

## Community Asset Transfer Request Notification

Regulations 6 and 7 of The Asset Transfer Request (Procedure) (Scotland) Regulations 2016<sup>1</sup>, set out arrangements for Public Bodies to ensure other people are informed when an asset transfer request has been made, and to advise how they can make representations about it.

Notice is hereby provided of an Asset Transfer Request received by Renfrewshire Council for [Beechwood Community Centre, Shortroods Road, Paisley PA3 2QY](#)

Details of the request and how to make representations are provided below:

**Community Transfer Body:** Your Community, Your Space SCIO (SC053549)

**Name of Asset:** Beechwood Community Centre (UPRN: 123069028)

**Nature of Request:** Full Ownership

**Date CAT Request received:** 17/01/2025

**Status of Request:** Validated\*, 17/01/2025

### **Summary of Proposed Use:**

Your Community, Your Space SCIO (YCYS) seek to manage the Beechwood Community Centre and to expand the offering of activities for the people of Shortroods, empowering and connecting with the local community through support services aimed at addressing physical, mental and other social needs. The group will invest in the centre ensuring its viability for the years to come and plan to recruit local people in the running of the centre.

### **Representation**

This CAT Request is open for consultation. If you wish to make a representation either for or against the transfer request, you must do so in writing, stating your name and address. Representations must be made within 20 working days of the notice being published. A copy of each representation will be given to the Community Transfer Body (CTB) and will be published on the Council's website (<https://www.renfrewshire.gov.uk/article/4534/Community-Asset-Transfer>) along with any comment from the CTB.

The final date to make representations for this request is **21/02/2025**.

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<sup>1</sup> <https://www.legislation.gov.uk/ssi/2016/357/made>

Representations should be sent to [communityassettransfer@renfrewshire.gov.uk](mailto:communityassettransfer@renfrewshire.gov.uk) with the title “*Beechwood Community Centre CAT Request Representation*”.

All representations and responses will be available to read on the Renfrewshire Council website: <https://www.renfrewshire.gov.uk/article/4534/Community-Asset-Transfer>

\*Validation is the date at which all documents in relation to the CAT Request have been received.

### **Relevant Documents**

The following key documents are attached to this notice:

- The official CAT Request Form (17/01/2025)
- Site Plan Ref: E3518
- Outline Business Plan

Personal and Commercially Sensitive information has been removed from all documents prior to publication.

For more information, contact [communityassettransfer@renfrewshire.gov.uk](mailto:communityassettransfer@renfrewshire.gov.uk) or call 0300 300 0330.

This Notice is published by order of the Head of Economy and Development, Chief Executives’ Services, Renfrewshire Council.

**Save as PDF and merge with docs above before publishing.**



Received  
17/01/2025  
(FINAL)

## COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015

### ASSET TRANSFER REQUEST FORM

#### **IMPORTANT NOTES:**

This is a standard asset transfer request form which can be used to make a request to Renfrewshire Council. For assets owned by other relevant authorities, please refer to that authority's own website.

You do not need to use this form to make an asset transfer request but using a form will help you to make sure you include all the required information.

You should read the asset transfer guidance provided by the Scottish Government before making a request. All forms and guidance documents are available to download from the Council's [Website](#)

You are strongly advised to discuss your proposals with the Council before making an asset transfer request. You can do this by contacting the CAT Single Point of Contact at [communityassettransfer@renfrewshire.gov.uk](mailto:communityassettransfer@renfrewshire.gov.uk).

When completed, this form must be sent to: -

The CAT Single Point of Contact  
Regeneration and Place  
Renfrewshire Council  
Renfrewshire House  
Cotton Street  
Paisley  
PA1 1TT

Or submitted by email to: [communityassettransfer@renfrewshire.gov.uk](mailto:communityassettransfer@renfrewshire.gov.uk)



1.4 Please mark an "X" in the relevant box to confirm the type of CTB and its official number, if it has one.

|   |  |          |
|---|--|----------|
|   | Company (with no fewer than 20 members) and its company number is  |          |
| X | Scottish Charitable Incorporated Organisation (SCIO) (with no fewer than 20 members) and its charity number is | SC053549 |
|   | Community Benefit Society (BenCom), (with no fewer than 20 members) and its registered number is               |          |
|   | Unincorporated organisation (no number)  |          |

**Please attach a copy of your constitution, Articles of Association or registered rules.**

1.5 Has the organisation been individually designated as a community transfer body by the Scottish Ministers?

No X  
Yes

Please give the title and date of the designation order:

|  |
|--|
|  |
|--|

1.6 Does the organisation fall within a class of bodies which has been designated as community transfer bodies by the Scottish Ministers (i.e. those listed above at 1.4)?

No   
Yes X

If yes what class of bodies does it fall within?

|  |
|--|
| Scottish Charitable Incorporated Organisation (SCIO) |
|--|

## Section 2: Information about the land and rights requested

2.1 Please identify the land / property to which this asset transfer request relates.

*You should provide a street address or grid reference and any name by which the land or building is known. If you have identified the land on the relevant authority's register of land, please enter the details listed there.*

*It may be helpful to provide one or more maps or drawings to show the boundaries of the land requested. If you are requesting part of a piece of land, you **must** attach a map and give a full description of the boundaries of the area to which your request relates. If you are requesting part of a building, please make clear what area you require. A drawing may be helpful.*

Details of Property: - Beechwood Community Centre

Address: - Shortroods Road, Paisley, Renfrewshire

Postcode:- PA3 2QY

Community Area:- Paisley North West

2.2 Please provide the UPRN (Unique Property Reference Number), if known.

*If the property has a UPRN you will find it in the relevant authority's register of land.*

UPRN:- 123069028

**Section 3: Type of request, payment and conditions**

3.1 Please tick what type of request is being made:

for ownership (under section 79(2)(a)) - go to section 3A

for lease (under section 79(2)(b)(i)) – go to section 3B

for other rights (section 79(2)(b)(ii)) - go to section 3C

**3A – Request for ownership**

What price are you prepared to pay for the land requested:

Proposed price: - £5,000

Please attach a note setting out any other terms and conditions you wish to apply to the request.

**3B – request for lease**

What is the length of lease you are requesting?

Not Applicable

How much rent are you prepared to pay? Please make clear whether this is per year or per month.

Proposed rent: £ per month / year (delete as appropriate)

Please attach a note setting out any other terms and conditions you wish to be included in the lease, or to apply to the request in any other way.

### 3C – request for other rights

What are the rights you are requesting?

Do you propose to make any payment for these rights?

**Yes**

**No**

If yes, how much are you prepared to pay? Please make clear what period this would cover, for example per week, per month, per day?

Proposed payment:

Please attach a note setting out any other terms and conditions you wish to apply to the request.

## **Section 4: Community Proposal**

4.1 Please set out the reasons for making the request and how the land or building will be used.

*This should explain the objectives of your project, why there is a need for it, any development or changes you plan to make to the land or building, and any activities that will take place there.*

### **4.1.1 Objectives of the Project:**

The project is targeted at utilising the Beechwood Community Centre within the Shortroods community to drive YCYS's mission of empowering and connecting with the local community through support services aimed at addressing physical, mental and other social needs. (i.e., skills development programmes, provision of recreational facilities and activities, language classes, culinary classes, health awareness programmes etc.) Additionally, YCYS plans to increase utilisation of the hall/room by hiring and offering sublets to individuals, local charities and social enterprises, ensuring the centre remains a vibrant, multi-purpose resource for the community. The transfer of the Beechwood Community Centre to Your Community Your Space (YCYS) is aimed at also securing the long-term sustainability of the centre which has successfully been managed and has remained one of the core attractions to the community since its incorporation in 1971 YCYS aim to build on the existing legacy as an inclusive and adaptable community hub.

