

Whale Arts Asset Transfer Business Plan

October 2021 updated 0622



Bringing Our Space Back into Full Community Ownership



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1. Introduction

97% of local people support WHALE Arts owning the land and gardens surrounding its building on Westburn Grove on behalf of the community.

1.1 Background and Drivers

WHALE Arts is sited on City of Edinburgh Council land. Though the local community originally fundraised for the building, there is not clear tenure for the asset itself. The adjacent Kickabout is also owned by City of Edinburgh Council. There is momentum towards the local community, via WHALE Arts, taking these assets into community ownership.

This feasibility study will consider the viability of community ownership of the site on which the WHALE Arts building is located, along with the potential for a Community Asset Transfer of this site from Edinburgh City Council to extend to the kickabout football pitch next door* and part of the surrounding woodland. This will be considered within the context of WHALE's long-term aspirations for development in alignment with the needs of the community of Wester Hailes, following the Covid-19 pandemic.

The land is owned by City of Edinburgh Council, to whom a ground rent of £1 is payable per annum. The terms of the lease are 25 years from the date of entry, which was 1999. This lease will be due for renewal in 2024. If this land was to be transferred back to CEC the building would also become the property of CEC. Rather than renewing this land lease, WHALE's Board and Members feel strongly that WHALE Arts should bring this land into community ownership, so that we can confidently raise funds to expand and redevelop the building. This in turn will provide facilities for a wider range of social, creative and enterprise activities for local people, while also promoting and celebrating local cultural production and wellbeing, and creating jobs, skills development and volunteering opportunities in and for the community.

*The kickabout football pitch has been removed from the main Community Asset Transfer request but the plan is for this to be developed further and improved in collaboration with local people and local partner organisations as a separate but related project with a different timeline to the main Community Asset Transfer request.

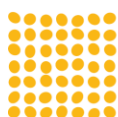
92% of local people supported owning the kickabout.

1.2 The Organisation

WHALE Arts runs a purpose-built creative and community venue with associated land in Wester Hailes. Since being set up by local people in 1992, WHALE Arts has firmly established itself as the cultural anchor organisation for Wester Hailes. As a community-led charity and social enterprise, WHALE Arts' mission is to be the creative heart of a vibrant, thriving community.

WHALE Arts is a building-based and place-based community-led charity and social enterprise which acts as a conduit between the community and creative opportunities through the delivery of projects, programmes and events. It also connects the community with city-wide, regional and national partners. Our work is historically rooted in art, creativity and education, but is now much broader in scope than a traditional arts project.

WHALE Arts works with a wide range of partners to develop community, creative and cultural projects. It strives to build upon its successes to inspire and empower residents, workers, artists and designers, in order to continue to demonstrate the power of creativity as a driver of social change.



1.3 The Assets



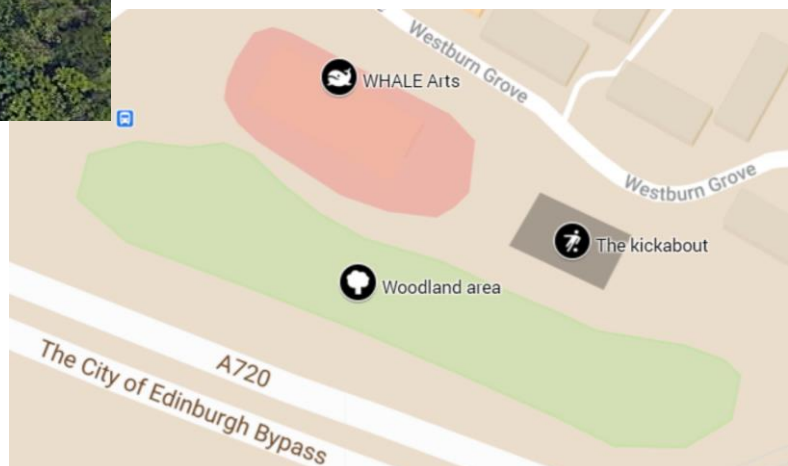
WHALE Arts, established in 1992, moved to a purpose-built arts centre in 2000. The centre is located in Wester Hailes, South West Edinburgh. The building area is 949m² over 2 floors with: 3 offices, a co-working space and a board room upstairs, and an arts workshop, performance space, crèche and IT support space. The building is surrounded by a well-developed community garden with growing spaces, raised beds, a community shed, a fire pit and a number of seating areas. The building is located opposite residential housing.

Over the past 20 years the group has developed the greenspace around the building (front, back and sides) into a beautiful and well-loved community garden. There is funding in place until June 2024 for a community gardener role¹.

Initial discussion of the potential for community ownership of the site and the organisation's aspirations for the future led WHALE to identify two

further options, in addition to the WHALE site:

- The 5-a-side/kickabout football pitch next door on Westburn Grove, commonly referred to as 'The Kickabout' and owned by Edinburgh City Council; and
- Part of the surrounding woodland separating the site from the City of Edinburgh Bypass.



Space

The total square meterage of the main building is 579m².

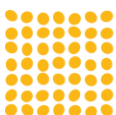
The footprint of the site covered by the ground lease is 0.71 acres

The Kickabout is 0.33 acres

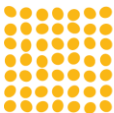
The land to the rear is 0.305 acres with a very small corner site of 0.01 acres.

Detailed specifications of each room can be seen in the valuation report.

¹ The allotment round the corner at Wester Hailes Allotment Association has been leased for WHALE Arts to cultivate



The Centre



The Kickabout



The Garden



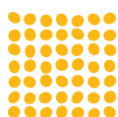
1.4 Methodology

Researchers have engaged with:

- 242 responses from the community via a survey, available both online and as paper copies.
- 24 local people at a virtual open event.
- 10 individual local stakeholder interviews representing a range of public, third and private sector agencies.

The stages this study undertook are outlined below:

Pre-commission preparatory work	As part of the consultation process, in October 2020 WHALE created locally-focused communications for social media and a short form for residents and members so that they could let us know if they would like to be involved with the Asset Transfer, the development of the business plan and feasibility study and also to start to collect ideas more generally. Local people talked about food, gardening, performance, music, visual art, writing and shared reading groups, as well as small business support and a local café at WHALE Arts.
Inception meeting	A meeting took place online to discuss the scope of the works, data and the vision for the project and amended the methodology in the light of Covid-19.
Analysis of previous data	A significant body of research and documentation was uploaded to a shared document database, which was analysed to ensure that current thinking added to and built on what had been done before.
Members Breakfast	12 people contributed to a facilitated qualitative conversation at a Members' Breakfast.
Demographic and Policy Analysis	Study of key demographic trends in the local area using Community Insight, a software package that collects data from over 30 databases and a range of other sources. Analysis of key national and regional policies to show the strategic fit of the project for Scotland, the City of Edinburgh and Wester Hailes in particular.
Open meeting	A virtual open meeting attended by 24 people, using break out rooms, shared digital graffiti boards to facilitate group discussion and debate.
Community Survey	A community survey was distributed online (using SurveyMonkey) and over a thousand paper copies were also distributed. The online survey was promoted through social media and WHALE's website A total of 242 responses were received. Survey participation was encouraged during befriending phone calls during lockdown, and youth views were canvassed during WHALE events and activities.
Stakeholder Interviews	In-depth interviews were carried out in person and over the phone with 10 local or external stakeholders.
Design team visit and thinking	Visits took place to WHALE Arts to assess the building and scope out what needed to happen.



Market Research	Through phone interviews and desktop research, market research was undertaken into to a range of options for the Community Asset Transfer and renovation of the building.inc
Research report and options	Research report produced for discussion with WHALE Arts and a way forward agreed.
Technical input	Akiko Kobayashi is the architect leading the design work. A Condition Survey was carried out on the building followed by a scoping exercise in consultation with the staff team. This led to an in-depth analysis of the building and a vision for improvements going forward.
Cost estimate	The Quantity Surveyor generated an indicative cost for the building improvements which was built into our overall funding strategy.
Business plan	Development and completion of the detailed Business Plan to support a Community Asset Transfer and Scottish Land Fund application.

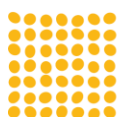
1.5 A summary of the Research

Assets in the community

- WHALE Arts is a busy, well-used facility offering creative spaces and services but also supporting a much wider range of community activities
- Wester Hailes is an area that has had a tradition of community activism and empowerment throughout its relatively history (1969 onwards)
- The project dovetails very well with existing policy frameworks across a range of strategic areas.
- The vast majority of respondents to the survey agreed with the statements relating to the impact of securing the future of WHALE Arts for the community.
- Both newcomers and people who've lived in the area for a long time are proud of being from Wester Hailes and there is a strong sense of belonging, pride and identity.
- Good proportion of public/private space.

Challenges in the Community

- Overall, there was significantly positive feedback about this being a safe, welcoming community, though it is still perceived to be a **"problem area"**.
- **People in Wester Hailes are younger** than those of Scotland as a whole, with 20.8% are under the age of 16 (Scotland 16.9%), and 11.5% over the age of 65 (Scotland 19.1%).
- There is an issue with a **low-level local economy**. Most people commute out of the area to work. 9.8% of working-age people living in Wester Hailes claim unemployment benefit (Scotland 6%), with 16.3% of 18–24-year-olds unemployed (Scotland 8.3%).
- 10.2% of people claim **incapacity benefits** (Scotland 6.3%). Between January and October 2020, the percentage of people claiming these benefits more than doubled. 12.3% of working age people living in the area claim PIP (Personal Independence Payments) compared with the Edinburgh average of 5.5% and the Scotland average of 8%. In the survey, the most frequent need identified was physical and mental health, which 85% of these respondents selected.
- This was followed closely by both **food poverty, isolation, and loneliness**, which 78% of people considered an important challenge, and job losses or job insecurity, chosen by 73%. Many felt



that there was a need for a place where people could meet informally and establish better relationships.

- 51.4% of people living in Wester Hailes live in neighbourhoods that are in the most **deprived 20% of areas of Scotland**.
- 31.3% of people in Wester Hailes have no **qualifications**, compared with 26.8% across Scotland. Stakeholders confirmed that this was a serious issue.
- The community identified a **lack of community spaces**. During Lockdown, WHALE Arts was able to stay open while other facilities closed.
- The community indicated a desire to ensure that they know what is going on and expressed a need for **better information across the community**.

Support for the Asset Transfer

- Respondents to the survey overwhelmingly supported WHALE Arts securing the land for the long-term benefit of the community: 97% were in favour.
- 95% support WHALE Arts owning part of the surrounding woodland.
- 100 people left comments about how WHALE Arts had made a difference to them, those around them or the community.
- Stakeholders were universally supportive of the asset transfer. This 'gives them security, continuity and longevity'. 'It anchors them and gives them permanence'.

Specific Project Ideas

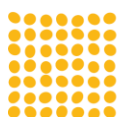
- In 2019, WHALE Arts started working with The Wester Hailes Community Trust, Prospect Housing, local residents, local organisations, City of Edinburgh Council and Scottish Government on an interim Local Place Plan for Wester Hailes. From the interim report two of the key focus areas for residents were 'community facilities' and 'economic opportunities'.
- There was significant support for the following project ideas;

The building

- Café – the majority of attendees in the open meeting and survey respondents were overwhelmingly keen on a new café. Over 90% would visit at least occasionally, with over 40% saying they would visit once a week or more.
- Tool workshop and upcycling.
- Local produce market.
- Parent and toddler group.
- Friendship and wellness group for single parents or parents of teens.
- Film-making opportunities (if not already offered).
- A WHALE Arts choir.
- A BBQ to build community spirit.
- A 'refillery' shop.
- Coworking space.

