



CORSTORPHINE COMMUNITY CENTRE

BUSINESS PLAN

2022/2027

Corstorphine Community Centre
5 Kirk Loan
Edinburgh
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Executive Summary

This business plan is developed by the management and Management Committee of Corstorphine Community Centre (CCC) to support the:

- Future financial viability of the organisation
- Range of current activities offered to the local community
- Planned expansion of options in terms of activities and spaces for community use
- Application of funding streams from various organisations
- Planned acquisition of new premises at Kirk Loan, Edinburgh

The details contained in this document are as known and planned at September 2022 and form the basis of the organisation's short and long-term plans. The Management Committee reserve the right to amend, update or delete any aspect of this plan should circumstances materially change.

This Business Plan will be implemented and evaluated through the setting of annual action plans, revenue projections and budgets providing detailed guidance and reporting of financial management. The action plans, projections and budgets will be monitored quarterly while being reviewed and updated annually. All of these aspects will be underpinned by a rolling operational plan and an overarching strategy set and agreed by the Management Committee.

CCC became a Scottish Charitable Incorporated Organisation (SCIO) in 2018 which is a legal form unique to Scottish charities but which, as with all other charities, must meet certain legal requirements, for example, reporting annually to the Office of the Scottish Charity Regulator (OSCR).

The Organisation

Name: Corstorphine Community Centre

Address: 5 Kirk Loan, Edinburgh EH12 7HD

Contact details

Phone: 07580 659676

Email: admin@ccchub.online

Website: <http://www.corstorphinecommunitycentre.org.uk>

Legal Status: Charity

Advisors (if applicable)

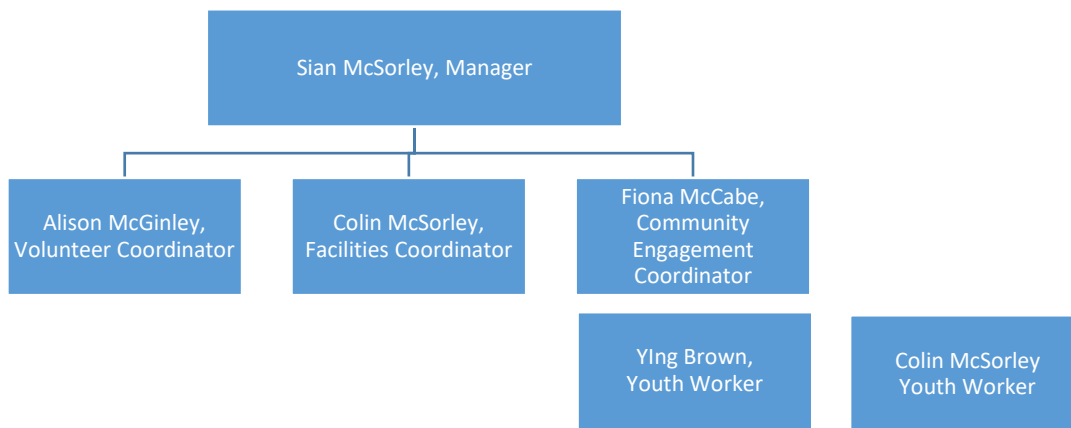
Legal: Shepherds (Property) and TC Young (HR)

Payroll: Thomson Cooper

Finance: External Advisor – Susan Randall

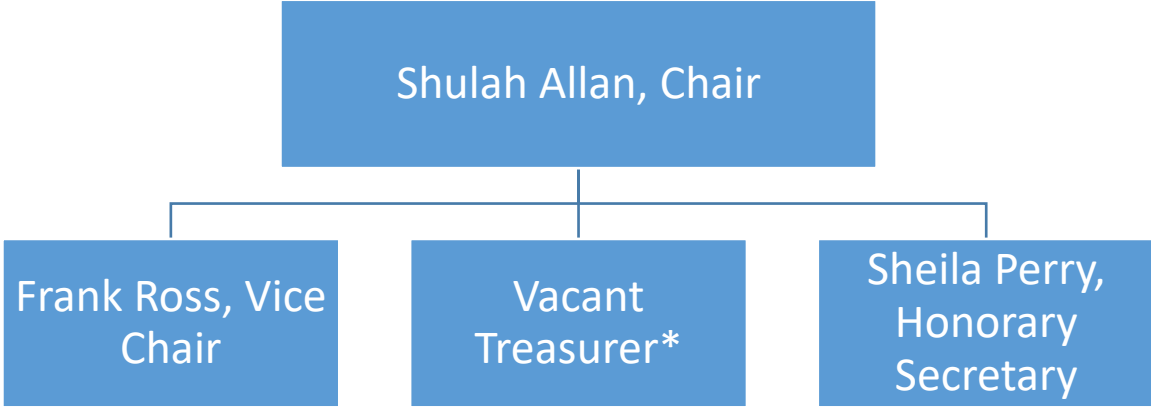
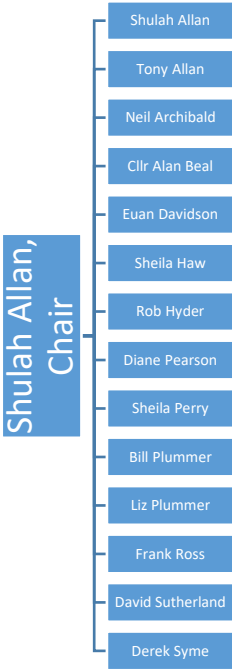
The Organisation