### **4.1.2 Why there is a need for your Project**

This project is part of YCYS's strategic initiative targeted at addressing some of the specific demographic and social needs of the local population within the Shortrood community based on demographic trends, cultural diversity, and identified community needs as highlighted in the 2022 census data. The age distribution within the community is diverse, with approximately 14.8% under 15 years, 65.9% between ages 16 and 59, and 19.3% aged 65 and over. This varied age range indicates a need for services catering to youth, working-age adults, and the elderly. Furthermore, as a community with a growing multicultural representation, with the majority identifying as White followed by Asian, African/Caribbean and other mixed/multiple ethnic groups, this growing diversity underscores the importance of an inclusive community space that addresses the needs of various cultural backgrounds. This project will play a pivotal role in providing support services, educational programs, and recreational activities that will enhance the quality of life, promote social cohesion and help reduce socio economic challenges faced in the community i.e. drug abuse, crime, juvenile delinquencies etc. This project will address the current underutilization of the Beechwood Community Centre, ensuring that the space can be fully functional and more effectively serve the varied needs of the community. we aim to maximize its potential and create a vibrant hub that supports a wide range of activities and services tailored to meet the evolving needs of the local community and overall fostering a more connected and resilient community.

### **4.1.3 Development / changes / modifications required**

We are not making any structural changes to the building. Regarding the condition survey report carried out by the Renfrewshire Council in November 2023, some level of modifications and changes will be required in some parts of the facility over a period of 20

years. However, within the first 5 years of operation, areas requiring priority refurbishment will be worked on including roof repairs, replacement of defective ceiling tiles, replacement of defective and damaged internal and external bricks, windows and doors, redecoration of internal surface finishes, repairs of paths and paved pedestrian areas, upgrade of central heating system and insulation. Replacement of LED lighting in selected areas and wall mounted lighting on building external wall, fitting of fire alarm system, Central WIFI Equipment and CCTV and PIR Detection System. See attached Condition Survey Report for further details.

#### **4.1.4 Activities that will take place**

1. We will engage in a broad range of activities which include art and craft classes, language classes, fitness classes, health workshops and seminars, game activities, tea parties, availability of the venue for multicultural events and other skill acquisition initiatives.
2. We will partner with other community groups to use a portion of the outside space of the community centre for community gardening. This will create local green spaces that promote physical activity, mental relaxation and social interaction. This will support health and well being as community members engage in healthy outdoor activities that foster a connection with nature and participate in a shared productive endeavour,
3. Increase the utilization of the centre for various events/activities that will contribute to community wealth building. This will help create opportunities for economic and social development. This will support local initiatives and foster economic resilience.
4. Community-based activities such as open days for health awareness campaigns aimed at addressing different health related issues, we will partner with both private and public sectors during our periodic community events for vital information sharing sessions that will be beneficial to different age groups within the community and in turn enhance the overall quality of life of the community members.

#### **4.1.5 If the asset is to be used by the public it would be helpful if you could provide details of letting's policy and opening times.**

The facility will be opened for business as follows:

Monday – Friday – 8am to 9pm

Saturday – Sunday- 9am to 3pm

We will maintain the existing letting policy and continue all remaining Lets. During the first year of operation we will undertake a review of the letting policy and arrangements and will consult with user groups and others regarding any necessary adjustments based on market comparison.

#### **4.1.6 What provision will be provided for people with disabilities?**

Our aim is to ensure that the facility is accessible to everyone and everyone can benefit from the services provided at the centre. In view of this, we look to ensure that the current facilities that can aid people with disabilities at the centre are fully functional while we also

look to introduce more equipment that will support their needs. Below are specific areas of focus;

- **Ramps & Elevator:** The facility currently has ramps and elevator for easy movement and access to all levels of the building.
- **Wide hallways & doorways:** These are wide enough to accommodate wheelchairs and other mobility aids.
- **Parking:** accessible public parking is available immediately outside the centre.  
**Dedicated Restroom:** There is a large restroom with facilities that will aid wheelchair users.
- **Staff Training:** Staff will be trained to be aware of different disabilities and how to render effective and respectful assistance to them.
- **Communication:** We will provide communication in different accessible format i.e., large print, audio, braille etc to meet the need of those requiring it.

4.1.7 Any other relevant information?

## Benefits of the proposal

4.2 Please set out the benefits that you consider will arise if the request is agreed to.

*This section should explain how the project will benefit your community, and others. Please refer to the guidance on how the relevant authority will consider the benefits of a request.*

Please explain how the project will benefit your community by detailing how your project will promote or improve: -

### 4.2.1 Economic development / income generation

**The future of a community-managed facility in the neighbourhood of Shortroods, Paisley will be secured** – The Beechwood Community Centre (formerly Shortroods Resource Centre) has operated as a community-managed facility since 1998. Your Community Your Space will build on this legacy. Your Community Your Space will actively promote the Beechwood centre as a community venue and social events space to increase hall/room hire and extend the range of activities delivered in the Centre. Your Community Your Space will also offer sublets to local charities and social enterprises. These anchor tenants will contribute to the longer-term sustainability of the facility. Income generated through the above will be used to employ full and part-time staff and support regeneration activities within the local area.

### 4.2.2 Regeneration

The activities of YCYS at the Beechwood Community Centre are designed to address disadvantages and support social regeneration in the community. This is to be achieved through the provision of holistic community support services that address physical, mental health, educational and social wellbeing of different ages, ethnicities, and economic statuses

will foster a sense of belonging, reduce isolation and in the long run promote social inclusion. Also, YCYS's structured activities around physical fitness, art and educational programs offers the young people of Paisley a positive outlet to contribute to the community, keep them engaged and subsequently reduce the instances of anti-social behaviour and other forms of youth delinquencies. The range of programs at the centre is also tailored to support different vulnerable groups which includes the children, young people, elderly, minority groups and disabled persons. The activities and events at the centre are targeted at meeting their unique needs while also making adequate provision for facilities and equipment for ease of movement within the centre and the privilege to fully utilise the full benefits of activities and events.

The CAT request is to ensure that a valuable community resource is protected from closure, maintained and developed for continuous use.

#### **4.2.3 Public Health**

At the core of the operations of the Beechwood Centre is the need to create a safe space for people in the community to come together, interact and form meaningful connections. This potentially creates an avenue to socially connect, reduce tension, loneliness and generally promote the overall community's quality of life. Also, with the available game facilities and the inclusion of other game and sporting facilities, this will help improve physical fitness of users of the facility. Also, the various mental health support activities, awareness classes alongside recreational activities will further enhance both the physical and mental well-being of the community and also boost productivity within the community. Furthermore, with our community-based activities such as open days for health awareness campaigns aimed at addressing different health related issues, community members are adequately equipped with necessary information needed to make informed healthy decisions. Also, we will be partnering with local health service providers, local council etc. to offer our facilities available for health screenings for different health conditions. This initiative will help reduce the long term health complications and the effects they have on the health care system.

#### **4.2.4 Social / Wellbeing**

With the goal of making the community centre a hub for social connections through its broad range of activities which include tea parties, art and craft classes, language classes, fitness classes, health workshops and seminars, game activities, availability of the venue for multicultural events and other skill acquisition initiatives, we will through these activities drive social interactions among community members and thereby provide improved physical and mental health of the community. With our activities centred around all age groups, this will be used as an avenue to integrate with different age groups and to foster a sense of inclusion for all groups and essentially drive the overall social well-being of members. The Beechwood community centre also through its workshops, classes and skill acquisition programs will provide opportunities for personal growth/development of participants and empowers them to contribute positively to their community. Through the volunteering arrangements with different individuals during activities and events, the volunteering team will benefit from the opportunity to give back to their community, provide social connections and also foster a sense of purpose through their collective support to different project. Through our engagement with supporting multicultural events and activities, we will be using the centre as a platform to promote diversity and inclusion, knowledge of different cultures and to drive

social harmony among the different rich cultural backgrounds among the community and Paisley in general. The centre also provides opportunities for minority groups to voice their concerns and positive drive collective social changes and to reduce the impact of inequalities.