Kickabout

- Informal play.
- Sport and physical activity.
- Organised games.
- Space for quiet play.
- Skatepark.



Woodland and Green space

- Forest school and outdoor learning.
- Better use of green space including plant growing and sales.
- Guided walks and learning about nature.
- Adventure play for children.
- Outdoor work experience opportunities for Wester Hailes High School pupils.
- Grow more fruit trees/community orchard.

Attitudes to WHALE Arts

- The majority of users and local people were very supportive of WHALE Arts, and see it as a positive force for good in the community.
- Several stakeholders were keen that WHALE Arts continued to do work more broadly in the community, as they had during lockdowns. 'They should continue on the trajectory they are on. It is good that they are doing more activities that are not exclusively arts focussed'.
- WHALE Arts was viewed as a community anchor.
- Some stakeholders spoke positively of WHALE Arts efforts to include more members of the community in the organisation.

Partnerships

- Several considered WHALE a key partner to their own organisation and wanted to build on this in the future. Several spoke positively of WHALE Arts attitude to joint working.
- WHALE Arts could interact with the schools more.
- Some people thought that WHALE Arts was good at bringing ideas and projects that can be offered to young people, others thought they should cater to young people more.

Fundability

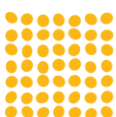
With the closure of Lottery Community Assets, EU structural funds and the increasing demand on other funding pots, securing a large amount for capital development could prove to be challenging. However, with funds such as post-EU funding and a substantial Place Based Investment Programme now available, there are opportunities for securing potential funding for capital renovation as long as this is approached with a fiscally responsible and frugal mindset.

Financial Viability

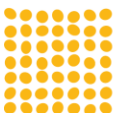
- Given the relative deprivation of the area, people indicated that facilities and activities need to be free or affordable to ensure that no-one is excluded on financial grounds.
- Financial modelling was only undertaken into potential new activity. In asset transfer terms the only new asset is the kickabout. An analysis of accounts show an organisation that is already sustainable and well-run financially. Asset ownership will only enhance this.
- An analysis of the accounts show three years of surplus and a growth in reserves in addition to an asset worth in the region of £600,000.
- The café, co-working, plant sales, Riso print studio, and room bookings bring new income to the centre.

Capacity to Deliver

- The skills audit showed that there is a very high level of skills and confidence on the board and staff team who have the capacity to develop a complex project, with some additional focused support.



- A need to enhance existing skills around long-term financial projections was identified, in order to ensure the whole board is comfortable with this task, although there are already sufficient board members with strong skills and knowledge for to balance any shortfall in this area across the wider board. To comply with the requirements of the Scottish Land Fund at the next stage application, WHALE Arts will need to undertake changes to their Memorandum and Articles. These are currently in train.



2. Our Vision, Mission and Values

2.1 Vision

WHALE's Vision

Wester Hailes is a creative, thriving, resilient, fair community.

WHALE's Mission

We create the conditions for our community in Wester Hailes to work alongside artists and cultural practitioners, to become agents for change who will proactively co-design, participate in, support or lead quality creative activity at all stages of their lives.

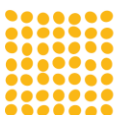
WHALE's Values

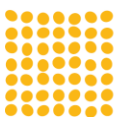
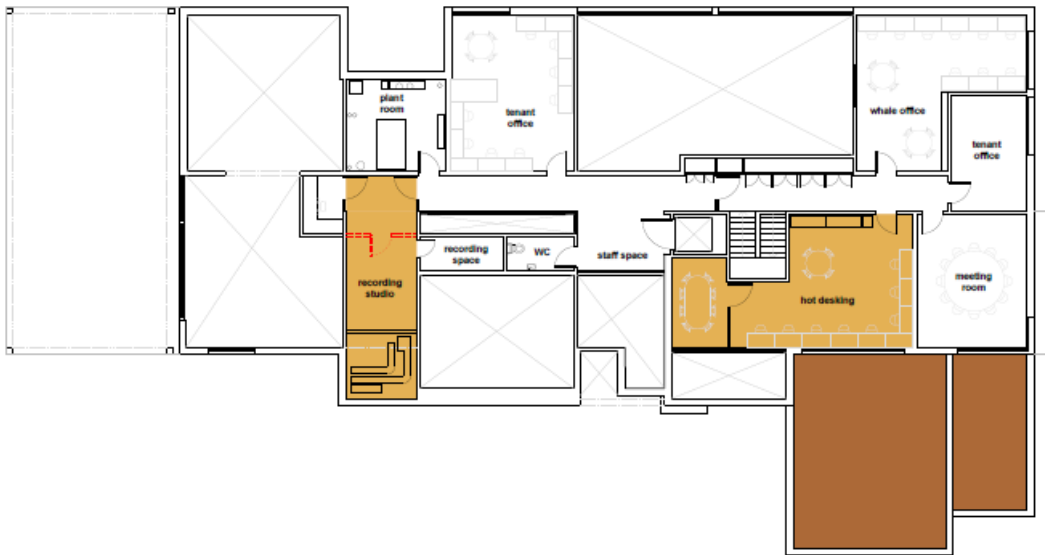
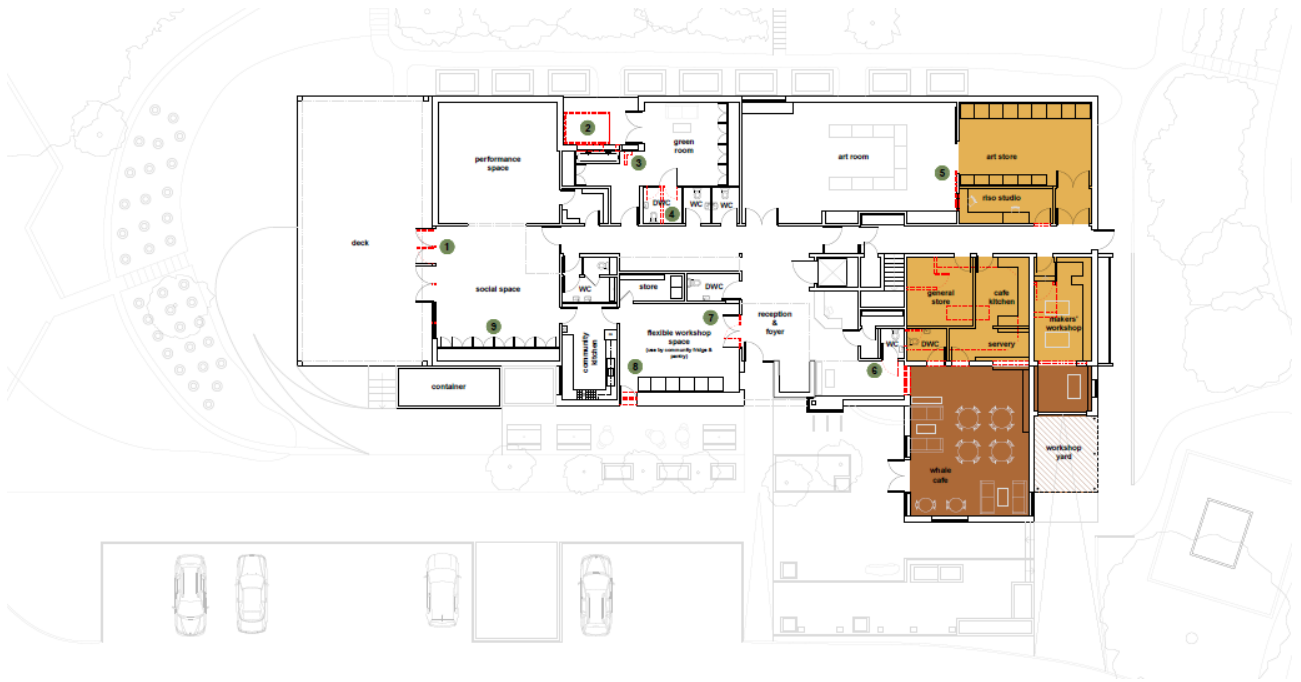
- Equality; Equity; Diversity; Inclusion – we welcome everyone and strive to support anyone who wants to take part, we consider equity to be important as well as equality and we tailor activities accordingly when we can.
- Creativity – in its broadest sense and placed firmly at the heart of everything that we do we see creativity as a way of unlocking self-expression, problem-solving, learning and joy.
- Openness - we encourage generosity, kindness and facilitate the sharing of ideas.
- Tenacity - we are brave and ambitious for ourselves as an organisation and for the people we work with: we foster resilience and resourcefulness.
- Working Together – we recognise we are one part of a bigger system and that we will be more successful if we work with others who share our vision.
- Innovation AND Continuity – we celebrate and sustain successful initiatives but balance this with taking risks and trying new things.

2.2 The Space

The architect has developed a schematic vision for the site. This is a lively and already vibrant building and her vision is built on improving the success of the existing layouts. Substantial work was done to scope out the use of space in the existing building before thinking began in relation to additional space. Various options were considered, which can be seen in the associated technical report. Options were discussed and shaped by members, participants, the board, tenants and the wider community.

Following extensive discussion, the preferred design is shown below but better versions can be seen in the technical report.





2.3 Local challenges

The local need is identified in detail in the research report but is summarised here. As noted in the research, there are few assets in the community of Wester Hailes and WHALE Arts is a unique enabler of creative contributions from the local community. Despite some persistent stereotyping of Wester Hailes as being a ‘problem area’ over many years it in reality a welcoming and tightly-knit community. Overall, there was significantly positive feedback about this being a safe, welcoming place where people care about each other, are proud of where they come from and can draw upon a shared history of community activism.

Please see section 1.5 and the feasibility study for further details on the statistics that inform this summary. However, as in many communities, there are remaining challenges that need to be addressed. Many stakeholders confirmed that there is still a persistent perception that this is a “problem area” despite all of the good things that are happening.

Health, Wellbeing and Happiness: Many more people claim incapacity benefits than the national average and the percentage of people claiming these benefits more than doubled in 2020. People living in the area claiming PIP (Personal Independence Payments) is double the Edinburgh average. In the survey, the most frequent need identified was physical and mental health, which 85% of these respondents selected.

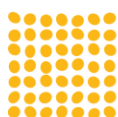
Economy, Enterprise, Learning and Skills: Most people commute out of the area to work and there significantly higher levels of unemployment with youth worklessness almost double that of the Scotland average. In order to empower the area further, there is a need to develop a truly local economy and encourage and support new local entrepreneurs to work within their 20 Minute Neighbourhoods. 51.4% of people living in Wester Hailes live in neighbourhoods that are in the most deprived 20% of areas of Scotland. In the survey 73% of people felt jobs and work were a major issue.

More people in Wester Hailes have no qualifications than the national average. Stakeholders confirmed that this was a serious issue and advocated for increased learning through courses, but also suggested that volunteering and experiential learning is an important area to focus on as a driver of change.