Remunerated staff:



Management Committee

Office Bearers



*The position of Treasurer is currently vacant but the services of a paid Accountant have been secured until such time as the position is filled

Staff & Management Committee - Pen Portrait Biographies

The following information is intended to briefly outline the extent of experience, qualifications, knowledge and skills the staff and Management Committee possess in order to effectively manage and run CCC:

| Name | Position | Areas of Expertise | Summary of experience |
|-----------------|---|---|---|
| Sian McSorley | Manager | Communications, Marketing, Community Education & Performing Arts | 30+ years' experience working at a senior management level in the Voluntary/Charity Sector. Specific skills/knowledge in community education/arts/regeneration and employability. |
| Fiona McCabe | Community Engagement Coordinator | Social inequality | 30+ years' experience working in the 3rd sector |
| Alison McGinley | Volunteer Coordinator | Events development and volunteer/freelance team management | Supporting and leading a team of volunteers, staff and freelancers who delivered group activities and events for the public. Trustee for a heritage charity. |
| Colin McSorley | Facilities Coordinator | Security, Health & Safety, Facilities Management | Managing & policing large public areas/visitor attractions. Preparing buildings for public use and ensuring adherence to legislation and regulations. |
| | | | |
| Shulah Allan | Chair, MC | Qualification in Community Education and Youth Work | Retired Third Sector CEO (EVOC). Former Vice Chair of NHS Lothian and Convener of SCVO. Former Vice Chair Edinburgh Health and Social Care and Edible Edinburgh Partnerships, former Chair Edinburgh Children's Partnership |
| Tony Allan | Member & Membership Secretary, MC | Qualified solicitor specialising in Scottish Property Law | Substantial experience in both the private and public sectors |
| Neil Archibald | Member, MC & Lead of People sub-committee | Qualified in HR, Accountancy & Journalism | Experience in and knowledge of HR matters, financial management and communication. Also a Trustee of the Scottish Bridge Union. |
| Alan Beal | Member, Management Committee & Local Councillor | Systems analysis, building services engineering, energy efficiency & environmental management | 25+ years working in consultancy and energy advice Has worked as an IT Manager and written software for over 20 years. Worked in the voluntary/charity sector for many years. |
| Euan Davidson | Member, MC | Qualified Social Worker & Local councillor | Social work/youth work in a variety of settings. Knowledge of safeguarding, communication and public affairs. Experience in politics and community organising. |
| Sheila Haw | Member, MC | Financial & people skills | 35+ years' financial experience from working in the banking and local authority sectors. People skills from various roles throughout career, including charity shop involvement. |
| Rob Hyder | Member, MC | Retired Actuary | 40+years'experience in the life insurance and pensions industry. Longstanding committee member of Corstorphine Literary and Geographical Society. |
| Diane Pearson | Member, MC | Local government | 34 years as a Civil Servant. On the boards of various other charitable organisations. |
| Sheila Perry | Member & Honorary Secretary, MC | HND in computing + vocational training | Managerial positions in the public sector with a longstanding association with CCC. |

| | | | |
|------------------|---|--------------------------|--|
| Bill Plummer | Member, MC | Architectural | 40 years' experience in public and private sectors. |
| Liz Plummer | Member, MC | School Teacher (Retired) | 35 years' experience latterly delivering The Curriculum for Excellence in Scotland |
| Frank Ross | Member, MC (Vice Chair) and Lead of the Finance sub-committee | Qualified Accountant | Experienced manager and finance professional. Has served previously as elected Councillor for Corstorphine and Murrayfield and was previously the city's Lord Provost. |
| David Sutherland | Member MC | Insurance and finance | Finance Director for one of the largest independent brokerage firms in Scotland. Involved in voluntary work for both Corstorphine Bowling Club and CCC. |
| Derek Syme | Member, MC | Electronics Engineer | Major in the Royal Engineers reserve forces. |

Management Committee recruitment

The majority of the current members of the MC have served for more than 2 years and offer a wide range of experience, skills and knowledge both of the charitable and third sectors but also represent many years of experience gained working across the public and private sectors.