**4.2.5 Environmental / Wellbeing / Environmental Benefits**

We will partner with other community groups to use the external space for community gardening. This will create local green spaces that promote physical activity, mental relaxation and social interaction. This will support health and well-being as community members engage in healthy outdoor activities that foster a connection with nature and participate in a shared productive endeavour

**4.2.6 Does your project contribute to the reduction inequalities. Please detail how.**

YCYS's focuses on reducing differences between individuals and groups. This will be achieved through our programmes which are targeted at promoting social, health and economic inclusion of the local population including the elderly, adults and the youths irrespective of ethnicity, origin, religion or any status providing equal opportunities for members of the community and also making the facilities at the centre available for the community.

**4.2.7 Any other relevant information**

**Restrictions on use of the land**

**4.3 If there are any restrictions on the use or development of the land, please explain how your project will comply with these.**

*Restrictions might include, amongst others, environmental designations such as a Site of Special Scientific Interest (SSI), heritage designations such as listed building status, controls on contaminated land or planning restrictions.*

No restrictions on the use or development of the land have been identified.

## Negative consequences

### 4.4 Please identify any potential risks which may occur if your request is agreed to? How would you propose to minimise these?

*You should consider any potential negative consequences for the local economy, environment, or any group of people and explain how you could reduce these.*

We have not identified any potential risks.

Beechwood Community Centre is the only dedicated community space in the Shortroods area. We plan to ensure the centre is open and available to all groups and individuals wishing to organise activity preventing the need for groups to deliver their activity outside of the area and to offer a wide programme of activities to meet local needs.

The Community Council have space within the grounds of the Community Centre for a memorial garden. We will work with the community to ensure continued access to the garden through a formal agreement.

## Capacity to deliver

### 4.5 Please show how your organisation will be able to manage the project and achieve your objectives.

*This could include the skills and experience of members of the organisation, any track record of previous projects, whether you intend to use professional advisers, etc.*

Have you / your organisation managed projects or owned / leased land previously?

Your Community, Your Space has been set up by the RCCG Zoe Parish Paisley as an independent charity and benefits from the extensive experience of the church in owning leasing and managing property and projects. RCCG has leased/managed various properties in Paisley since 2015 and the church bought recently bought their own building in Paisley Town Centre.

The Chairperson of the board have both previous and current experience in the management of similar projects and currently manages the building owned by the church. Other Trustees have a broad range of skills and experience which will be utilised for the successful management of the property and its activities.

Please provide details of: -

#### **4.5.1 Skills and experience of members of the organisation**

We currently have a total of 7 board of trustees.

Mr. Edmund Abekhe, an accomplished administrative professional with over 20 years' experience in both non-profit and other business sector who is also the current chairman of the board of trustees. He worked with Scottish Widows, Edinburgh as a Data and Pension Administrator and holds an MSc Degree in Logistics and Supply Chain from University of the West of Scotland. He currently leads as the senior pastor of the Redeemed Christian Church of God, Zoe Parish and has over the years built a vast experience in pastoral care, community outreach and organizational leadership. He has an extensive background in spiritual guidance, combined with his commitment to social welfare and community development.

Mr. Biodun Adeyole, is a seasoned healthcare professional with over 20 years experience in pharmaceutical sales and marketing. He has varied and rich experience around product development, territory management, export business, and development of Standard operating procedures within reputable pharmaceutical organisations. He also provides strategic insight into market opportunities development. Mr, Abiodun brings on board his expertise in process management to the successful running of the centre.

Chinedu Achunine is a Management Consultant, Trainer, Business Coach, Human Resources Consultant and Facilitator with over 15 years of Business and Management Consulting experience He has also consulted and worked in the Third Sector for over 5 years and has a post-graduate degree in Quality Management. Mr. Chinedu brings on board his expertise in training development to the aspect of the vision of the business in training, awareness and other skill acquisition programmes in the centre.

The other directors also have a vast experience in healthcare, social work, treasury management, housing/ facility management which are significant experiences that will be applied to the successful management of the facility.

Also, we are open to having members of the community join in as members and directors of the organization to further broaden and strengthen the existing skillsets that will be useful in serving the need of the community. We are in talks with a current user of the centre, The Rainbow Buddies to come on board of the organisation bringing along her wealth of experience in managing mothers and children. We look to engage more residents using same approach to further drive a community led centre where everyone feels a sense of belonging to the sustainability of the centre.

#### **4.5.2 Do you intend to use professional advisors?**

We have appointed business consultants who we are working with to prepare a full feasibility and business case as part of this asset transfer request. As part of this we will undertake an energy audit of the building in order to inform future works. We have been provided with a copy of the Condition Survey undertaken by Brown + Wallace on behalf of Renfrewshire Council in November 2023. The information on the condition of the building and essential

repairs from this report have been used to inform the business case. If our asset transfer request is approved, we will seek to undertake further investigations and will appoint an architect and surveyor to carry out detailed condition survey of the property, engage with contractors and consultants to give cost estimates for repairs, replacements and upgrades and appoint a property valuer to determine the current market value of the asset and its potential Social value. When the asset transfer request is approved, we will engage appropriate conveyancing solicitors to act on our behalf in negotiations with the Council.

**4.5.3 Do you currently lease / manage a property from Renfrewshire Council? If yes, please provide details**

No

**4.5.4 Please detail how you plan to maintain the asset?**

We have developed a business plan (attached) detailing our proposals for developing the Beechwood Centre over several phases and providing income and expenditure projections.

Generally, we expect that the centre will be run from revenue from lets and the activities taking place in the centre. We are in discussions with existing users of the centre regarding ongoing use and expect to agree anchor tenancies with at least one of the groups using the centre on a daily basis.

To make the centre a safe, functional and welcoming space for the use of the community members, we will implement policies and code of conducts around regular inspections of the building, equipment and other facilities to identify potential areas of risk and necessary mitigation of such risk, we will also ensure compliance with health and safety regulations.

Renovations and repairs will be through a gradual process funded through proceeds from activities at the centre and grant options available to us.

We will also ensure our letting policies are inclusive of health and safety regulations that all tenants are expected to abide by. We will also introduce periodic monitoring and evaluation schedules to ensure compliance with policies.

Also, we will introduce feedback systems that will afford users of the facilities to make complaints, suggestions and other recommendations on areas of improvement.

**4.5.5. Any other relevant information?**

None

## **Section 5: Level and nature of support**

5.1 Please provide details of the level and nature of support for the request, from your community and, if relevant, from others.

*This could include information on the proportion of your community who are involved with the request, how you have engaged with your community beyond the members of your organisation and what their response has been. You should also show how you have engaged with any other communities that may be affected by your proposals.*