Places and Spaces: 78% of survey respondents felt that isolation and loneliness were a real issue in the community and there was a need to bring people together and build community (which is one of WHALE Arts’ core objectives). The community identified a lack of community spaces and many felt that there was a need for a place where people could meet informally and establish better relationships. During lockdown, due to its independence as a charity, WHALE Arts was able to stay open while other facilities closed and was funded to deliver an extended range of local services and support mechanisms.

Development and Improvement (Meeting the needs of young people and young families): In a country with a generally aging population, people in Wester Hailes are younger than those of Scotland as a whole. There is therefore a demonstrable need for flexible services that can support further invest in the lives of young people and young families. WHALE Arts already substantially engages with children and young people but a re-assessment of services and facilities will ensure better spaces and facilities for young people.

Communication, Conversation, Co-production: The community also expressed a desire to be kept as fully informed as possible, and emphasised the need for better communication across the community as a whole. This is a role which WHALE already excels in, and improved facilities will ensure that the organisation continues to do so.



2.4 Main Outcomes

Though these are bespoke to WHALE Arts we have related them to the three outcomes in the Scottish Land Fund Stage 2 application. Section 4 shows the services, facilities and tools that will help us achieve these outcomes.

Outcome 1: Our community will achieve more sustainable economic, environmental and social development through the ownership of land and buildings.

Economic

20 people per year will become more economically active through running their own enterprises from the new co-working space, the majority of which will be social enterprises or local sole traders.

Creating a café attended by an estimated 750 regular customers will allow us to increase the staffing and turnover of the organisation as well as creating a stronger and larger volumed local supply chain. We are linked into the current Community Wealth Building programme in the city (we have co-delivered a local CWB pilot with partners across South West Edinburgh through the network Go Beyond) and see this as a vital route to securing re-investment directly into the local economy.

Establishing a growing and plant sales service (i.e., a community nursery) will also increase our turnover and commercialise a currently therapeutic project (while still retaining the wellbeing aspect). Though the green space will be open to all, we will also use it for income generation and the development of wellbeing activity that can be sustained from charging, grants or contracts.

Opening up office space to a minimum of 5 local organisations as anchor tenants will give them a sustainable home while bringing in unrestricted income to WHALE Arts. Current long-term tenants such as SCOREscotland and Starcatchers will be encouraged and supported to continue to deepen and extend their relationships with WHALE.

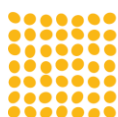
We are particularly keen on promoting the creative industries and, while remaining accessible and affordable to all, we will offer performances and creative workshops that will engage local groups and individuals while generating an income for WHALE Arts.

The new Riso print facility will occupy a readily identifiable and profitable niche in the wider specialist printing sector in the city, while also providing accessible bespoke printing solutions for local people and businesses.

Social

Through events, activities in our performance space, the café and many other initiatives, we aim to have direct contact with at least 30% of the community, which will stimulate a greater sense of ownership, and belonging and improve social cohesion. Crucially we expect this will be inter-generational and between people of very varying backgrounds. We aspire to run a building which feels and is open to all, and the café will, by providing an accessible, affordable and welcoming space that hosts art exhibitions by local people and opportunities for them to market and sell their work, a tangible and highly visible commitment to this aim. The café will act as a natural gathering space while events in the performance space and exhibitions in the café and other WHALE gallery spaces will support local people to discover and showcase their creative talents

Gaining ownership of the kickabout will allow an underused and poorly maintained facility to be made more suitable for local use. We want to encourage a sense of ownership and see informal play between children and adults increase. This will improve health, wellbeing and will also stimulate inter-generational activity. Though for the majority of the time the space will be open for free informal free play, we also plan to run grant-funded initiatives to promote physical activity and healthy lifestyles outdoors. Though this space is intended to be available to people of all ages, it does attract young people and families and, this helps to address locally identified challenge in relation to perceptions and instances of anti-social behaviour.



Environmental

The building renovation will be undertaken in a manner which ensures the highest energy efficiency possible.

We plan to appoint two Green Champions - one staff member and one board member and use the Creative Carbon Scotland Green Arts Portal to measure and reduce carbon emissions.

We are highly committed to minimising our carbon footprint through reuse, recycling and reducing our consumption as an organisation. We already minimise printing and recycle our paper, plastics etc.

The outdoor space is a vehicle to encourage better understanding of bio-diversity in the local community. We already have local residents involved in growing and as an organisation we understand the positive effect of a green environment on wellbeing. Our aim is to work with around 500 people on this land but substantially more than that will use it for walking and informal play, even when the centre is closed. Extending the space backing onto the woods, currently still owned by the Council, will offer further space for leisure.

Outcome 2: Our community will have a stronger role in and control over their own development.

As a community-led organisation, WHALE Arts originally raised the money for and built their own building, however it is currently on City of Edinburgh Council land, for which there is a nominal ground rent. Transferring the land and buildings to the local community via WHALE Arts will bring the whole asset into community ownership, and will allow local residents to have a greater say over the development of this asset in the longer term.

Taking the kickabout into community control will allow a dilapidated site that the City of Edinburgh Council does not have the resources to maintain, to be improved by local people for local people. We estimate that over time, 500 local people will attend well-advertised and ongoing regular, information sessions, design meetings and consultation events to contribute ideas and thoughts to the vision and plans. There will be a pervasive and well-articulated sense of ownership in the community, a strong and well-evidenced feeling that this is really “our building”.

We will increase local representation on the board (which is already high) and also create sub-groups, advisory panels and other mechanisms which will allow 25 local people from all backgrounds to be directly involved in decision making.

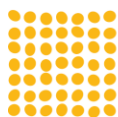
This community, through bodies such as the Wester Hailes Representative Council, has a long and vibrant history of community activism, and there is already a wide range of community organisations in the area, including the currently active Wester Hailes Community Trust. Over time, WHALE Arts has become one of the key anchor organisations for the community and the focus of broad community resilience activity – with creativity at its heart but with a much broader scope than a typical arts centre.

An estimated 10 young people will be invited onto a supported youth panel to ensure direct and relevant influence on the way WHALE Arts progresses. Young people will report a sense of ownership, and identify as community contributors, not service recipients.

Outcome 3 : The community will have a well-managed, financially sustainable space

Increases in space, new services and an expansion of existing work will allow income to be generated from the anchor tenants (SCOREscotland, Starcatchers etc), the cafe and co-working units while simultaneously increasing customer numbers at performances, events and other initiatives. Combining increased income generation with good governance and partnership work will lead to less reliance on grants and more financial sustainability.

A skills audit was undertaken and it is clear that the board has a high degree of capacity and is committed to on-going training, learning and, where required, recruitment of new board members. The organisation has a core thematic area of “Data, Design, Evaluation, Innovation” which underpins our approach to a well-managed space.



3. Capital Improvements

3.1 Conditions Survey

The conditions survey, undertaken by G Surveying (see separate report), indicate that the buildings are generally considered to be in “fair” condition commensurate with their age, use and construction type.

Through the report there are recommendations for low level maintenance and remedial works to be undertaken but no major issues were identified with the building.

Further investigations and repairs to roof level and rainwater goods are required in the immediate term due to some water ingress and some of the brickwork on the external walls needs repairs.

Though functional, it was noted that the electrical works were “aged” and should be reviewed.

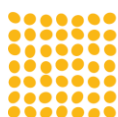
These issues will be addressed as part of the programme of works recommended by the architect.

3.2 Purchasing the site



The site on which the WHALE Arts building is constructed is subject to a ground lease with the City of Edinburgh Council. WHALE arts raised funding and constructed the current building on that site. The “kickabout” is a separate asset which local people use informally but which WHALE Arts have no control of or responsibility for.

A valuation has been undertaken with a view to WHALE Arts purchasing and acquiring the site that it occupies, as well as the site of the Kickabout.



The main building is valued at £435,000 and the kickabout at £115,000 with the amenity land and corner site valued at an additional £3,300. This valuation has formed the basis of a negotiation with City of Edinburgh Council in relation to a final agreed price.

3.3 Accommodation Schedule

A cafe for WHALE Arts in the POD and front reception would form a new flexible social space within the building, serving hot and cold drinks alongside light snacks and sandwiches to sit-in or takeaway.

An alternative use of the old front reception area might be as a refillery - a shop where you can buy produce by weight in your own containers rather than pre-packaged. This would link with the healthy eating aspect of WHALE's aims and wider ambitions for sustainable local economies by reducing waste.

By moving the community pantry into the existing garage, there would be space and opportunity to set up organised systems of collection, sorting and distribution whilst gaining its own access point at the front of the building for users. The current contents of the garage can be relocated to the new store or better distributed around the building.

Placement of the community fridge in the corridor exhibition space would allow for easier access out of the way of the busy reception area. Receipt of food donations and sorting would happen in the new dedicated community pantry space. This change of use relies on exhibition material being able to be displayed in the new cafe.

A new partition wall will create a relocated general building store by the bins and result in a re-sized and re-planned art store accessible from the corridor. Extension and reshuffling of the art store will enable more dedicated storage of art room furniture and more efficient use of the store itself.

Currently operating as an ad-hoc store room, the dark room could become a creative space as a workshop with the introduction of natural light, hosting artists and makers groups with tools, equipment, materials and work benches.

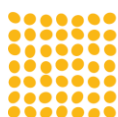
The green room could become a more comfortable space to meet, gather and use with the introduction of more natural light and more obvious welcoming access to the adjacent outdoor space.

By swapping the WHALE office and coworking spaces, paying users of the coworking space are given a quieter space, sheltered from potential noise generated by other activity in the building, particularly the proposed workshop on the ground floor and additional social area in the old front reception.

A new partition within the proposed WHALE offices gives POD Press and risograph users a more practical studio space for design, printing and finishing. With direct adjacency, the risograph could develop a more active role in the production of WHALE material.

Locating a sound desk on an enclosed social space balcony would allow for a direct visual relationship between the studio and performances. The current recording studio could extend into the end of the corridor to form a contained sound studio area.

Staff currently make use of the downstairs kitchen. A purpose fitted staff room on the first floor would create informal meeting space with facilities for food and drinks prep for use by WHALE staff, co-workers and tenants. This is proposed as an alternative to allocation of this space for a recording studio, and as an alternative to using the balcony to the reception/entrance which is limited by lift and toilet access, and ability to have a kettle/ sink



4. Activities Under Themes

4.1 Overview of themes

Core Strategy & Themes

1. Health, Wellbeing, Happiness
2. Economy, Enterprise, Learning, Skills
3. Places and Spaces
4. Development and Improvement
 5. Data, Design, Evaluation, Innovation
 6. Communication, Conversation, Co-production

Themes 5 and 6 are internal to WHALE or overarching ways of working. 1-4 can be used as a way of consolidating service provision.

4.2 Economy, Enterprise, Learning, Skills

We will establish a café on the ground floor that will be operated by WHALE Arts and will be open to the residents of Wester Hailes and beyond. Much of the traffic will come from people attending classes and services within the building, though we estimate a high volume of demand during the day from young families. This will use local suppliers as well as produce from our own site. It will provide small numbers of jobs but will also offer opportunities for volunteering and job placement such as Community Jobs Scotland, the Kickstart programme and Youth Guarantee.

