hours per day	7	7	7	7	7	7	7	7	7	7	7	7	
Hourly rent	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	
Income from Holiday Programme	£79	£79	£79	£79	£79	£79	£79	£79	£0	£0	£79	£0	709
Room Rental - community groups													
Bookings per week	1	0	1	0	1	0	1	0	1	0	1	0	
Hours per booking	1	0	1	0	1	0	1	0	1	0	1	0	
Hourly rent	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	
Income from Room Rentals	£56	£0	£45	£0	£45	£0	£56	£0	£34	£0	£45	£0	281
Group Activities - storytelling, arts, crafts - chargeable to community groups													
Sessions per week	1	1	1	1	1	1	1	1	1	1	1	1	
Hours per day	2	2	2	2	2	2	2	2	2	2	2	2	
Hourly rent	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	£11.26	
Income from Group Activities	£113	£90	£90	£113	£90	£90	£113	£90	£68	£68	£90	£90	1,103
Overheads													
Materials (for parties, creative sessions and groups)	£18	£18	£18	£18	£18	£18	£18	£18	£18	£18	£18	£18	219
Advertising / Web	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	365
Rates	£61	£61	£61	£61	£61	£61	£61	£61	£61	£61	£61	£61	729
Water Rates	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	583
Gas / Electric	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	583
Phone and internet	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	583
Insurance	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	802
Stationery, postage & Printing	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	292
Staff costs : Core	£298	£298	£298	£298	£298	£298	£298	£298	£298	£298	£298	£298	3,574
volunteer training	£182	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	182
Volunteer expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	0
Professional and accountancy fees	£0	£0	£61	£0	£0	£0	£0	£0	£0	£0	£0	£0	61
Repairs & Maintenance	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	£49	583
Security alarm and other contracts	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	438
Cleaning materials	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	£24	292
Rental Expenses	£225	£225	£0	£0	£0	£450	£225	£225	£225	£225	£225	£225	2,250
Rental Equipment Accrual	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	£11	132
Misc	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	£36	438
Total Overheads	£1,208	£1,026	£862	£801	£801	£1,251	£1,026	£1,026	£1,026	£1,026	£1,026	£1,026	12,106
Trading Income	£1,238	£1,141	£736	£732	£520	£1,591	£1,238	£1,141	£1,123	£909	£1,096	£1,062	12,527
Revenue Grant													0
Operating Profit	£29	£115	£-126	£-£70	£-£281	£340	£212	£115	£97	£-£117	£70	£36	421
Opening Balance	£4,921	£4,950	£5,065	£4,939	£4,870	£4,588	£4,928	£5,140	£5,255	£5,352	£5,235	£5,305	
Closing Balance	£4,950	£5,065	£4,939	£4,870	£4,588	£4,928	£5,140	£5,255	£5,352	£5,235	£5,305	£5,341	