### **5.1.1 How many people are members of your organisation? Are they in agreement with this application?**

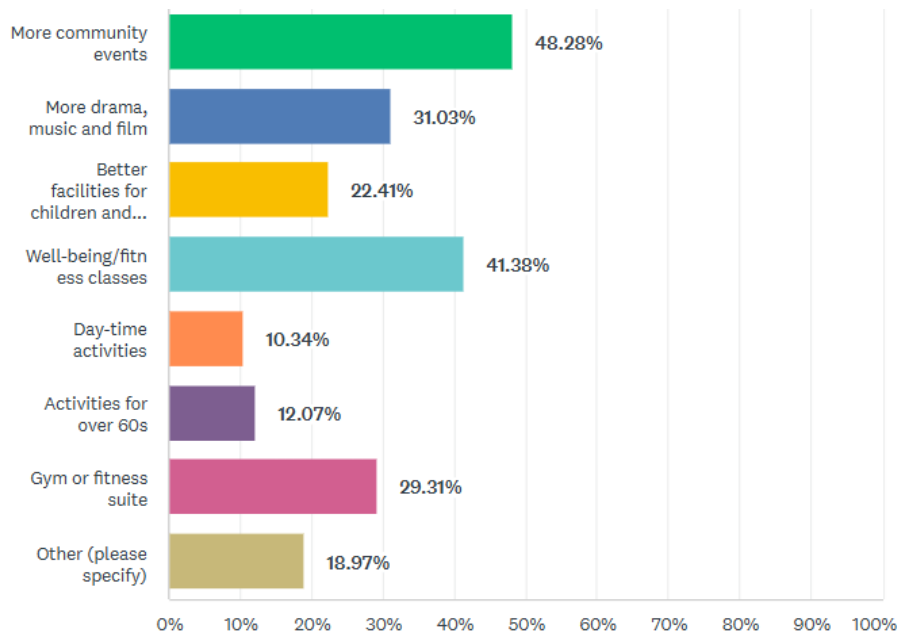
In line with our constitution, we have 30 registered members which was subscribed to via an online application form that each member had to fill. They are all in agreement with the CAT application. We however look to increase membership as we progress with the project and full operations of the centre commences. All members are also in agreement with this application.

### **5.1.2 Have you consulted with other local stakeholder groups and agencies? Please provide evidence.**

We have consulted with various local stakeholders which include; council members, residents, local schools, religious bodies, associations and agencies and we have indicated our intention to take over the management of the centre and our vision of creating a vibrant community hub that caters to the social needs of the residents. We also recently organised a Christmas party at the centre and we invited residents of the community to the party and also used the opportunity to carry out a survey targeted at eliciting important information needed to render our support services in line with the need of residents.

We have a survey launched on the 22<sup>nd</sup> of December which is still running in January with a view to reaching more of the local community. To date we have received 62 responses with 75% majority of them have used the centre or plan future use of the Centre.

In terms of the type of activity that people wanted to see, the biggest demand was for



more community events (43% of respondents) followed by keep fit (42%) and cultural activities (31%). See full breakdown below.

The general consensus among of the members of the association which currently stands at 30 and the Board of Trustees (7) are in support of the CAT Application

Feedback from current personnel at the Centre included *“I know the guests that attended from the local community had a great time and thoroughly enjoyed themselves socializing with yourselves”*.

### **5.1.3 Have you contacted local staff? If yes, please provide details of who**

Throughout the CAT application process we have engaged with the existing Management Committee and staff and have sought to incorporate the legacy of their work to maintain and build on existing uses of the centre within our application.

We have also spoken to users of the Centre including Rainbow Buddies with whom we have been able to discuss anchor tenancy and becoming part of the management group for the centre.

Throughout the process we have also been in contact with the 4 Ward Councillors, the Council’s Economic Development Team through Tania Morlan and the Council’s dedicated CAT officer, Sandra Inrig.

### **5.1.4 Have you contacted any other communities that may be affected?**

*We spoke and contacted some of the local residents of Shortroods who were also in attendance at the Christmas party event. They also completed our survey showing support for the CAT Application.*

We are also speaking to St James Primary School Parent Council. Consultations and on-going consultations are being made with STAR Project, Mossvale Church as well as other church communities around the subject matter. These consultations are continuing.

### 5.1.5 Any other relevant information

## Section 6: Funding

6.1 Please outline how you propose to fund the price or rent you are prepared to pay for the land, and your proposed use of the land.

*You should show your calculations of the costs associated with the transfer of the land or building and your future use of it, including any redevelopment, ongoing maintenance and the costs of your activities. All proposed income and investment should be identified, including volunteering and donations. If you intend to apply for grants or loans you should demonstrate that your proposals are eligible for the relevant scheme, according to the guidance available for applicants.*

**6.1.1 Please show your calculations of the costs associated with the transfer of the land or buildings and your future use of it, including any redevelopment, ongoing maintenance and the costs of your activities. All proposed income and investment should be identified, including volunteering and donation:**

Once the site is operational, we will work towards sustainability through events and room hire but will be careful to balance the need to generate income with the necessity of ensuring that what is provided in the community is open to all in the community, regardless of income.

The projections shows a reasonable grants/ fundraising target of £35,000 in Year 1 (tapering to £10,000 in Year 2 and none beyond Year 3, though it is likely that some fundraising will be needed) with modest surpluses generated through grants. In reality the different trading activities as shown in the table below and grants will make up the mix of income as is standard for such a facility.

A summary of the financial trajectory is set out below.

|                        | Year 1          | Year 2          | Year 3          | Year 4          | Year 5          | Total           |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Income</b>          |                 |                 |                 |                 |                 |                 |
| Trading                | £90,440         | £132,083        | £143,675        | £143,675        | £143,675        | £653,548        |
| Grants                 | £35,000         | £10,000         | £0              | £0              | £0              | £45,000         |
| <b>Total</b>           | <b>£125,440</b> | <b>£142,083</b> | <b>£143,675</b> | <b>£143,675</b> | <b>£143,675</b> | <b>£698,548</b> |
| <b>Expenditure</b>     | £120,983        | £132,909        | £136,279        | £137,352        | £138,447        | £665,969        |
| <b>Surplus/Deficit</b> | £4,458          | £9,174          | £7,396          | £6,323          | £5,228          | £32,579         |

**6.1.2 Please also supply details of what funding you have received so far, and any conditions attached.**

We received funding from the Council's Sustainable Community Fund which has enabled us to engage different professionals to help provide Feasibility Studies/Business Plan, Condition Survey and Comprehensive Energy Audit for the building. There are no limiting conditions attached to this grant.

**6.1.3 Details of funding you have applied for but are still waiting on a decision / response**

We currently have commitment from our group of local churches to bridge initial funding gap following a successful CAT application. We are exploring some grants with Scottish Land Fund, National Lottery and an application being made to Foundation Scotland.

**6.1.4 Details of other funding i.e. voluntary donations, borrowing etc**

Our group of churches supporting the Charity along with some private donations have promised and committed to underwrite some of the immediate repairs and expenses to the tune of £5000 over the first year of operation.

We are also exploring grants from the following organisations:

Scottish Land Fund

National Lottery

Foundation Scotland

There are a limited number of major capital grants available. Options are set out below:

| Fund                               | Notes   | Target amount                        |
|------------------------------------|---|--------------------------------------|
| Sustainable Communities Fund       | Can fund capital for regeneration initiatives                                     | Up to £100,000                       |
| CARES                              | Will require an options appraisal and a costing                                   | Up to £80,000 and up to 80% of costs |
| Scottish Landfill Communities Fund | Object C : To provide, maintain or improve a public park or other public amenity. | Circa £20,000                        |

|                            |  |               |
|----------------------------|--|---------------|
| Clothworkers Foundation    | Main grants funding for capital costs (including purchase of fixtures and equipment as well as building purchase or renovation) – usually over £10,000.  | Say £10,000   |
| Garfield Weston Foundation | Can fund up to 10% of capital costs  | Say £20,000   |
| The Weir Charitable Trust  | Includes a focus on “Recreational facilities: the provision or organisation of recreational facilities (buildings, pitches or similar) with the aim of improving the conditions of life for the people for whom the facilities are primarily intended. This is only in relation to facilities which are primarily intended for people who need them due to age, ill-health, disability, financial hardship or other disadvantage.” | Up to £25,000 |

#### **6.1.5 Any other relevant information**

None

## **Section 7: Other Supporting Documentation**

To enable the Council to fully consider your application, the following supporting documentation must be submitted as part of your application:-

- A copy of your organisation's Constitution, Articles or Association or other governing rules as appropriate;
- A detailed business case (that is proportionate to the nature of the asset transfer request);
- A financial projection of income and expenditure for at least three full financial years following the date of this request;
- A copy of your organisation's most recent audited accounts, where available (or a financial projection covering the current financial year where the applicant has been operating for less than one year);
- Annual reports (where these are available).