We already grow on site and have a substantial piece of land. We will increase this and start to retail plants locally. Though we don't anticipate that this will become a large business, it should generate small surpluses while also offering work experience and learning to local people.

From our research we know that there is a demand for affordable workspaces for existing small businesses and to support new enterprises in the area. We will create a small co-working station and already have desks for rent in the room upstairs.

Over time large volumes of training have and will be delivered in the creative industries and beyond.

Developing the Riso print business, linking to other social enterprise design agencies such as Bold and the Graphics Company, will establish a new small business in the centre.

We will also develop an annual programme of projects with the community and artists and designers will explore creative skills development for enterprise or employment and deliver programmes that explore creativity, learning and the future of work.

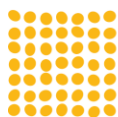
As well as testing the provision of flexible and affordable creative work spaces we want to consider the possibility of creatively-led / artist-led childcare.

External hires as well as events will maximise the income generated from the building.

By 2024 we plan to be hosting at least one self-sustaining creative social enterprise.

4.3 Development and Improvement

WHALE Arts will continue to deliver its own constantly reviewed suite of services and initiatives aimed at improving the lives of local people. This includes programmes including: Street Arts, smARTies and Play Sense Create for young people and families as well as Men's Makers, smARTcraft, Stitch n Time, Let's Create, Art in the Open and Open Studio for adults. (see <https://www.whalearts.co.uk/whats-on/>). In addition, WHALE Arts co-produces a programme of activities with its Members, including Members Breakfasts, Members trips and community drop-in sessions. We also aim to test a programme of activity



for professional artists and designers to learn and develop skills in socially, community-engaged, place-based practice, and to develop a structure for youth membership.

SCOREscotland is a race equality charity and, as longstanding tenants of more than 15 years at WHALE Arts, have a close operational partnership with us. They have a staff office in the building and utilise facilities to deliver essential services for local people in Wester Hailes. This includes the bike shed storage container that is utilised for bike classes for local people, sports and leisure clubs for children and youths using WHALE Arts rooms and garden. The Community Fridge is located and held throughout the week at WHALE Arts – this is a food waste project which provides local people with free food from supermarkets.

Starcatchers are relatively new tenants (joining in 2021) maintaining an office space at WHALE Arts, having been local partners with WHALE Arts for several years. They utilise room rentals, kitchen, storage cupboards and garden space to hold activities in for their regular Thursday group 'Expecting Something' for young/expecting mums with their babies and toddlers.

A core element of this business plan is to invest in core building improvements to accommodate our own programmes and that of our tenants and partners, and attract new tenants and delivery partners

4.4 Health, Wellbeing and Happiness

In addition to our own extensive Arts & Wellbeing programme spanning visual art, poetry, dance, craft, which supports mental health, reduces loneliness and takes a trauma-informed approach to these activities space is currently also being utilised by partner organisations, such as Art in Healthcare and Aerial Dance, who hold activities in the building. Uptake and demand for space is increasing from both our own funded programmes and external partners.

We will create a cafe on the ground floor of the building on the new site to encourage links between food and health, our community meal and our garden and community meals and gardens based across Wester Hailes. We know that many people take advantage of the Community Fridge operated by SCOREscotland. We will use produce from the community garden in our meals and will promote the benefits of healthy eating. We will encourage the whole community to become involved in planning and providing community meals.

Having different outdoor spaces such as the kickabout and the land at the rear of the building in good working order and visibly cared for and maintained, facilitates health and physical activity, from strolling in the green space and kicking a ball around, to structured activity, such as sport and mindfulness.

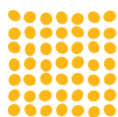
Our Grow, Cook Eat, Repeat programme which encompasses our community meal, community garden and volunteering, will link 'field to fork' and allow people access to high quality locally grown produce. Volunteer gardening groups will encourage usage of the outdoor space. This programme offers free meals once a week to both boost health and wellbeing while also enhancing the sense of place and building social cohesion across the community.

We plan to use data and evidence of wellbeing impacts to improve and continue our own existing creative wellbeing programmes for adults and young people and support wellbeing long term. We will develop and deliver new creative wellbeing programmes similarly based on data, evidence ideas, need, demand.

We will also continue existing and develop new annual partnerships with external partners who deliver creative health and wellbeing programmes at WHALE Arts.

4.5 Places and Spaces

We will create a community owned and controlled space that will be run by local people and accessed by local people to encourage cohesion and to reduce isolation. The whole community of Wester Hailes can have access to a high-quality performance space, café, meeting rooms, decking, green space and sports space. This linking of indoor and outdoor spaces is a key focus of the architect's design and this re-imagined physical building and land it sits on will contribute to and build greater community pride and self-esteem.

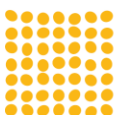


Events and performances are vital to this theme, from poetry readings to plays, birthday parties to concerts, the use of the main space is vital for bringing people together.

This also covers the work we do with partners on the Local Place Plan, area-wide artist commissions, creative placemaking and community development.

We will develop and deliver an annual programme of Creative Placemaking & Community Development across Wester Hailes with annual events held in the community - integrated and interwoven with other projects, bringing ideas and people together, encouraging mass participation and volunteer activity

We will continue to work with local partners to support and contribute to the community-led Local Place Plan towards a vision for Wester Hailes as a culturally and economically sustainable creative place, building on the strengths and assets that exist.



expenditure is £452,413 leading to a notional surplus of £254,721, much of this is restricted funding that is deferred into the next financial year. As a result, there is a non-restricted surplus of £24,435. This leads to a balance of £1,195,602, of which £460,227 is restricted revenue and £563,250 is the capital restricted fund. There is £172,125 in free unrestricted reserves and £591,633 in cash in bank. Though this is highly variable, as is normally the case across our sector, these figures paint a compelling picture of a robust organisation with sound finances.

5.3 Staffing

The organisation employs a full complement of staff to operate the building and manage and deliver programming, supported by experienced specialist freelance staff as required. This naturally fluctuates over time, as a result of project timelines and grant levels and while the core staff team remains as is. The key forthcoming addition will be new staff to operate the café. This will be kept to a minimum at first and will grow over time as the organisation embeds the success of the café.

The Team

Leah Black, Chief Executive: Leah is responsible for WHALE Arts' strategic and operational development. Broadly she ensures the organisation achieves its objectives by overseeing all aspects of WHALE's programming, building, staffing and finances. Leah works on fundraising, funding reporting and building networks with funders, HR, organisational policy development, governance, strategic projects, capital development and developing and diversifying income streams through enterprise development. Leah also works on area-wide networks through being co-chair of the SW Voluntary Sector Forum, co-chair of Living Well Wester Hailes, co-founder of Go Beyond and sits on the Community Planning Partnership. Additionally, Leah has a role within multi-agency area-wide regeneration projects such as the Wester Hailes Local Place Plan. (Leah will be on secondment from August 2022 for 12 months, with Kate Griffin taking on the role of Interim Chief Executive for this 12-month period, see below)

Laura Tyrrell, Fundraising Manager: Laura started working for WHALE in April 2020. She has responsibility for fundraising for the organisation across core, project and capital projects. Funding comes mainly from government and statutory bodies as well as trusts and foundations. Her day-to-day tasks include: researching funds and funders; talking to and developing relationships with funders, stakeholders and partners and developing new funding applications

Laura Delahunt, Enterprise and Facilities Manager: Laura has responsibility for overseeing the day-to-day management of building staff and facilities such as the maintenance and improvement of the building. Laura also oversees the community meal and garden group programmes in support with the coordinators of these projects.

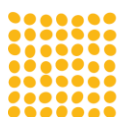
Verity Combe, Operations and Marketing Coordinator: Verity is responsible for communications, audience development, room bookings, digital media, website design, print, branding, social media and things going on in and around the WHALE building, Wester Hailes and the surrounding areas. Verity assists with the daily running, marketing and ongoing improvements of the WHALE Arts' building and enterprise activities.

Fabien Merville, Front of House Assistant: Fabien is the first point of contact for visitors and tenants, on the phone or in person. Fabien can be contacted to book a room or have an enquiry about WHALE Arts activities. He supports with the distribution of marketing and social media materials additionally.

Fabien Merville, Volunteer Coordinator: Fabien works on our lottery funded programme Grow Cook Eat Repeat supporting and nurturing volunteers to work in roles across the organisation.

Michelle Robson, Front of House Assistant: Michelle is the first point of contact for visitors and tenants, on the phone or in person. This person supports the distribution of marketing and social media materials additionally.

Dawn Borthwick, Cleaner: Dawn forms part of our building cleaning team, working closely with Susan and Lorna to make sure the building is clean and safe for all who use it.



Susan Gibson, Cleaner: Susan forms part of our building cleaning team, working closely with Dawn and Lorna to make sure the building is clean and safe for all who use it.

Kate Griffin, Head of Projects and Programmes (from August 2022 Interim Chief Executive for 12 months): Kate has overall responsibility for all creative programming at WHALE, including: WHALE projects, events and exhibitions and Partnership projects. Kate manages and fundraises for the programme of activities for families, children and young people, schools currently – Street Arts, smARTies, Accessible Arts for young people: Play, Sense, Create and Explore, Puppet Animation Festival, holiday programmes and other one off or short-lived programmes /projects /events. Her management responsibilities include overseeing WHALE’s Child Protection safeguards and giving induction, line management of most of the programming team, and strategic and organisational development with the rest of the management team.

Kirsty Frankland, Arts and Wellbeing Manager: Kirsty has responsibility for the adult arts and wellbeing programme which supports physical, mental, emotional, social, economic and spiritual wellbeing. The arts and wellbeing programme includes therapeutic groups, creative & social groups, self-directed groups, entrepreneurial groups, projects and other opportunities. She manages a team of freelance artists who facilitate these groups and works with partner organisations to deliver a wider range of creative projects.

Dr Michael Bowdidge, Community Development Lead: Michael jointly managed the Creative Placemaking Programme with Rebecca Green. From February 2021 he has been working with Tiki Muir to deliver the Community Development Programme. This project engages with WHALE members to deliver a range of events and activities including trips and exhibitions as well as working with a range of partners on related projects.

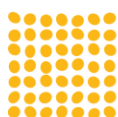
Tiki Muir, Community Development Lead: Tiki works closely with Michael Bowdidge, Community Development Lead. Together they are responsible for engaging with the WHALE Arts members, as well as encouraging and supporting new members to join. Tiki helps organise the monthly Members’ Breakfast meeting as well as member’s trips. She supports members to engage in other things happening at WHALE such as our organisational rebranding project. Tiki and Michael organise creative activities like the WH Open Exhibition and a new monthly 'show and share' group. They are closely involved in larger scale community development projects in the area, such as the Local Place Plan and WHALE’s Community Asset Transfer (CAT). Together Tiki and Michael are responsible for engaging with our WHALE Arts members, as well as encouraging and supporting new members to join. They are closely involved in larger scale community development projects in the area, and work to build and strengthen relationships with local people and partners.

Elaina Garcia, Programming Assistant: Elaina provides admin support for the Head of Programmes and Projects and the Arts & Wellbeing Manager. She supports groups, participants and freelancers, collecting evaluation data and documenting activities. She supports the holiday programmes and works on events and exhibitions management alongside others in the team.