As vacancies occur on the Management Committee (the constitution stipulates a maximum of 12 are allowed), we will seek to attract replacement members ideally with relevant experience and knowledge but particularly with an emphasis in any of the following areas to complement and enhance the skills of the current members:

- **Marketing & Sales**
- **Fund-raising**
- **Social media and website**
- **IT**
- **Facilities Management**

Management Committee members are elected by the membership and must live or work in the area of benefit.

Volunteers

There is a current complement of 53 volunteers managed by the Volunteer Co-ordinator who are retained and developed in order to provide support for the range of activities on offer. These voluntary positions, governed by a code of conduct, also offer opportunities for local residents to become involved in activities providing the chance to utilise and develop skills as well as encouraging participation and the chance to meet other, like-minded individuals.

Volunteers undertake duties across the spectrum of activities noted below:

- Management Committee
- Charity Shop – the shop provides a vital source of income which supports the running of the centre. It currently operates between 10am and 3pm Monday to Friday and are supported by a team of 16
- Group Leader Volunteers, a team of 18, run the individual groups with their duties ranging from leading exercise classes to babies’ singalongs and quizzes as well as facilitating communication between CCC and group members
- Reception Desk Volunteers, a team of 8, welcome group members and visitors to the centre while dealing with general enquiries
- Young People Voluntary Roles offers retail, admin and group support roles for local young people completing their Duke of Edinburgh Awards
- Tea Dance Volunteers support our popular monthly tea dances

Group Volunteers run the following 14 groups:

| | |
|-----------------------|------------------------------------|
| Babies Group | Walking Group |
| Men’s Shed Social | Walking Group (shorter distances) |
| Men’s Shed Workshop | Sporting Memory Group |
| Digital Support | Gentle Seated Exercise |
| Lunch Club | Morning Craft Group |
| Afternoon Craft Group | Crochet and Knitting Group |
| Art Group | Music, Songs and Fun for Under 5’s |

On average, 150 local people benefit from group activities each week and an additional 45 a month at tea dances.

Vision

Our vision is a community centre which enables residents, community groups and organisations operating locally in Corstorphine to achieve social, wellbeing and economic goals and to be part of a strong, connected and caring community.

Values

Our operations will be delivered within the framework of these values:

- equal opportunity and inclusion
- community cohesion
- accessibility
- accountability
- financial sustainability
- environmental sustainability
- best value

Mission

As a safe, accessible and welcoming community centre we deliver activities and facilities which enrich the lives of people living and working in our community, support them to connect and thrive and create benefit to the community.

Organisational Overview

CCC currently provides a range of activities and groups for local people to get involved in.

Our vision is to develop a community centre on the Westfield House site which will, in collaboration with other groups and organisations provide an increased, varied and meaningful programme of activities to meet the needs of all age groups and sections of the community.

The CCC Hub is in the heart of Corstorphine within meters of a bus stop enabling very easy access to public transport.

The CCC Hub is managed by a highly trained and experienced team of professionals supported by a strong and dedicated voluntary Management Committee.

Goals

- To offer a wider range of programmes and activities than previously organised by and/or tailored for all community and specific groups of people (young people, new parents, retirees, people with physical and mental health issues etc)
- To operate accessible and fit-for-purpose premises for the use of the local community
- To tackle inequality and disadvantage in its many forms
- To encourage and promote health and wellbeing within the community
- To promote and facilitate social interaction within/for disadvantaged groups
- To provide opportunities for volunteering
- To promote and host local initiatives (e.g. environmental and clean-up campaigns)
- To provide opportunities for learning new and sharing of skills

Short-term actions/activities (the next 12 months)

- Increase volunteering opportunities including for young people
- Increase awareness of the programme of activities
- Ensure the building is fit-for-purpose with all legislative requirements in place
- Increase funding options and fundraising activities
- Increase footfall to the centre and participation in groups
- Increase availability of space for use by the local community
- Promote partnership working with local organisations

Longer-term actions/activities (13-24 months)

Once the refurbishment is completed, CCC will implement a detailed schedule of activities while ensuring the facilities are fully accessible and fit-for-purpose in order to deliver:

- Meeting spaces for community use
- Hosting arts, sports and civic events for the enjoyment and benefit of the community
- A facility for small, local businesses and social enterprises
- A range of provisions such as child-care and care for vulnerable, older people through our partner anchor tenants
- The opportunity to maintain and create new community enterprise approaches
- Outdoor community and recreational spaces and a sensory garden
- Increased and diverse volunteering opportunities

Users of Centre activities/facilities

The MC are committed to increasing the accessibility to the centre of those involved in activities and also for individuals/organisation looking for premises.

| Activity | Usage (per week) | | | |
|--|-------------------|--------|--------|--------|
| | Current | Year 1 | Year 2 | Year 3 |
| Users of CCC in-house groups weekly (ie men's shed) | 150 | 200 | 250 | 350 |
| Attendance at CCC events (ie tea dances) | 70 | 100 | 200 | 300 |
| Attendees of groups organised by other organisations | 110 | 250 | 350 | 500 |
| Anchor tenants (paying rent) – refurbishments will mean availability from 2023 onwards | 0 | 0 | 2 | 4 |
| Room hire (enquiries) | 15 | 30* | 50* | 100* |
| One off and Ad hoc hires | 5 | 20 | 50 | 80 |
| Business Centre (desks occupied) | | | 6** | 8** |

* After marketing activity has taken place

** Post refurbishment of the building

Strategic Focus

As well as continuing to deliver and increase our range of activities for the benefit of the local community, CCC are also working toward the following:

Edinburgh City Vision 2050: via the provision of facilities and activities with delivery based on the principles of a Fair and Thriving city

Draft Economic strategy 2021: by providing work space for small local businesses and local social enterprises by delivering volunteering and learning and skills development opportunities

City Plan 2030: by contributing to the operation of local 20 Minute Neighbourhoods in Corstorphine

Draft Climate Strategy 2030: by committing to reduce emissions within our premises, by retrofitting during its refurbishment and subsequently maximising energy efficiency when it becomes operational and by reducing travel through the provision of locally delivered activities and events within it

Children's Services plan 2020-23: meeting the aims of Best Start and Being Everything You Can by delivering activities and support mechanisms for mothers and babies groups and via the provision of activities for young people and facilities for effective and innovative youth work

Thrive Strategy for Mental Health and Wellbeing 2019-2029: delivering activities which build and sustain resilience and wellbeing, facilitating people to live well, to stay connected in their community and to widen their options relating to informal support for meeting challenges

Health and Social Care Strategic Plan 2019-2022: by delivery of activities and resources which enable people to stay at home for as long as they can, by connecting people within their community and providing informal support which can both prevent and support recovery from crisis

SWOT analysis

The following is a summary of the strengths, weaknesses, opportunities and threats (SWOT) affecting and facing CCC.

The Management Committee bases the organisation's strategic plans and operational direction and plans on the following which evolve continually:

| <u>Strengths</u> | <u>Weaknesses</u> |
|--|---|
| <p>Strong local partnership working including local councillors, businesses and other local community-related groups</p> <p>Strong, committed and flexible Management Committee (MC) with varied backgrounds to develop the strategic direction of CCC and to support its operations</p> <p>Financially sound and solvent</p> <p>Strong reputation and community profile</p> <p>Flexibility to respond to emerging issues (Covid, refugees, cost of living crisis etc)</p> | <p>Lack of permanent premises</p> <p>Limited availability of core revenue grants for in-house activities</p> <p>Gaps in staff provision / skills</p> <p>Accessibility issues for upstairs use of current premises for those with mobility issues or disabilities prior to refurbishment</p> |
| <u>Opportunities</u> | <u>Threats</u> |
| <p>Delivery of new projects and initiatives</p> <p>Further utilisation of staff and Management Committee members' skills and experience</p> <p>Providing a wide range of community-led programme of events and activities</p> <p>Extending the range of activities and widen the reach in the community of such opportunities</p> <p>Utilising social media channels more effectively to increase awareness of and interest in activities/services</p> <p>Introduce anchor tenants</p> | <p>Lack of suitable permanent premises</p> <p>Over reliance on funding streams</p> <p>Lack of sufficient earned income</p> <p>Increasing operating costs and inflation</p> <p>Insufficient succession planning</p> |

Legal Requirements

CCC are a registered, Scottish-based, charity and abide by all relevant legislation as set out by OSCR.