Applicants are advised to refer to the Scottish Government Community Asset Transfer Guidance for Community Transfer Bodies for further details of what information should be included in these supporting documents. <https://www.gov.scot/publications/asset-transfer-under-community-empowerment-scotland-act-2015-guidance-community-9781786527509/>

## Declaration and Signature

Two office-bearers (board members, charity trustees or committee members) of the community transfer body must sign the form. They must provide their full names and home addresses for the purposes of prevention and detection of fraud.

This form and supporting documents will be made available online for any interested person to read and comment on. Personal information will be redacted before the form is made available.

**We, the undersigned on behalf of the community transfer body as noted at section 1, make an asset transfer request as specified in this form.**

**We declare that the information provided in this form and any accompanying documents is accurate to the best of our knowledge.**

“I understand that the details provided will be used by Renfrewshire Council for the purpose of assessing the asset transfer request and may be shared with Council Officers and Elected Members for the purposes of providing support in making the application or other purposes as appropriate. Further information on how the Council looks after personal information can be found here :

<https://www.renfrewshire.gov.uk/article/2201/Privacy-policy>

**1. Name** Mr. Edmund Abheke

**Address** Flat 6, 10 Orr Square, Paisley  
PA1 2DL

**Date** 16/01/2025

**Position** Chairperson

**Signature**

**2. Name**

**Address**

**Date**

**Position**

**Signature**

**Checklist of accompanying documents**

To check that nothing is missed, please list any documents which you are submitting to accompany this form.

**Section 1 – you must attach your organisation’s constitution, articles of association or registered rules**

**Section 2 – any maps, drawings or description of the land requested**

**Section 3 – note of any terms and conditions that are to apply to the request**

**Section 4 – about your proposals, their benefits, any restrictions on the land or potential negative consequences, and your organisation’s capacity to deliver.**

**Section 5 – evidence of community support**

**Section 6 – funding**

**Section 7 – Supporting Documentation**



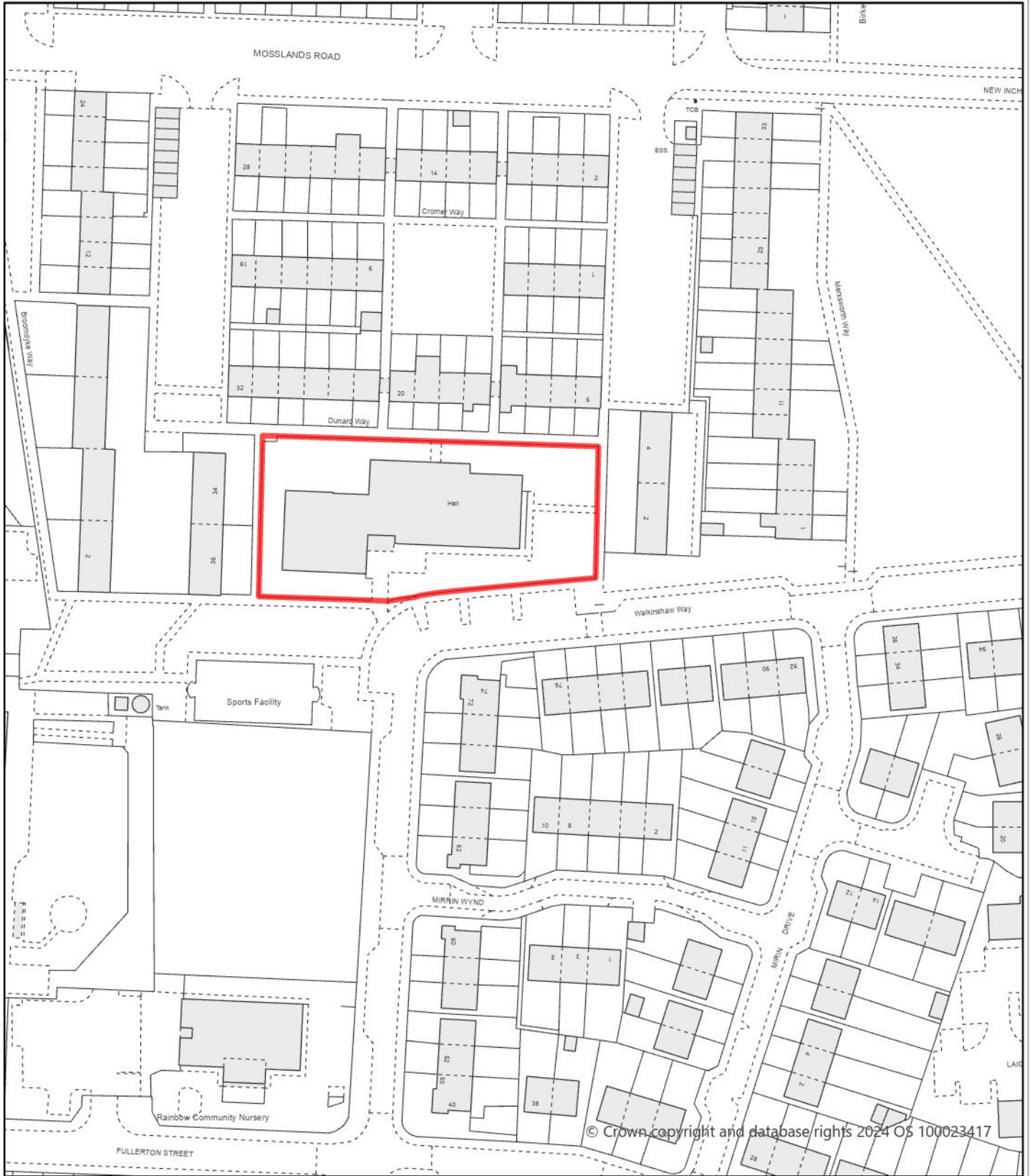
# Beechwood Community Centre, Shortroods Road, Paisley

## Plan Ref: E3518



User: hocraig1

Date: 16/08/2024



Notes:

**Area shown outlined red extends to 2,704 sqm or thereby.**

# Business Plan

## Asset Transfer of The Beechwood Centre

### Your Community Your Space

Draft plan : January 2025 v4



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# 1. Introduction and Background

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## 1.1 Background and Original Drivers

The Beechwood Centre is a Local Authority owned centre that is managed locally. The existing management committee was set up 30 years ago and they have a lease with the council. At the moment the individuals are passionate and committed but are in their 80s and 90s. They plan to dissolve their company and have given notice to the Council about that. That will leave a gap that the Your Community Your Space organisation will fill. This will ensure community control continues but under a new and fresh organisation which is younger and has a broader skills set.

## 1.2 The Organisation

Your Community Your Space (YCYS) is a new Scottish Charitable Incorporated Organisation, (SC053549).

The Organisation has been formed to benefit the Community of Paisley and has the following charitable purposes

1. The prevention and relief of poverty through awareness campaign and training
2. The advancement of citizenship and Community development
3. The provision of recreational facilities, the organisation of recreational activities, with the objective of improving the conditions of life for the persons for whom the facilities and activities are primarily intended.
4. The promotion of equality and diversity within the wider Community
5. The relief of those in need by reason of age, ill-health, disability, financial hardship or another disadvantage

## 1.3 About the Community

The Beechwood area of Paisley, located in Renfrewshire, Scotland, is a vibrant community known for its welcoming atmosphere and diverse range of activities. At the heart of this community is the Beechwood Community Centre.

Beechwood is also home to several recreational spaces, including the nearby Osprey Playpark, which provides a safe and enjoyable environment for children. The area is well-connected, with easy access to public transportation and local amenities, making it convenient for residents and visitors alike.