Shirin Karbor, Create Community Wealth Project Lead: Shirin coordinates and delivers the new Create Community Wealth (CCW) project, situated between WHALE Arts and North Edinburgh Arts, in partnership with SCOREScotland and Passion4Fusion under the umbrella of the Culture Collective national network. Involved in the recruitment of freelancers for the project, admin support, networking, evaluation and monitoring and participation in national events to showcase CCW. Background in visual arts and design. Freelance illustrator/artist. Previous experience in supporting people affected by poverty and homelessness and creative workshop facilitation for vulnerable adults.

Craig Tyrie, Digital Inclusion Project Lead: Craig leads on and delivers WHALE Arts digital projects for adults and young people, including the Digital Sentinel news website for Wester Hailes, regular drop in sessions aimed at teaching people digital skills and providing support with online job and benefit applications, and working with young people in schools and at WHALE to introduce them to the creative uses of digital technology.

Gemma Smith, Go Beyond Community Wealth Building Project Lead: Gemma works across a group of organisations including WHALE Arts that forms the Go Beyond network across South West Edinburgh on



a Community Wealth Building project in partnership with Capital City Partnership and West Lothian Council. Gemma works with Go Beyond and other networks across South West Edinburgh. Community Wealth Building (CWB) means working with communities to find out what they want and need for their areas, spaces and places, benefiting them financially and collaboratively. Gemma is based between WHALE Arts Centre (Wester Hailes), Big Hearts Foundation (Gorgie) and SPACE (Broomhouse) and she will be working in and around Wester Hailes, Dalry, Gorgie, Oxfangs, Sighthill, Broomhouse & Pentlands.

Roz Shah, Community Garden Coordinator: Roz works with volunteers to maintain the community garden surrounding WHALE and also with the community chef to supply food to the community meal every Friday. Our project is Grow, Cook, Eat, Repeat and we are always looking for new volunteers or ad hoc staff to assist. She aim to keep the garden as a safe, inclusive space for everyone to enjoy, a place to relax and grow fruits and vegetables, flowers and herbs and hope to facilitate this for volunteers to learn about all aspects of gardening throughout the year.

Rebecca Livingstone, Café Project Lead & Community Meal Chef and Coordinator: Rebecca works with volunteers in the kitchen to create the weekly Community Meal as part of the Grow, Cook, Eat, Repeat project. Her aim is to create nutritious, sustainable meals for the community. Part of this is done by working with Roz, the community gardener, to use as much produce from our garden as possible. She works with volunteers in the kitchen offering opportunities for them to gain new skills. Rebecca aims to make the Community Meal as sustainable and nutritious as possible by collaborating with the Community Gardener to utilise the garden's fresh produce. Once the café opens Rebecca will manage this with support from staff and volunteers.

Zoe Squair, Head of Operations: From August 2022 Zoe will be our Head of Operations and Development supporting the organisation and the operations team to ensure clear operational procedures and processes and working on areas such as policy development, fundraising and finance.

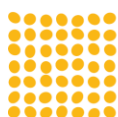
Volunteers

Volunteers will continue to support the work of the organisation. They also run creative events and will help develop projects such as informal games on the Kickabout. Volunteers are supported by Fabien Merville, our Volunteer Coordinator.

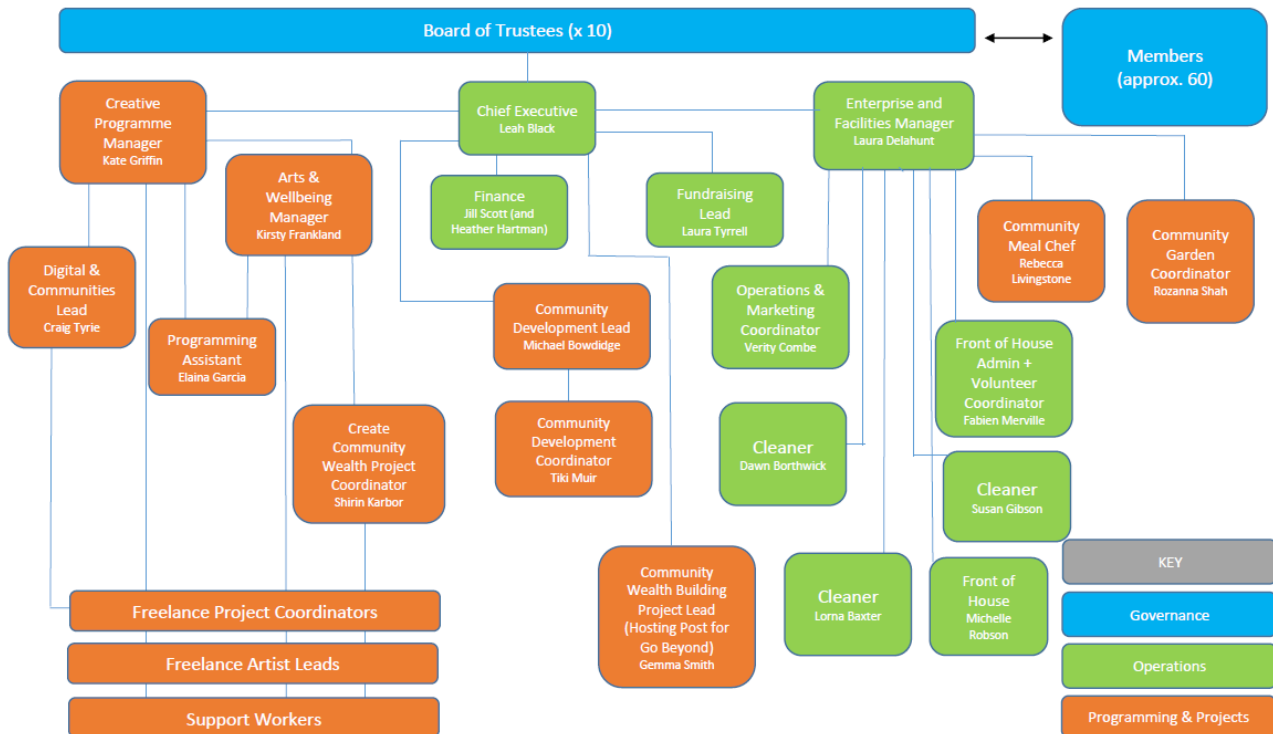
They are supported by a range of staff across the organisation and are provided with support and supervision in a standard format. We have an active Volunteering Policy to ensure volunteers get the support they need through induction training and ongoing access to training as required, as well as ensuring we recruit new volunteers on an ongoing and regular basis. The aim to recruit volunteers from a variety of backgrounds is a key objective.

Café

The café will be managed by a Project Lead who will work alongside volunteers initially as a period of market testing. In time the ambition is to create more paid roles and training opportunities in the café.



Organisational chart



5.4 Policies and Procedures

As an organisation that has been operating for around 30 years with a Chief Executive, a strong staff complement, and competent board, all the necessary policies and procedures are in place. These are reviewed regularly by the board and the Chief Executive reviews the applicability of and leads on the implementation of any new legislation, such as GDPR, for example.

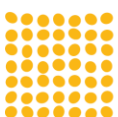
The finance role is managed via a contract with Heather Hartman, who employs Jill Scott who works with the team two days a week on book-keeping, budgeting, etc. Heather supports us with our annual accounts.

The IT service is outsourced to SCVO.

5.5 Managing the Refurbishment

We have engaged Akiko Kobayashi to undertake the technical element of the feasibility work and she has helped us get to a preferred design.

Following full procurement (to the end of the build and default period) the development will be led by the architect (ideally the same architect). We will consider appointing our own Project Manager (on a temporary basis) to provide objective support and manage the refurbishment. The full design team would comprise architect, structural engineer, mechanical and electrical engineer, quantity surveyor, CDM co-ordinator (for health and safety) and any specialists that were required.



5.5 Monitoring and Evaluation

We already have robust monitoring and evaluation systems in place for all our work, partly to communicate our impact to members and the general public and partly to report to funders.

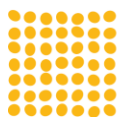
We will hone this to gather impact in relation to the three Scottish Land Fund outcomes set out at section 2.5.

Evidence is and will be collected from the following:

- Sign-in sheets logging numbers in the building.
- Numbers and nature of people at events and initiatives.
- Numbers of people at the café.
- Numbers of local people from the local area.
- Number of hires (booking the performance space and other rooms).
- Number of room bookings for community groups.
- Numbers of entrepreneurs booking co-working spaces and how long they stay.
- Number of private hires.
- Value of income generated by each element of the project.
- Occupancy levels for room hire.
- We will monitor the impact these projects are making for local people, groups and families and capture this through interviews and case studies, surveys and focus groups.
- Strengthening of our customer database (to use for ongoing direct marketing).
- Numbers and nature of volunteers. All volunteers will have an application form with aspirations as well as skills and interests and we can easily track the increase (or otherwise) of volunteers.
- We use Facebook to gather comments and responses electronically.
- Our marketing plan will agree targets for numbers of followers and numbers of likes etc. on social media.

How We Will Use This Information

1. **Getting better at what we do:** gathering data related to a baseline will allow us to continuously improve and to continue to meet the needs of people in our community better.
2. **Sharing learning with others:** gathering this data from our users, customers, groups, stakeholders and partners will show what works and what doesn't, and this can be shared with similar organisations to support their plans.
3. **Design new things** we will use this information to design new services as well as adapting existing ones.
4. **Communicating with our members:** it is vital to report to members at an AGM and also during the year at monthly Members Breakfasts and other members sessions about how things are progressing.
5. **Reporting to funders:** we have an obligation to report on activity and let funders know what impact their investment has had.

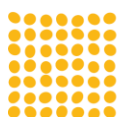


5.6 Partnership

WHALE Arts has worked hard to foster strong partnerships with a range of organisations and groups over the years.

Operational Partners include:

Partner Organisation	The Partnership Opportunity
About Youth	Joint work co-produced with young people to support local young people.
Big Hearts	Links to the charitable trust of Hearts FC.
City of Edinburgh Council	Council to transfer ownership of site at discounted valuation
Edinburgh Health and Social Care Partnership	Focus on health and wellbeing interventions for local people
Edinburgh and Lothian Greenspace Trust	Partnership approach to the development of green space
Local schools	Creative learning programmes as well as input to garden and other spaces Work and voluntary placements as part of curriculum for excellence. Input into development of youth advisory panel
Prospect Community Housing,	Development of joint projects that can open opportunities for local residents.
Starcatchers	Anchor tenants providing services to the community from the building
SCOREscotland	A core anchor tenant supporting people from a BME background ensuring our services are open to all.
Space & Broomhouse Hub	Joint place-based interventions across the wider area.
The Health Agency	Focus on health and wellbeing interventions for local people
With Kids	Opening up opportunities for work with families in the area
Wester Hailes Medical Practice (NHS).	Focus on health and wellbeing interventions for local people
Wester Hailes Growing Communities	Collaborative development of green space.



Commitment to co-production

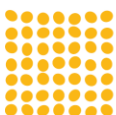
As well as operational partnerships, we are passionate about co-production. All our services and how we work are driven by local people, our users and our members. For example, the preferred designs set out in this business plan were agreed through a lengthy co-production process with our members, participants and other local people at a number of in-person and online sessions.