Responsibilities as a charitable organisation are met:

- By having a Board of Trustees (Management Committee) who are tasked with the full range of responsibilities commensurate with running an organisation
- By having our annual accounts fully audited by an external examiner
- By submitting annual reports to and being prepared to be fully inspected by OSCR
- By following all legislative requirements involving areas such as GDP, Health & Safety, Employment Law, Equality etc
- By producing the required documentation and reports to satisfy funders

Promoting the Organisation

CCC is based in the heart of the district of Edinburgh it is intended to serve (Corstorphine) and as such the range of activities, as noted below, are wholly geared to serving the local community's requirements.

A recent community consultation survey (January 2022) was held with the local community to:

- Help identify additional requirements
- Assist in shaping the delivery of services over the coming years
- Gather opinions and views of members, current users of services, local residents and partner organisations on the need for and benefits of Westfield House.

| Preferences expressed | % of recipients |
|---|-----------------|
| Community Cafe | 11 |
| Range of recreational activities | 18 |
| Informal learning opportunities (e.g art, craftwork , IT, music, exercise) | 23 |
| Meeting spaces and activities for people with health and wellbeing issues, notably isolation and for people experiencing mental health issues and dementia and their carers | 47 |
| Designated workshop space for local groups and workspace to provide practical support to small and emerging local groups | 12 |
| Development of youth work through groups, clubs and informal learning opportunities identified by young people. Inter-generational work, drop-in facilities, focus on 12+ age group and facilitating young peoples' engagement in decision making | 10 |

CCC also work in partnership with a number of other local charitable and commercial organisations / initiatives which help to support and finance various projects.

Product/service offerings

CCC currently operates a wide range of activities and initiatives including:

- Under 5's groups
- Men's Shed
- Exercise activities and walking groups
- Lunch club
- Art and Craft groups
- Youth groups
- Volunteering opportunities including the charity shop, reception and administration, supporting regular group activities
- Recreational and social groups

Service Users

Although, on a weekly basis, CCC currently have 150 members of the local community accessing regular groups with around a further 70 dropping into the centre for information and advice, CCC are actively working to expand opportunities to include and welcome people from traditionally excluded groups.

One of CCC's aims is to attract more minorities to the centre to ensure as comprehensive a provision of activities as is required by the local community. With the rapid increase in housebuilding in the area, we are anticipating a growing and continuing requirement to cater for and support a more diverse community.

Operations

Communication

CCC utilises the following methods / channels in respect of communicating with the local community and beyond:

- Regular email & hard-copy (if necessary) newsletters to members, volunteers & staff
- Updating of Facebook and Twitter accounts regularly
- Updating the website with information ranging from activities news to the minutes of Management Committee meetings
- Local periodicals

The Management Committee are committed to continually reviewing and updating their communications strategies and channels in respect of the dissemination of information.

Premises

CCC operates from Westfield House, a former office building occupied by the City of Edinburgh Council's Children and Families department.

The ground floor is currently being used as the community centre with office space utilised by CCC staff and volunteers, office space utilised by third parties and community activities being held in the larger and smaller community spaces, of which there are three. There is also the opportunity to develop outdoor facilities for the purposes of a community garden and for recreational and sport use.

The first and second floors, once refurbished and with installed lift access, will offer a flexible space for anchor tenants/a business centre as well as for events such as tea dances, exercise and dance classes, celebratory events and for other large, group-type, community-based events.

Suppliers

CCC have a range of suppliers of products and services which, where possible and practical, are based locally in order to benefit the local community's economy. There is an established tender process augmented by a procurement procedure and policy in order to ensure the effective selection of preferred suppliers.

Operational Risk Management

CCC recognises that risk management is essential to its governance and to the sustainable operation of its services. Risk management in CCC is designed to ensure:

- the identification, assessment and management of risk is linked to the achievement of the charity's objectives
- all areas of risk are covered including financial, people, governance, operational and reputational
- a risk exposure profile has been created that reflects the trustees' views as to what levels of risk are acceptable
- the principal results of risk identification, evaluation and management are reviewed and considered
- risk management is ongoing and embedded in management and operational procedures

There is a risk register in place which is the responsibility of the Management Committee to manage, assess and to identify mitigating factors.

Governance

The Chair of the Management Committee oversees all governance related issues. There is an ongoing review of policies and procedures forming part of the operating strategy of CCC which looks to ensure all governance issues are up to date and effective. There are currently various initiatives in place to ensure effective governance is in place across CCC including:

- Three core sub-committees meeting monthly covering the functions of Finance, HR and Programming whose members are responsible for all aspects of that particular function from record keeping to ensuring CCC are compliant with prevailing legislation and who are required to report regularly to the Management Committee.
- A Health & Safety Committee for CCC's new premises has been convened with members having the responsibility of developing a related policy and procedures while ensuring CCC are legal compliant.
- A range of documented and published procedures and policies ranging from financial controls to GDP responsibilities which are stored and accessible via a secure system by named individuals and are published on an as needed basis for information purposes.
- A rolling strategic and operational plan regularly reviewed and updated.