Beechwood's location in Paisley places it within reach of the town's rich cultural heritage. Paisley is known for its historic architecture, including the stunning Paisley Abbey, and its vibrant arts scene. The town frequently hosts events and festivals, adding to the lively atmosphere of the Beechwood area.

The area has higher levels of deprivation than the national average and lower levels of educational achievement.

## 1.4 About the Asset

The Beechwood Centre is a substantial centre of 950m<sup>2</sup> with a small amount of outside space. There is a large hall with a stage and a small hall. A kitchen serves the whole centre and there is a circulate space and additional 5 offices / lettable meeting rooms.

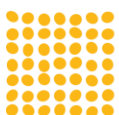
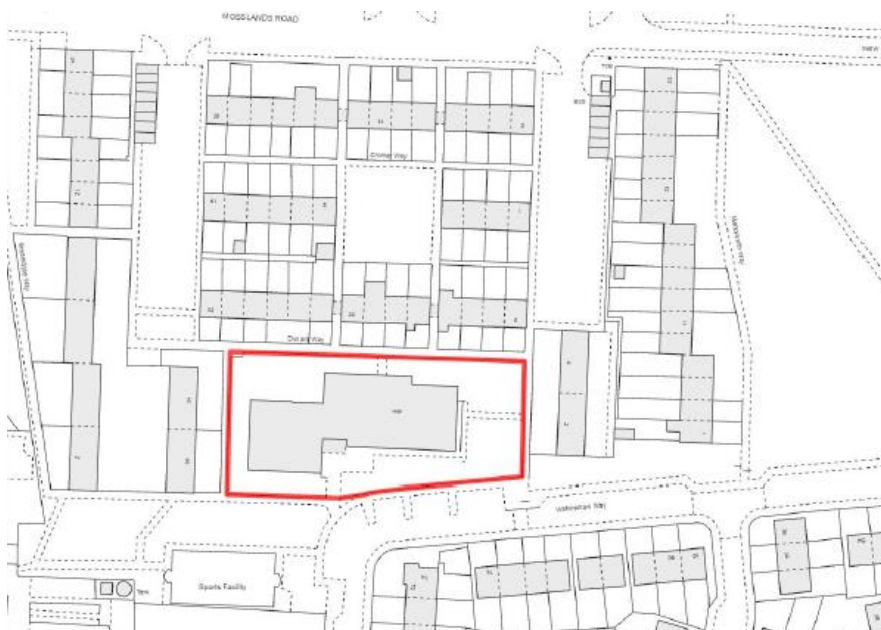
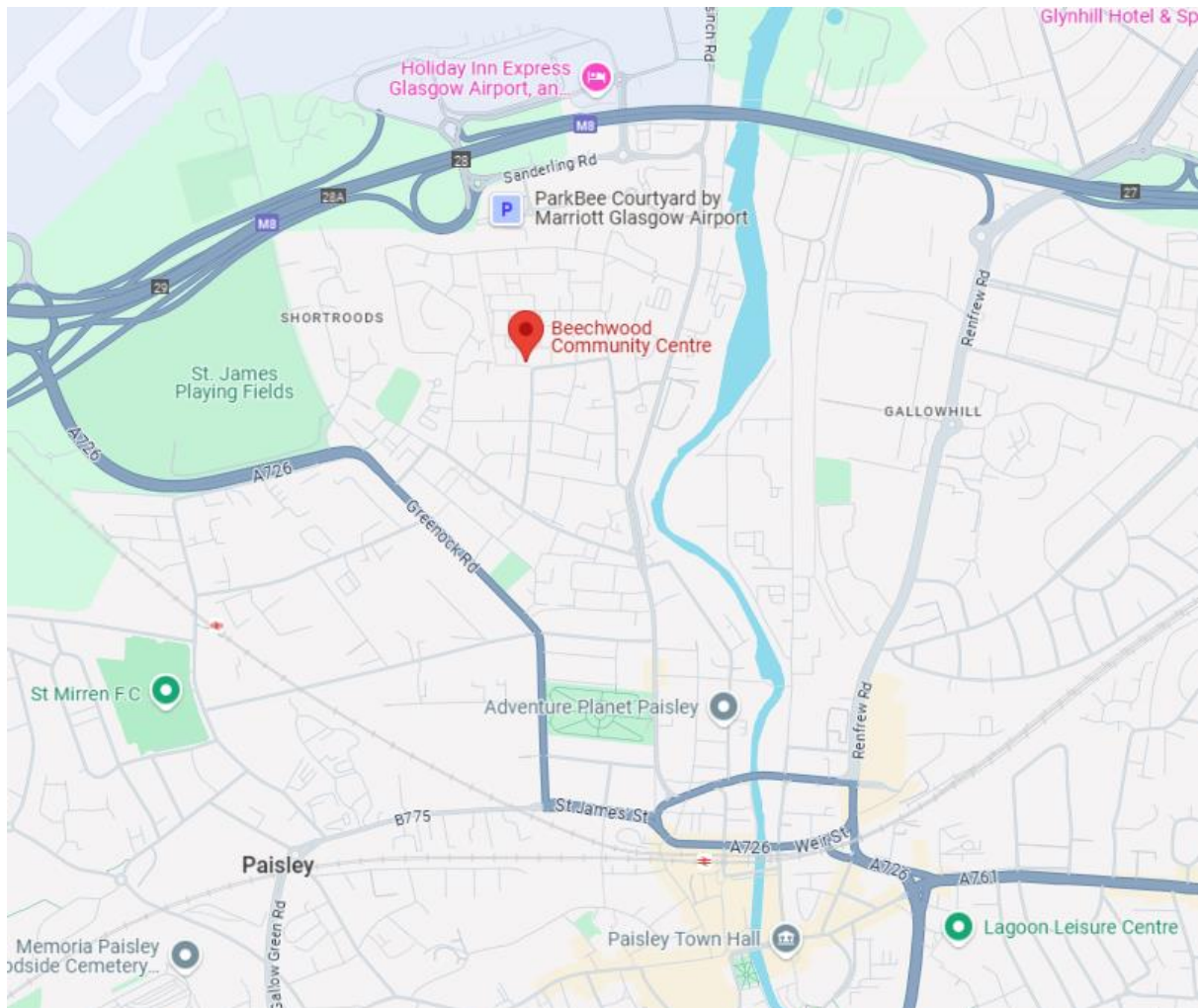
The asset was constructed in the 1970s. There are storage spaces throughout.





## Location

The Centre is in the midst of the community, well placed near other facilities, between the town centre and the airport;



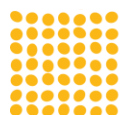
## Conditions Survey

A conditions survey was undertaken by Brown and Wallace in November 2023. At that time there was an estimated figure of £725,206 to “restore and maintain Beechwood Community Centre to an acceptable condition, subject to regular and cyclical maintenance, over the next 20-year period.” The building overall was given a C rating which is poor.

This will need to be seriously considered by YCYS before taking on the asset.

| Element   | Condition    | Score | Percentage Weighting Score | Weighted Score |
|---|--------------|-------|----------------------------|----------------|
| Roofs   | Poor         | 0.5   | 15                         | 7.5            |
| Floors & Stairs                                   | Satisfactory | 0.75  | 5                          | 3.75           |
| Ceilings  | Poor         | 0.5   | 2                          | 1.0            |
| External Walls, Windows & Doors                   | Poor         | 0.5   | 20                         | 10             |
| Internal Walls & Doors                            | Satisfactory | 0.75  | 2                          | 1.5            |
| Sanitary Services                                 | Poor         | 0.5   | 3                          | 1.5            |
| Mechanical Services                               | Poor         | 0.5   | 19                         | 9.5            |
| Electrical Services                               | Bad          | 0.25  | 14                         | 3.5            |
| Decoration  | Poor         | 0.5   | 9                          | 4.5            |
| Fixed Internal Facilities, Furniture and Fittings | Satisfactory | 0.75  | 2                          | 1.5            |
| External Areas                                    | Poor         | 0.5   | 8                          | 4              |
| Outdoor Sports                                    | n/a          | n/a   | (1)                        | -              |
| <b>Total</b>                                      |              |       | <b>99 (100)</b>            | <b>48.25</b>   |
| <b>Overall Property Condition</b>                 |              |       |                            | <b>POOR</b>    |

Year one requires an estimated £120,100.