We try to practice open and regular online communication including sharing works in progress. We maintain monthly members breakfasts and other meet-ups to generate ideas and coproduce activities

We are available to local people and communicate our work at conferences and events locally, nationally, internationally.

We are committed to being visible and active member of a range of community of practice networks (i.e., Creative Learning, Health and Wellbeing, Social Enterprise, Placemaking).

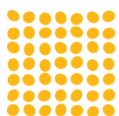
We have recently worked with the stakeholders and members of the organisation to co-produce and launch a new brand and visual identity for WHALE Arts and will undertake the same collaborative process when developing our new website from September 2022.



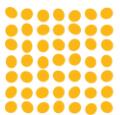
5.7 Risk Mitigation

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Asset transfer of land or Kickabout refused by CEC	High	Low	CEC already supportive and a stage 1 CAT request is submitted	Meet Council and continue dialogue with representatives Take legal advice and support from Community Ownership Support Service	Chief Executive and chair
Land transferred but not Kickabout	High	Low to medium	Discussion with CEC positive about both sites but decision not final	Continue dialogue with CEC Leave for future phase Request licence to occupy or lease for the Kickabout site	Chief Executive
CEC demanding an excessively high price	High	Low to Medium	Liaison with Council following valuer's work	Potential support from elected members following meeting with Council	Chief Executive and consultant
Difficulty securing capital funding for build	High	Medium to High	Strong funding strategy and link to local authority access to funds (PBIF, RCGF, Levelling up etc.)	Variation of funds Phase the project over time Renovate first before major upgrade	Chief Executive with design team
Lower demand for enterprise space than expected	High	Low to Medium	Early existing usage piloted with Creative Scotland funding and good local research	Strong marketing throughout; developing partnership with potential users throughout the renovation period;	Chief Executive
Lower demand for café than expected	Medium	Low	Very clear demand in the research Case studies of similar cafes	Operate a less formal cafe	Staff team

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Project not supported by local community (e.g. planning objections)	High	Low	Extensive community consultation involving everyone in the community with the chance to “have an opinion”	Formation of sub groups to establish strong links into the community providing a sounding board, voice for any concerns to be raised as they arise Any detractors are very small in number	Board and Chief Executive
Costs are not covered by income generated	High	Low to medium	Cashflows prepared Risk register for each business	Realistic cashflow forecasting to ensure we understand the level of income we need to cover costs	Chief Executive and board
Difficulty recruiting volunteers	Medium	Medium	The community supports this project and there is already a strong body of volunteers.	Continued communication with all users. Partnerships. Use of programme such as Saltire Awards	Chief Executive and staff team
Refurbishment costs higher than expected	Medium	Medium to High	QS estimate gives ballpark Inflation built in to cover market volatility	Get competitive quotes See cost savings Phase fit out costs during construction Allow for contingencies	Design team and Chief Executive
Capital Costs Higher than expected following tenders for refurbishment	High	Medium	10% contingency and additional potential savings	Value Engineering cost savings by design team Ensure contingency is adequate Additional funding if possible	Chief Executive, chair and design team
Difficulty getting revenue funding	High	Medium	Clear cash flow with secure funding	Approach a mix of funders; clearly demonstrate outcomes Develop more enterprise income	Board and Chief Executive



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
				Move staff to sustainable elements of the business	
Loss of Key Personnel, Volunteers and Board Members	High	Medium	Good terms and conditions for volunteers	Write a succession plan Good terms and conditions for future staff Continued CPD for staff and board	Board
Insufficient reserves to manage cashflow	High	Low	Building up trading income and ensuring no loan servicing Reserves planned in current cash flow	Continue to build reserves through income generation	Chair and Chief Executive



6. Marketing and Communication

6.1 Marketing Context

We have excellent user numbers at WHALE Arts. Our new vision is centred on improving spaces around the building and the outside space, as well as adding a café and taking on the adjacent kickabout space. This will offer opportunities for more customers and increase the lettable space, particularly the creative co-working space. The approach will build on our existing marketing and communications strategy and as such represents an evolution of previous successful strategies rather than a new approach.

Verity Combe, our Operations and Marketing Coordinator will oversee the marketing strategy and implement it across the community. Additionally, Craig Tyrie, our Digital Inclusion Project Lead who writes the majority of content for the Digital Sentinel, will maintain local communications through this local news website for Wester Hailes and his strong links with local communication networks.

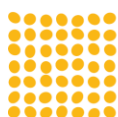
The marketing strategy will provide an effective and flexible means of communicating and consulting with the local community to ensure that its needs and interests are understood and that the services and facilities being provided truly reflect the needs of the people of South West Edinburgh.

Marketing will also be crucial to reach the new local entrepreneurs who will benefit from the increases space available, and also to bring customers to the new café and to generate interest in using the newly upgraded kickabout.

Promotion is already being carried out through social media and local press as well as via our own website.

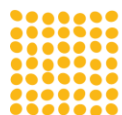
We currently have 2292 followers on Twitter, 2494 followers on Facebook and 1715 on Instagram with an aspiration and strategies in place to further grow these numbers.

We have excellent relationships with local press (especially the Digital Sentinel) and will utilise our extensive contacts and partnerships to communicate news in the area.



6.2 Strategy

2021 to 2023 Increasing interest during planning, asset transfer, fundraising and renovations	2023 to 2024 Establishment and launch of the New Whale	2025 and forward Growth and development
<p>Agree marketing objectives and amend current marketing strategy</p> <p>Utilise monitoring and evaluation data to drive marketing</p> <p>Develop a sub-brand for the café and perhaps other spaces</p> <p>Build and Improve stakeholder relations through partnership meetings</p> <p>Clarify monitoring tools to judge effectiveness of marketing</p> <p>Regular blogs, posts on Facebook and/or Twitter about the fundraising and build</p> <p>Celebration event on asset transfer</p> <p>Asset transfer blog to keep people up to date</p>	<p>Arrange official opening event</p> <p>Roll out new expanded social media strategy</p> <p>Advertising locally with stories in the Digital Sentinel and Edinburgh News</p> <p>Increase social media posts/ shares – general</p> <p>E-newsletters via MailChimp</p> <p>Develop database of customers and start regular customer satisfaction surveys</p>	<p>Review usage targets for each activity so as to target new users of the café, events, Kickabout, enterprise units etc</p> <p>Enhance the team, either with new resource, or placements and students</p> <p>Continue social media plan</p> <p>Continue regular newsletters to the wider community</p> <p>Ensure all is not just digital to meet the needs of those not on-line</p> <p>Impact Stories in Edinburgh Evening News, Digital Sentinel and local publications such as housing associations magazines</p>

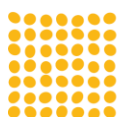


6.3 Marketing Communications Plan

The key communications tools underpinning our marketing strategy are shown in the table below:

<p>Service: Letting enterprise space and hot-desking, new café and Kickabout</p>	<p>Objective: to launch and build up the usage of new spaces at WHALE</p> <p>Communications:</p> <ul style="list-style-type: none"> • Use of local press including Digital Sentinel • Devise social media plan, with regular tweets and Facebook posts advising of development of the enterprise accommodation and additional support • Gather prospective names of people who may be interested in enterprise space in advance • Leaflet drops round all doors • Deals for the café for early customer loyalty • PR campaign to launch new services • Create attractive local flyer for distribution across the community • Website promoting all spaces available and activities offered; on-line booking available through website • Menu on-line • Partnership with local schools to encourage use of the Kickabout during the day • Cross referrals from other local organisations, e.g. Wester Hailes Growing Communities regarding the use of outside space and growing plants/food.
<p>Target Market – new entrepreneurs, ideally locally and likely to be young people</p> <p>Young families and local isolated people</p>	

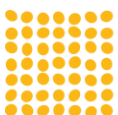
<p>Service: Increased local use of core activity, art classes and performances</p>	<p>Objective: We will increase our usage of existing activities by having a more attractive and more accessible building</p> <p>Communications:</p> <ul style="list-style-type: none"> • Establish good links with all local primary schools, and High School • Design marketing material aimed for online and hard printed format • Deals and discounts for local residents • Devise social media campaign aimed at promoting programme of new initiatives • Develop portfolio of photos and quotes from events held • Develop website
<p>Target Market – everyone in South West Edinburgh</p>	



6.4 Marketing - Monitoring and Evaluation

We will monitor key outputs including:

- Number of people attending art initiatives and workshops.
- Numbers and nature of people at events and performances.
- Turnover in café.
- Users of the Kickabout (using a clicker at the gate).
- Value of income generated by each element.
- Isolation of quieter times in the week and why.
- We will find out from customers, groups and individuals how they heard about WHALE Arts to identify how effective our marketing is.
- The impact we make through ongoing customer satisfaction surveys and open community events asking people about WHALE Arts what difference we are making and what could be done to improve things or ideas for new activities and services.



7. Costs, Funding and Financing

7.1 Purchase costs and SLF Request

Item	Projected Cost
<i>Purchase of land that WHALE sits on + woodland area behind the garden</i>	
Land Purchase	£50,000
Kickabout	To be agreed at a future date as there will be a new plan for that site that is separate from the main CAT request.
Legal Fees	£3,000

7.2 Capital Development Costs

Meantime use

Even if funding is not secured; WHALE will still benefit from the security of having an unencumbered title to the land and clear ownership of the building. At the moment, though the building is owned by WHALE Arts with a standard security which sits with Creative Scotland, and so in theory the building could be removed if City of Edinburgh Council wanted to do something else on their land. Securing ownership of the Kickabout without funding would not be ideal, however it is still currently safe enough to be used for some informal play.

Development

Our current opportunity can be understood as a process of further facilitating and growing a sense of community ownership of WHALE and its aims as the springboard for the re-invention, renovation and upgrading of the centre. This will require refurbishing the building to a high standard (a process which is on-going at present).



Item	Projected Cost
Capital cost (two story option)	£1,120,000
Contingency	£112,000
Inflation and additional contingency (estimated at 10%)	£112,000
Professional Fees – architect, QS, structural engineer (estimated at 12%)	£161,280
Site investigations (estimate)	£10,000
Planning Fees (estimate)	£5000
Furniture and equipment	£20,000
Building warrant fees (estimate)	£5000
VAT (no vat on planning and building warrant fees)	£303,056
Total	£1,838,336

7.3 Capital Funding

With increasing pressures on capital funding for community projects across Scotland, there is a need for caution in approaching fundraising for WHALE. There may be VAT support that will reduce the VAT liability, thus increasing what can be achieved for the budget. WHALE will need to continue discussions with the City of Edinburgh Council to agree an approach to this challenging target.

This table divides available capital funding for community projects.