Monitoring

Systems are in place for monitoring information gathered to inform CCC's activities, programming, centre users, members of CCC, funding bodies and the wider community.

Monitoring is currently conducted by recording:

- Numbers of people accessing CCC activities
- How often and for how long people access CCC activities
- Numbers of requests for premises hire
- Number and nature of premises hires
- Income generation from premises hires, groups and charity shop
- Occupancy levels of rooms and when (ie over days, evenings or weekends)
- Bookings by community groups
- Bookings by statutory bodies and public agencies
- Bookings by local businesses and enterprises
- Bookings by other charities
- Bookings for private events

We will extend the monitoring to include all new activities introduced during the lifespan of the Business Plan. Evaluation is conducted on a regular basis using information gained from feedback and surveys conducted with user groups and regular hirers.

In Year 1, we will introduce a planned self-evaluation programme for the organisation to systematically evaluate the benefit which our activities and facilities provide. We will use the Evaluation Support Scotland 4 Stage Evaluation Pathway and toolkit.

The stages will comprise setting outcomes and indicators, collecting the evidence, analysing and reporting and acting on organisational learning.

Environmental

CCC's environmental strategy aims to meet 2030 emission targets by managing and running a building which has achieved delivery of net zero operational emissions.

These aims are as detailed below:

Phase 1 (Year 1)

- Following the purchase of Westfield House and its planned refurbishment and renovation (internally and externally), CCC will seek to use recycled building materials and fixtures and fittings as the preferred option, when feasible and practical
- Locally based suppliers, contractors and tradespeople will be invited to deliver the elements of the renovation programme using our established procurement procedures
- Solar power will be introduced by installing low carbon solar electricity generator panels on the mansard roof which have been procured with the help of a grant
- Plans will be drawn up for additional internal floor, wall, ceiling and external wall insulation for the building
- Plans will be drawn up for the conversion of parts of the outdoor grounds currently allocated for car parking in order to create a green and recreational space for community use
- Funds to deliver elements of the full programme will be sourced

Ongoing (Years 1, 2 and 3) subject to funding available or sourced

- Halogen light fittings and circuitry will be updated and replaced using LED flat panel lighting units and down-lighters (Years 1 and 2)
- Natural light will be maximised by introducing it where feasible (ie in the central stairwell) in Year 1
- Heating installations requiring replacement will be done so using a centralised hybrid solution with heat pump and gas boiler combination (ongoing)
- Enhanced insulation will be installed by Year 3
- Existing move to digital systems will be completed by Year 2
- Programme to create green and recreational space will be delivered in Years 2 and 3
- Low impact travel options for centre users, staff and volunteers will be supported (ongoing)
- Initiatives such as installing bike racks will be continuous
- The feasibility of monitoring water usage will be assessed (Year 1)

Finance

The following sets out the process by which all financial aspects are managed within CCC:

Governance

- Clear financial systems, procedures and controls are in place
- Financial policies exist to govern and provide guidance including:
 1. Authorisation policy (including authorisation tree)
 2. Procurement policy
 3. Expenses policy
- Management accounts, cash-flow and forecasting information is presented to the Management Committee each month for information/dissemination
- A finance sub-group meets monthly to discuss all financial aspects. The minutes of the meetings are recorded with outputs reported back to the Management Committee.
- Annual accounts are examined in line with legislation and submitted to OSCR within required timescales.

Key Financial Controls

- Clear authorisation limits, with controls to check compliance, are in place
- Two people are required to process on-line payments
- Annual budgets are approved at Management Committee level
- Monthly financial reporting take place to the Management Committee
- Monthly reconciliation of bank accounts and payroll is undertaken
- Clear segregation of duties is in place and documented
- Robust controls are in place in respect of cash handling
- Annual review takes place of financial systems, procedures and controls

Income

To support CCC's activities, funds are generated by:

- Income generation
 - from lettings (a combination of anchor tenants & community events)
 - from the charity shop
 - from community groups
 - from events
- Donations from the community
- Grant funding from a variety of sources including National Lottery Funding, Weir Trust and the Levelling up Fund