## 1.5 How this Business Plan was developed : Methodology

The consultation into a new future is at its early stages but this interim plan has been put together based on work done so far. Further research is on-going and this plan will be fleshed out over the coming weeks.

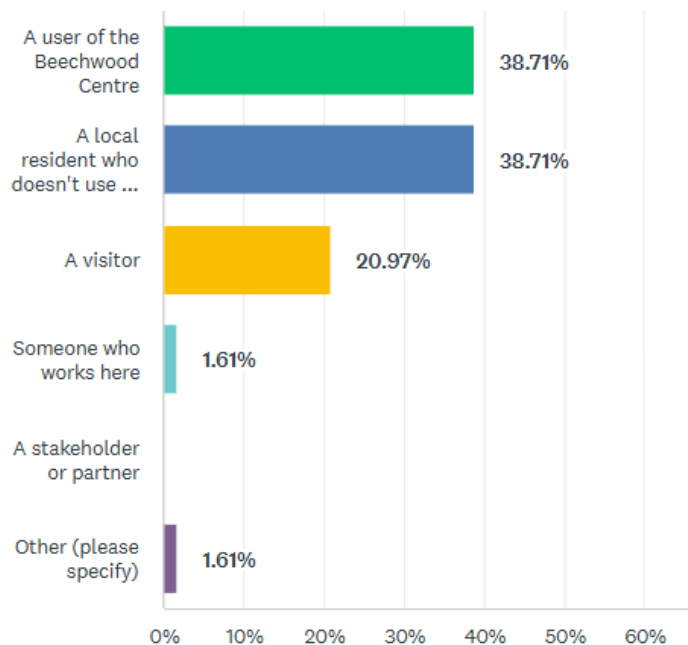
| Feasibility Study phase                | Description   |
|--|---|
| Raising Awareness, December 2024       | The survey and the concept of the new governance arrangements were launched at a Christmas event at the end of December.  |
| Community Survey                       | Survey available online and in paper format throughout the festive period. There has been a good response to the survey so far but it is still open. There have been 60 individual responses some of which will represent family groups.<br><br>Though the age range varies, the biggest proportion of responses are from people between 25 and 64. |
| Community event                        | A Christmas event took place in the community to allow people to come together as well as thinking about the nature of community. Around 100 people attended.<br><br>.  |
| Statistical Profile                    | Prepared using demographic data, (including SIMD, the up to date census results and health statistics) into a complete appraisal of the area.   |
| Policy Review                          | A review of policy and strategy was undertaken, both national and local level.  |
| Asset mapping and competitive analysis | Competitive and partnership analysis of the sector and area to understand the local market. We considered how the Beechwood Centre sits within the wider context and what the gap is likely to be.  |
| Financial modelling                    | A financial test was undertaken to ascertain whether the project could be financially viable in principle.  |
| Fundability test                       | Research into potential funding for renovation and upgrade was undertaken to ensure this project is fundable and not a liability to the community. We also looked at what to use the building for in the  |
| Draft Business plan                    | Following discussion with the group, this draft business plan was put together to support a CAT application with a full business plan to be completed by mid-March, during which time the bulk of the research and further modelling will be done.  |



## 2. Evidence of Need

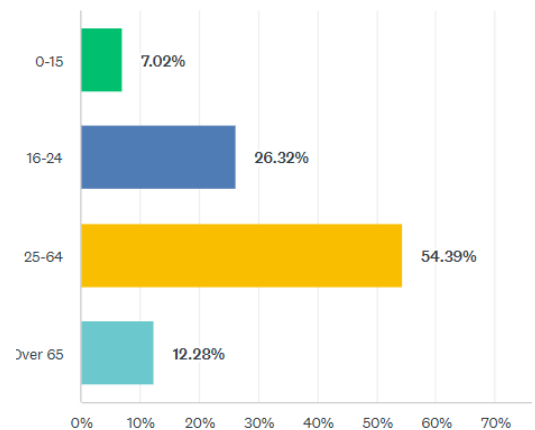
### 2.1 Community Survey

The survey was launched on the 22<sup>nd</sup> of December and has been running over the festive period. It will be re-launched with substantial communication across the area in January with a view to reaching more of the community.



There are currently 62 responses. 75% are from the local area but that proportion is increasing. Half of those have used the centre and half have not. 20% are visitors to the area.

The majority are from the working age population, though there are responses from all age groups.



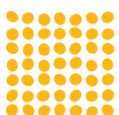
### Views about the community

Respondents were asked to comment on their views about the community generally.

- 58% of the population think this is a good place to live. 17% scored it very poor and 25% poor. In the comments, though it is felt to be a positive community with good community spirit and friendly people, there is a lack of things to do and a feeling of things being in need of improvement.
- Only 16% feel it is a good place to work. 65% feel it is poor or very poor. Further research will be needed to identify why this is the case.
- 57% feel it is a poor or very poor place to visit and 71% feel it is in need of additional leisure time pursuits;

### Open comments

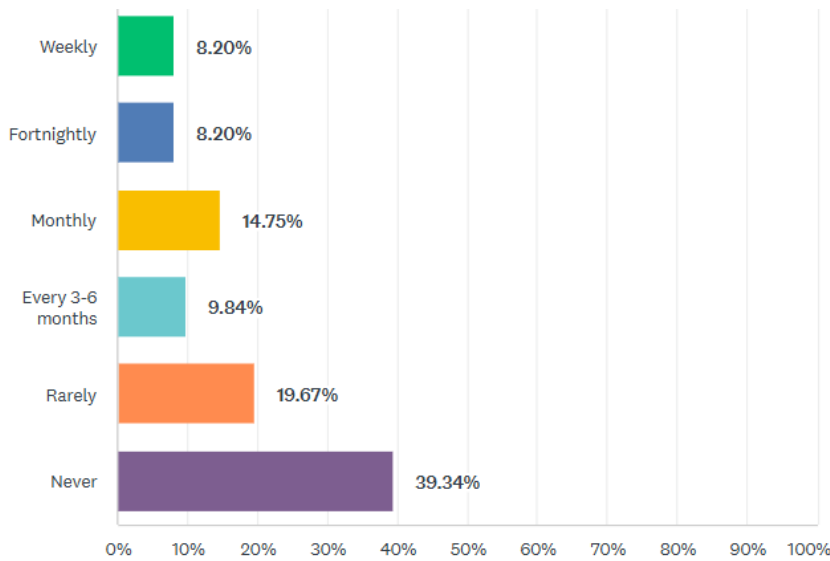
- There is a lot of poverty here, some of it hidden. People struggle and need a centre like this to get the services they need.
- Friendly people but lots of street crime
- A nice and down to heart place to be
- Doesn't feel safe sometimes, though I feel there are friendly people
- The community is calm and cool to play



- It is amazing and loving community
- It's very accommodating
- Very nice and spacious
- Nice community