Indicative Funding Strategy

Fund source	Comments	Projected Amount
Place Based Investment Fund	This is part of a £325m of national funding to invest in place, 20 Minute Neighbourhoods etc This is discretionary funding allocated by local authorities to projects. It is not open to applications from individual organisations and will require strong relationships with the Council	£100,000



Regeneration Capital Grants Fund	Bid supported by CEC to be submitted June 2023	£900,000 average grant
Community Ownership Fund	UK Government funding for up to 50% of project costs up to £250,000. Must be spent within 6 months	£250,000
Levelling Up (UK Shared Prosperity Fund)	This is post-EU funding to replace ESF, ERDF and LEADER. Conversations are in progress about WHALE Arts being part of a cultural LUF bid and a Wester Hailes focused LUF bid in 2022 and 2023. Routed through local authorities.	£1m
	Total	£1,838,336 +

7.4 VAT

We have included all VAT on costs and have not factored VAT into the cashflow projection. If the organisation was keen not to have VAT liability, it is possible to opt to tax voluntarily. This will allow the project to reclaim some or all of the VAT but will impact on the long-term sustainability.

We will seek a formal VAT assessment at some stage to provide us with guidance on this which may reduce the total sum required or increase the construction budget.

7.5 Income Generation and Sustainability

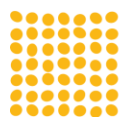
In order to stay sustainable, WHALE will operate commercially, developing a range of income generators including;

- Events and performances (room lets to other groups largely).
- Art classes and workshops.
- Café.
- Enterprise space for creative entrepreneurs.
- Permanent office rental.
- Temporary space rental such as for training and conferences.
- Plant sales.
- Grants and contracts.

Our full financial projections are shown in Appendix 1 in this Business Plan. We have shown 5 years altogether as summarised below. Much of the grant funding is targeted at local support programmes that cannot be commercialised. If that funding is not secured, then that expenditure would be reduced accordingly as programmes would cease.

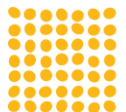



	year 1	year 2	year 3	year 4	year 5	Total
Income						
Trading	£92,702	£95,183	£109,483	£121,977	£120,977	£540,322
Grants	£445,736	£456,000	£468,000	£456,000	£456,000	£2,281,736
Total	£538,438	£551,183	£577,483	£577,977	£576,977	£2,822,058
Expenditure	£534,197	£540,907	£547,903	£554,367	£561,445	£2,738,817
Surplus / Deficit	£4,241	£10,276	£29,581	£23,611	£15,533	£83,241

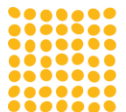


Appendix 1 Cash Flow Projections

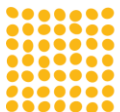
		WHALEARTS													
Cash flow : Year 1 post renovation															
Month		May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24		Budget 22-23	
INCOME															
Rental & Administration Income															
Rent Income (Tenants)	2,615	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	24,871	
Letting Income (Ad-hoc)	900	900	1,615	900	900	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	16,520	
Administration Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Donations & Fundraising															
Donations		5,000	0	0	5,000	0	0	5,000	0	5,000	0	5,000	0	25,000	
Fundraising	5,000	0	0	3,000	0	4,000	0	0	1,000	0	0	0	0	13,000	
Other Income															
Participants Fees	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Miscellaneous Income	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000	
Café Income															
Profit received (see sheet)	7,765	-2,536	-2,316	-1,408	-1,807	-1,661	9,300	-1,346	-286	-998	-811	415		4,310	
Grants															
Project Grants															
Contractual income	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	324,000	
	25,000	0	19,684	14,000	0	19,684	0	0	19,684	4,000	0	19,684	0	121,736	
Total	69,030	33,138	48,757	46,265	33,866	53,411	40,688	35,043	51,786	39,390	30,577	56,487		538,438	
EXPENDITURE															
Project Expenditure															
Project Expenditure	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000	
Staff & Salary Costs															
Freelance Finance Officer	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200	
Gross Salaries & ERS NI & 5% Pension	16,925	16,925	16,925	16,925	16,925	16,925	16,925	16,925	16,925	16,925	16,925	16,925	16,925	203,099	
Sessional Worker (cleaning & admin cover)	166	166	166	166	166	166	166	166	166	166	166	166	166	1,992	
Pension (deficit contributions only)	269	269	269	269	269	269	269	269	269	269	269	269	269	3,228	
Travel Expenses	30	30	30	30	30	30	30	30	30	30	30	30	30	350	
Staff recruitment & Other expenses PVG etc			200			200				200			200	800	
Training	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Volunteer Expenses	100	100	500	100	100	100	100	100	500	100	100	100	100	2,000	
Staff Wellbeing	100	100	100	100	100	500	100	100	500	100	100	100	100	2,000	
Building Costs															
Water Rates	185	185	185	185	185	185	185	185	185	185	185	185	185	2,220	
Insurance	508	508	508	508	508	508	508	508	508	508	508	508	508	6,096	
Electricity	415	415	415	415	415	415	415	415	415	415	415	415	415	4,980	
Gas	375	375	375	375	375	375	375	375	375	375	375	375	375	4,500	
Building Maintenance	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	
Cleaning & Recycling	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Office Costs															
Postage	200	50	50	200	50	50	200	50	50	260	50	50	50	1,260	
Telephone	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Office Stationery	100	100	80	80	80	80	80	80	80	80	80	80	80	1,000	
Printing	150	150	150	150	150	150	150	150	150	150	150	150	150	1,800	
IT		377	377		377	377	377	377	377	377	377	377	377	4,147	
Office Machinery Maintenance	290	140	140	290	140	140	290	140	290	140	140	140	140	2,280	
Subscriptions	209	206	206	206	206	206	206	206	206	206	206	206	206	2,475	
Other Overheads															
Marketing & Publicity	400		400		400			600		400		300		2,500	
Hospitality	42	42	42	42	42	42	42	42	42	42	42	42	42	500	
Accountancy & Professional Fees	145	145	1,645	145	145	145	1,645	5,705	145	145	145	145	145	10,300	
Bank Charges						70								70	
Miscellaneous Expenses	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
Bad Debt Write Off														0	
Total	43,659	43,333	45,813	43,613	43,713	43,983	45,113	49,473	44,113	44,273	43,613	43,503	0	534,197	
Surplus / Deficit	£25,371	-£10,195	£2,944	£2,653	-£9,847	£9,429	-£4,424	-£14,430	£7,673	-£4,883	-£13,036	£12,985		£4,241	
Balance carried forward	£25,371	£15,176	£18,121	£20,773	£10,927	£20,356	£15,931	£1,501	£9,175	£4,292	-£8,744	£4,241			



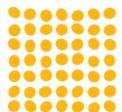
Cash flow : Year 2 post renovation														Budget 22-23
Month		Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	
INCOME														
Rental & Administration Income														
Rent Income (Tenants)	<i>Increase in lets for events</i>	2,877	2,226	3,226	2,226	2,226	3,226	2,226	2,226	2,226	3,226	2,226	2,226	30,359
Letting Income (Ad-hoc)		1,080	1,080	1,938	1,080	1,080	1,938	1,938	1,938	1,938	1,938	1,938	1,938	19,824
Administration Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Donations & Fundraising														
Donations			5,000	0	0	5,000	0	0	5,000	0	5,000	0	5,000	25,000
Fundraising		0	0	0	0	0	4,000	0	0	1,000	0	0	0	5,000
Other Income														
Participants Fees		250	250	250	250	250	250	250	250	250	250	250	250	3,000
Miscellaneous Income		500	500	500	500	500	500	500	500	500	500	500	500	6,000
Café income														
Profit received	<i>20% increase average across the year</i>	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Grants														
Project Grants		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Contractual income		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	156,000
Total		43,207	47,556	44,414	42,556	47,556	48,414	43,414	48,414	44,414	49,414	43,414	48,414	551,183
EXPENDITURE														
Project Expenditure														
20,000		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000
Staff & Salary Costs														
Freelance Finance Officer		1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200
Gross Salaries & ERS NI & 5% Pension		17,433	17,433	17,433	17,433	17,433	17,433	17,433	17,433	17,433	17,433	17,433	17,433	209,192
Sessional Worker (cleaning & admin cover)		166	166	166	166	166	166	166	166	166	166	166	166	1,992
Pension (deficit contributions only)		269	269	269	269	269	269	269	269	269	269	269	269	3,228
Travel Expenses		30	30	30	30	30	30	30	30	30	30	30	20	350
Staff recruitment & Other expenes PVG etc				200			200				200			800
Training		200	200	200	200	200	200	200	200	200	200	200	200	2,400
Volunteer Expenses		100	100	500	100	100	100	100	100	500	100	100	100	2,000
Staff Wellbeing		100	100	100	100	100	500	100	100	500	100	100	100	2,000
Building Costs														
Water Rates		185	185	185	185	185	185	185	185	185	185	185	185	2,220
Insurance		508	508	508	508	508	508	508	508	508	508	508	508	6,096
Electricity		415	415	415	415	415	415	415	415	415	415	415	415	4,980
Gas		375	375	375	375	375	375	375	375	375	375	375	375	4,500
Building Maintenance		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Cleaning & Recycling		220	220	220	220	220	220	220	220	220	220	220	220	2,640
Office Costs														
Postage		200	50	50	200	50	50	200	50	50	260	50	50	1,260
Telephone		200	200	200	200	200	200	200	200	200	200	200	200	2,400
Office Stationery		100	100	80	80	80	80	80	80	80	80	80	80	1,000
Printing		150	150	150	150	150	150	150	150	150	150	150	150	1,800
IT		377	377	377	377	377	377	377	377	377	377	377	377	4,524
Office Machinery Maintenance		290	140	140	290	140	140	290	140	140	290	140	140	2,280
Subscriptions		209	206	206	206	206	206	206	206	206	206	206	206	2,475
Other Overheads														
Marketing & Publicity		400		400		400		600		400		300		2,500
Hospitality		42	42	42	42	42	42	42	42	42	42	42	42	500
Accountancy & Professional Fees		145	145	1,645	145	145	145	1,645	5,705	145	145	145	145	10,300
Bank Charges						70								70
Miscellaneous Expenses		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Bad Debt Write Off														0
Total		44,563	43,860	46,340	44,140	44,240	44,510	45,640	50,000	44,640	44,800	44,140	44,030	540,907
Surplus / Deficit		-£1,356	£3,695	-£1,927	-£1,585	£3,315	£3,903	-£2,227	-£1,587	-£227	£4,613	-£727	£4,383	£10,276
Balance carried forward		-£1,356	£2,339	£412	-£1,173	£2,143	£6,046	£3,819	£2,233	£2,006	£6,619	£5,893	£10,276	