Grant applications / funding

The Manager is responsible for the sourcing of available grants and for the submission of applications. All grant-related expenditure is monitored via CCC's financial management practices. CCC has a track record of raising funds from all the income streams identified above. Below are details of income generation over the last 4 years:

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------|----------------|----------------|----------------|-----------------|
| Grants | 21,020 | 16,389 | 62,792 | 74,322 |
| Letting income | 3,077 | 5,011 | 716 | 11,449 |
| Shop takings | 28,871 | 30,830 | 5,107 | 22,626 |
| Activities income | 6,438 | 8,510 | 1,679 | 5,811 |
| Donations and Fundraising | 19,184 | 10,794 | 14,756 | 2,637 |
| | £78,590 | £71,534 | £85,050 | £116,845 |

Trends in 2020/21 were unusual due to the impact of COVID. Disregarding this year:

- Income from grants has increased by 253% in 4 years. CCC expect this area to grow.
- Income from lettings has increased by 272% in 4 years. This was also generated in much smaller premises with less potential for lets. Going forward, CCC will have anchor tenants and increased (spatial) opportunities for a wider range of other lets.
- Prior to 2020/21 and 2021/22, CCC had a track record of earning around £30k per annum from the charity shop.

Pricing of services

Services and activities provided by CCC are priced in order to provide affordable options to the local community and are developed on the basis of covering costs.

Budgets, Cash-flow & Profit and Loss

Budgets have been produced for 2023/24 – 2025/26. Income generation targets have been set and cost profiles to support income generation and community activities have been estimated.

The following documents are attached:

- Budget 2022/23
- 5-year budget
- Cash-flow analysis for 2022/23

In 2023/24 it is assumed that the refurbishment on Westfield House will take place. As a result, there is limited capacity to generate income. Therefore, the financials assume that £60k of unrestricted reserves are allocated to 2023/24. It is estimated that this will leave £60k of unrestricted reserves for other eventualities. These funds are separate from the restricted funds for the building project. It is planned the unrestricted funds will be replenished once the 3 floors of Westfield House are operational.

The Manager, along with the Accountant, will monitor and evaluate progress against targets. These may be subject to change given prevailing conditions and as the operational plan evolves. Monthly financial reporting will be presented to the Management Committee each month and remedial action taken, if required.

BUDGET 2022/23

| | CCC Hub Budget 2022/2023 | Building Project 2022/23 | Total Budget 22/23 |
|----------------------------------|--------------------------------|--------------------------------|--------------------------|
| Income | | | |
| Grants | 69659 | 0 | 69659 |
| Donations and Fundraising | 1378 | 590 | 1968 |
| Activity income | 4392 | 0 | 4392 |
| Letting Income | 16493 | 0 | 16493 |
| Shop takings | 13688 | 0 | 13688 |
| Reserves investment | 60000 | 35000 | 95000 |
| Investment income | 5372 | 2472 | 7844 |
| Total Income | 170982 | 38062 | 209044 |
| Expenditure | | | |
| Payroll costs | 80768 | 0 | 80768 |
| Property costs | 31510 | 0 | 31510 |
| Insurance - contents & liability | 2400 | 0 | 2400 |
| Westfield House Refurbishment | 0 | 35000 | 35000 |
| Accounting support | 22647 | 0 | 22647 |
| Other expenses | 3270 | 0 | 3270 |
| Event & project Costs | 25004 | 0 | 25004 |
| Total Expenditure | 165599 | 35000 | 200599 |
| Net income/expenditure | 5383 | 3062 | 8445 |

CCC - 5-year budget 2023/24 - 2027/28

| | Budget 2023/24 | Budget 2024/25 | Budget 2025/26 | Budget 2026/27 | Budget 2027/28 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Income | | | | | |
| Grants | 100000 | 125000 | 150000 | 155000 | 160000 |
| Anchor tenant income | 25000 | 75000 | 100000 | 105000 | 110000 |
| Other letting Income | 25000 | 100000 | 100000 | 105000 | 110000 |
| Shop takings | 25000 | 27500 | 30000 | 31000 | 32000 |
| Activities income | 7360 | 7730 | 8115 | 8500 | 9000 |
| Donations and Fundraising | 5000 | 5000 | 7000 | 7350 | 8000 |
| Investment income (estimate) | 4200 | 880 | 925 | 0 | 0 |
| Total Income | 191560 | 341110 | 396040 | 411850 | 429000 |
| Expenditure | | | | | |
| Payroll Costs | 131750 | 195110 | 211195 | 217545 | 224095 |
| Property costs (inc. repair budget) | 49020 | 74775 | 92525 | 93400 | 97470 |
| Insurance - buildings, contents & liability | 5640 | 6930 | 7630 | 8015 | 8415 |
| Accounting support | 12100 | 9240 | 8998 | 8803 | 8599 |
| Other Expenses | 4175 | 4561 | 4805 | 5045 | 5295 |
| Event & Project Costs | 39820 | 49380 | 59205 | 65170 | 68425 |
| Total Expenditure | 242505 | 339996 | 384358 | 397978 | 412298 |
| Net income/expenditure | -50945 | 1114 | 11682 | 13872 | 16702 |
| Investment from unrestricted reserves | 60000 | 0 | 0 | 0 | 0 |
| Inflation assumptions | 10% | 8% | 6% | 5% | 5% |

CCC CASHFLOW ANALYSIS TO 31.3.23

| | Actual | | | | | Forecast | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | April | May | June | July | August | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
| INCOME | | | | | | | | | | | | |
| Grants | 342 | 4500 | 245 | 0 | 8000 | 0 | 3000 | 1500 | 12500 | 4000 | 1000 | 500 |
| Donations and Fundraising | 209 | 399 | 239 | 70 | 345 | 70 | 170 | 70 | 100 | 100 | 100 | 100 |
| Activity Income | 521 | 656 | 430 | 253 | 772 | 250 | 250 | 250 | 250 | 250 | 250 | 250 |
| Letting Income | 30 | 0 | 280 | 200 | 4115 | 800 | 800 | 900 | 5000 | 1200 | 1500 | 1650 |
| Shop takings | 0 | 1283 | 1338 | 14 | 152 | 500 | 700 | 1200 | 1800 | 2000 | 2200 | 2500 |
| Investment interest | 1700 | 2205 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4000 |
| Transfer from deposit account | 0 | 344 | 0 | 2105 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cash from investment reserves | 0 | 0 | 10000 | 0 | 0 | 65000 | 0 | 0 | 20000 | 0 | 0 | 0 |
| Total Income | 2802 | 9387 | 12533 | 2642 | 13385 | 66620 | 4920 | 3920 | 39650 | 7550 | 5050 | 9000 |
| | | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | | |
| Payroll | 7784 | 8657 | 5349 | 7022 | 6806 | 6900 | 6900 | 6900 | 6900 | 6900 | 6900 | 6900 |
| WH running costs | 2539 | 2242 | 0 | 0 | 1019 | 2750 | 2500 | 2750 | 2500 | 2500 | 2750 | 2500 |
| Other recurring costs | 2216 | 2979 | 1602 | 307 | 23 | 40 | 40 | 40 | 50 | 50 | 100 | 100 |
| Project costs | 451 | 305 | 3000 | 2696 | 1157 | 2860 | 3960 | 2500 | 2200 | 2200 | 1800 | 1800 |
| Other running costs | 2036 | 625 | 25 | 341 | 209 | 400 | 400 | 400 | 400 | 400 | 400 | 400 |
| Professional fees | 0 | 264 | 7621 | 2304 | 0 | 4400 | 1500 | 1500 | 1500 | 1500 | 1400 | 1200 |
| WH Refurb costs & removal | | | 7478 | 5519 | 435 | 9500 | 4800 | 2000 | 1500 | 1250 | 1250 | 150 |
| Total expenditure | 15026 | 15072 | 25075 | 18189 | 9650 | 26850 | 20100 | 16090 | 15050 | 14800 | 14600 | 13050 |
| | | | | | | | | | | | | |
| Net movement in funds | 12224 | -5685 | 12542 | 15547 | 3735 | 39770 | 15180 | 12170 | 24600 | -7250 | -9550 | -4050 |
| Bank balance at start of month | 48652 | 36428 | 30743 | 18201 | 2655 | 6390 | 46160 | 30980 | 18810 | 43410 | 36160 | 26610 |
| Bank balance at end of month | 36428 | 30743 | 18201 | 2655 | 6390 | 46160 | 30980 | 18810 | 43410 | 36160 | 26610 | 22560 |
| Bank of Scotland savings account | 4104 | 4104 | 4104 | 2000 | 2000 | 2000 | 2000 | 2000 | 2000 | 2000 | 2000 | 2000 |
| Total cash available at end of month | 40532 | 34847 | 22305 | 4655 | 8390 | 48160 | 32980 | 20810 | 45410 | 38160 | 28610 | 24560 |
| Agrees to bank | Yes | Yes | Yes | Yes | Yes | Est | Est | Est | Est | Est | Est | Est |