Cash flow : Year 3														Budget 22-23
Month	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25		
INCOME														
Rental & Administration Income														
Rent Income (Tenants)	3,165	3,448	2,448	3,448	2,448	2,448	3,448	2,448	2,448	2,448	3,448	2,448	34,094	
Letting Income (Ad-hoc)	1,296	1,296	2,326	1,296	1,296	2,326	2,326	2,326	2,326	2,326	2,326	2,326	23,789	
Administration Income	0	0	0	0	0	0	0	0	0	0	0	0	0	
Donations & Fundraising														
Donations		5,000	0	0	5,000	0	0	5,000	0	5,000	0	5,000	25,000	
Fundraising	3,000	0	0	0	0	4,000	0	0	1,000	0	0	0	8,000	
Other Income														
Participants Fees	500	500	500	500	500	500	500	500	500	500	500	500	6,000	
Miscellaneous Income	500	500	500	500	500	500	500	500	500	500	500	500	6,000	
Café income														
Profit received	10% increase	550	550	550	550	550	550	550	550	550	550	550	6,600	
Grants														
Project Grants	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	288,000	
Contractual income	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000	
Total	48,011	50,294	45,324	45,294	49,294	49,324	46,324	50,324	46,324	50,324	46,324	50,324	577,483	
EXPENDITURE														
Project Expenditure														
Project Expenditure	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000	
Staff & Salary Costs														
Freelance Finance Officer	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200	
Gross Salaries & ERS NI & 5% Pension	17,956	17,956	17,956	17,956	17,956	17,956	17,956	17,956	17,956	17,956	17,956	17,956	215,468	
Sessional Worker (cleaning & admin cover)	166	166	166	166	166	166	166	166	166	166	166	166	1,992	
Pension (deficit contributions only)	269	269	269	269	269	269	269	269	269	269	269	269	3,228	
Travel Expenses	30	30	30	30	30	30	30	30	30	30	30	30	350	
Staff recruitment & Other expenes PVG etc			200			200			30		30		300	
Training	250	250	250	250	250	250	250	250	250	250	250	250	8,000	
Volunteer Expenses	100	100	500	100	100	100	100	100	500	100	100	100	2,000	
Staff Wellbeing	100	100	100	100	100	500	100	100	500	100	100	100	2,000	
Building Costs														
Water Rates	185	185	185	185	185	185	185	185	185	185	185	185	2,220	
Insurance	508	508	508	508	508	508	508	508	508	508	508	508	6,096	
Electricity	415	415	415	415	415	415	415	415	415	415	415	415	4,980	
Gas	375	375	375	375	375	375	375	375	375	375	375	375	4,500	
Building Maintenance	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	
Cleaning & Recycling	230	230	230	230	230	230	230	230	230	230	230	230	2,760	
Office Costs														
Postage	200	50	50	200	50	50	200	50	50	260	50	50	1,260	
Telephone	200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Office Stationery	100	100	80	80	80	80	80	80	80	80	80	80	1,000	
Printing	150	150	150	150	150	150	150	150	150	150	150	150	1,800	
IT	377	377	377	377	377	377	377	377	377	377	377	377	4,524	
Office Machinery Maintenance	290	140	140	290	140	140	290	140	140	290	140	140	2,280	
Subscriptions	209	206	206	206	206	206	206	206	206	206	206	206	2,475	
Other Overheads														
Marketing & Publicity	400		400		400			600		400	300		2,500	
Hospitality	42	42	42	42	42	42	42	42	42	42	42	42	500	
Accountancy & Professional Fees	145	145	1,645	145	145	145	1,645	5,705	145	145	145	145	10,300	
Bank Charges						70							70	
Miscellaneous Expenses	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
Bad Debt Write Off													0	
Total	45,146	44,443	46,923	44,723	44,823	45,093	46,223	50,583	45,223	45,383	44,723	44,613	547,903	
Surplus / Deficit	£2,864	£5,851	-£1,600	£571	£4,471	£4,230	£100	-£260	£1,100	£4,940	£1,600	£5,710	£29,581	
Balance carried forward	£2,864	£8,715	£7,116	£7,686	£12,157	£16,388	£16,488	£16,229	£17,329	£22,270	£23,870	£29,581		



Cash flow : Year 4														Budget 22-23
Month	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25		
INCOME														
Rental & Administration Income														
Rent Income (Tenants)	3,323	4,621	2,571	4,621	2,571	3,571	3,621	2,571	3,571	2,571	3,621	2,571	39,799	
Letting Income (Ad-hoc)	1,361	1,361	2,442	1,361	1,361	2,442	2,442	2,442	2,442	2,442	2,442	2,442	24,978	
Administration Income	0	0	0	0	0	0	0	0	0	0	0	0	0	
Donations & Fundraising														
Donations		5,000	0	0	5,000	0	0	5,000	0	5,000	0	5,000	25,000	
Fundraising	5,000	0	0	0	0	4,000	0	0	1,000	0	0	0	10,000	
Other Income														
Participants Fees	750	750	750	750	750	750	750	750	750	750	750	750	9,000	
Miscellaneous Income	500	500	500	500	500	500	500	500	500	500	500	500	6,000	
Café Income														
Profit received	600	600	600	600	600	600	600	600	600	600	600	600	7,200	
Grants														
Project Grants	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	276,000	
Contractual income	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000	
Total	49,534	50,831	44,862	45,831	48,781	49,862	45,912	49,862	46,862	49,862	45,912	49,862	577,977	
EXPENDITURE														
Project Expenditure														
Project Expenditure	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000	
Staff & Salary Costs														
Freelance Finance Officer	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200	
Gross Salaries & ERS NI & 5% Pension	18,494	18,494	18,494	18,494	18,494	18,494	18,494	18,494	18,494	18,494	18,494	18,494	221,932	
Sessional Worker (cleaning & admin cover)	166	166	166	166	166	166	166	166	166	166	166	166	1,992	
Pension (deficit contributions only)	269	269	269	269	269	269	269	269	269	269	269	269	3,228	
Travel Expenses	30	30	30	30	30	30	30	30	30	30	30	30	350	
Staff recruitment & Other expenes PVG etc			200			200				200			800	
Training	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Volunteer Expenses	100	100	500	100	100	100	100	100	500	100	100	100	2,000	
Staff Wellbeing	100	100	100	100	100	500	100	100	500	100	100	100	2,000	
Building Costs														
Water Rates	185	185	185	185	185	185	185	185	185	185	185	185	2,220	
Insurance	508	508	508	508	508	508	508	508	508	508	508	508	6,096	
Electricity	415	415	415	415	415	415	415	415	415	415	415	415	4,980	
Gas	375	375	375	375	375	375	375	375	375	375	375	375	4,500	
Building Maintenance	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	
Cleaning & Recycling	230	230	230	230	230	230	230	230	230	230	230	230	2,760	
Office Costs														
Postage	200	50	50	200	50	50	200	50	50	260	50	50	1,260	
Telephone	200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Office Stationery	100	100	80	80	80	80	80	80	80	80	80	80	1,000	
Printing	150	150	150	150	150	150	150	150	150	150	150	150	1,800	
IT	377	377	377	377	377	377	377	377	377	377	377	377	4,524	
Office Machinery Maintenance	290	140	140	290	140	140	290	140	140	290	140	140	2,280	
Subscriptions	209	206	206	206	206	206	206	206	206	206	206	206	2,475	
Other Overheads														
Marketing & Publicity	400		400		400			600		400	300		2,500	
Hospitality	42	42	42	42	42	42	42	42	42	42	42	42	500	
Accountancy & Professional Fees	145	145	1,645	145	145	145	1,645	5,705	145	145	145	145	10,300	
Bank Charges						70							70	
Miscellaneous Expenses	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
Bad Debt Write Off													0	
Total	45,685	44,982	47,462	45,262	45,362	45,632	46,762	51,122	45,762	45,922	45,262	45,152	554,367	
Surplus / Deficit	£3,849	£5,849	-£2,599	£569	£3,419	£4,231	-£849	-£1,259	£1,101	£3,941	£651	£4,711	£23,611	
Balance carried forward	£3,849	£9,698	£7,098	£7,668	£11,087	£15,318	£14,468	£13,209	£14,309	£18,250	£18,900	£23,611		



Cash flow : Year 5														Budget 22-23
Month	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25		
INCOME														
Rental & Administration Income														
Rent Income (Tenants)	4,323	4,621	3,571	4,621	3,571	3,571	3,621	3,571	3,571	3,571	3,621	2,571	44,799	
Letting Income (Ad-hoc)	1,361	1,361	2,442	1,361	1,361	2,442	2,442	2,442	2,442	2,442	2,442	2,442	24,978	
Administration Income	0	0	0	0	0	0	0	0	0	0	0	0	0	
Donations & Fundraising														
Donations		5,000	0	0	5,000	0	0	5,000	0	5,000	0	5,000	25,000	
Fundraising	5,000	0	0	0	0	4,000	0	0	1,000	0	0	0	10,000	
Other Income														
Participants Fees	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Miscellaneous Income	500	500	500	500	500	500	500	500	500	500	500	500	6,000	
Café income														
Profit received (see sheet)	600	600	600	600	600	600	600	600	600	600	600	600	7,200	
Grants														
Project Grants	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	276,000	
Contractual income	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000	
Total	50,034	50,331	45,362	45,331	49,281	49,362	45,412	50,362	46,362	50,362	45,412	49,362	576,977	
EXPENDITURE														
Project Expenditure														
Project Expenditure	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000	
Staff & Salary Costs														
Freelance Finance Officer	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200	
Gross Salaries & ERS NI & 5% Pension	19,049	19,049	19,049	19,049	19,049	19,049	19,049	19,049	19,049	19,049	19,049	19,049	228,590	
Sessional Worker (cleaning & admin cover)	166	166	166	166	166	166	166	166	166	166	166	166	1,992	
Pension (deficit contributions only)	269	269	269	269	269	269	269	269	269	269	269	269	3,228	
Travel Expenses	30	30	30	30	30	30	30	30	30	30	30	30	350	
Staff recruitment & Other expenes PVG etc			200			200				200			800	
Training	275	275	275	275	275	275	275	275	275	275	275	275	3,300	
Volunteer Expenses	100	100	500	100	100	100	100	100	500	100	100	100	2,000	
Staff Wellbeing	100	100	100	100	100	500	100	100	500	100	100	100	2,000	
Building Costs														
Water Rates	185	185	185	185	185	185	185	185	185	185	185	185	2,220	
Insurance	508	508	508	508	508	508	508	508	508	508	508	508	6,096	
Electricity	415	415	415	415	415	415	415	415	415	415	415	415	4,980	
Gas	375	375	375	375	375	375	375	375	375	375	375	375	4,500	
Building Maintenance	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	
Cleaning & Recycling	240	240	240	240	240	240	240	240	240	240	240	240	2,880	
Office Costs														
Postage	200	50	50	200	50	50	200	50	50	260	50	50	1,260	
Telephone	200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Office Stationery	100	100	80	80	80	80	80	80	80	80	80	80	1,000	
Printing	150	150	150	150	150	150	150	150	150	150	150	150	1,800	
IT	377	377	377	377	377	377	377	377	377	377	377	377	4,524	
Office Machinery Maintenance	290	140	140	290	140	140	290	140	140	290	140	140	2,280	
Subscriptions	209	206	206	206	206	206	206	206	206	206	206	206	2,475	
Other Overheads														
Marketing & Publicity	400		400		400			600		400	300		2,500	
Hospitality	42	42	42	42	42	42	42	42	42	42	42	42	500	
Accountancy & Professional Fees	145	145	1,645	145	145	145	1,645	5,705	145	145	145	145	10,300	
Bank Charges						70							70	
Miscellaneous Expenses	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
Bad Debt Write Off													0	
Total	46,275	45,572	48,052	45,852	45,952	46,222	47,352	51,712	46,352	46,512	45,852	45,742	561,445	
Surplus / Deficit	£3,759	£4,760	-£2,689	-£520	£3,330	£3,141	-£1,939	-£1,349	£11	£3,851	-£439	£3,621	£15,533	
Balance carried forward	£3,759	£8,518	£5,829	£5,309	£8,638	£11,779	£9,840	£8,490	£8,501	£12,352	£11,912	£15,533		