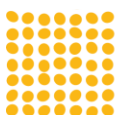
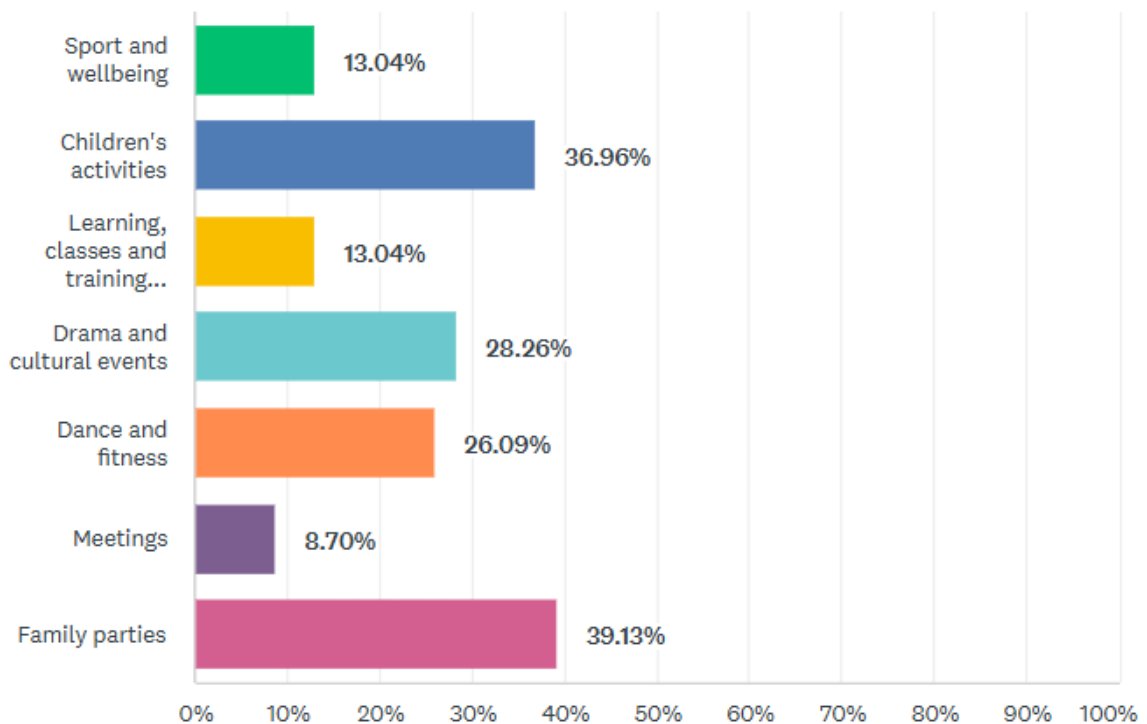
### Current usage

Though the majority are non-users, those that are users use the space in the following way, with 20% using it rarely, but 36% using it at least monthly.



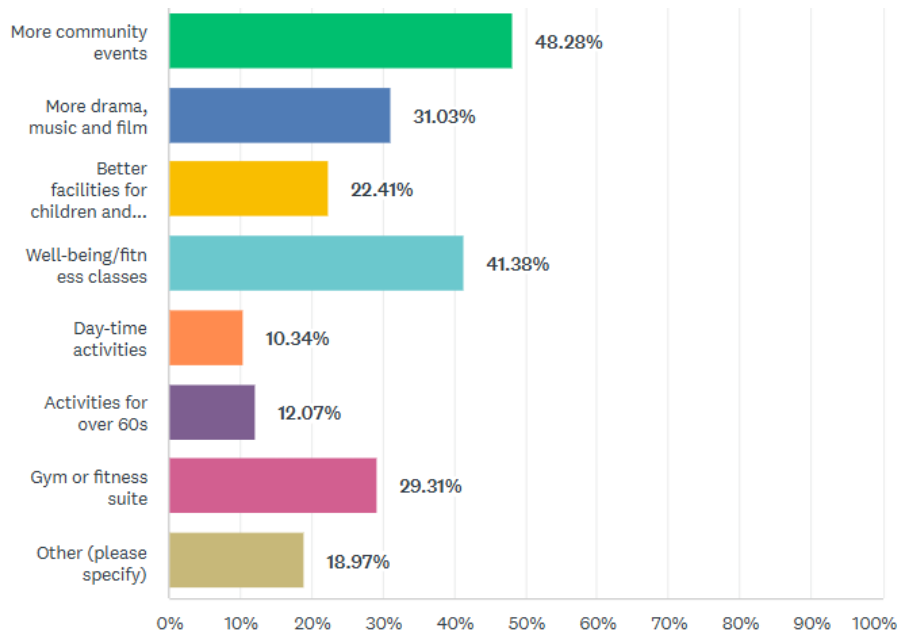
The main usage at the moment is family parties, cultural events and children[s] activities.

Some other suggestions included seasonal events for the community.



## Future activities

The biggest demand was for more community events (43% of respondents) followed by keep fit (42%) and cultural activities (31%)



### Other ideas

- Advice shop
- Film nights. Training and courses
- Soft play for children
- A climbing wall
- Affordable weddings
- Money advice and advice for keeping my bills down
- Community meetings

- Jobs advice
- An affordable gym

## Impact

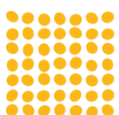
1. 98% agree or strongly agree that the centre will give people of all ages more to do
2. 92% agree or strongly agree that an improved centre will give the area a better economic future.
3. 98% agree or strongly agree that people will get more access to work or training
4. 100% agree or strongly agree that people will be less isolated
5. 99% agree or strongly agree that families will be stronger.

Three people indicated that they would like to start new activity;

- I'd like to start a keep fit group.
- Reading group
- I want to start a small family help group
- Employment and help with jobs

## Volunteers

28% said they would be interested in getting involved in supporting the centre.



## 2.2 Competitive analysis and Asset Mapping

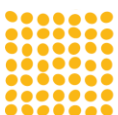
### Competitive analysis

This section looks at organisations, businesses and venues in and around the Shortroods area which provide similar services to those proposed for Beechwood Community Centre. It is important to consider the impact of competition and how Beechwood Community Centre can avoid negative impact on existing organisations and businesses.

The full map of potential competitors can be viewed in more detail via [Google MyMaps](#). It should be noted that most of these establishments and organisations existed when Beechwood Community Centre was running as a community centre.

The ideas proposed for the Asset Transfer Request of Beechwood Community Centre are:

- Community-based activities;
- Employability services;
- Safe and affordable community space;
- Offer sublets to local charities and social enterprises.





#### Community venues

- 1 Star Project
- 2 Mossvale Community Church
- 3 St James RC Church
- 4 Caledonia Bowling Club
- 5 Finding Your Feet

#### Schools

- 1 Mossvale Primary School and St James's Primary
- 2 Goudie Academy

#### Nursery

- 1 Rainbow Nursery

#### Supported accommodation

- 1 Disability Resource Centre

#### Parks and Outdoor Recreation Spaces

- 1 MUGA
- 2 Fountain Gardens
- 3 Osprey Playground
- 4 Kibble Football Pitches

#### Sports

- 1 Pro-Life Fitness Centre
- 2 Adventure Planet Paisley
- 3 Just Dive In CIC
- 4 Helen Young School of Dancing
- 5 Glow Bambino Glasgow West & Paisley (Paisley)
- 6 Mobo Sports Arena

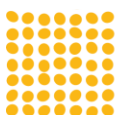
#### Business parks/offices

- 1 CoVault Paisley
- 2 CoVault Clark St
- 3 Glasgow Airport Business Centre

#### Other community based activities in the area:

Winter Connections (a network of local places and spaces offering free activities to community in winter). Organisations in the area hosting a Winter Connections programme include:

- STAR Project Winter Connections Drop-In. The drop-in provides free soups, biscuits and hot drinks as well as games and creative session. Tuesdays from 6-8pm.
- Winter Warmth and Wellbeing at Just Dive In CIC. Crafting, floating and swimming sessions for older adults. Monday-Saturday from 12-4pm.
- Youth Club at Twist and Hit Cheerleaders. A drop-in Saturday night youth club for young people up the age of 18 years. Saturdays from 7-9pm.
- P1-P7 Youth Club ran by Renfrewshire Rainbow Buddies at Beechwood Community Centre. Providing a range of activities including sports, crafts and wellbeing sessions. Tuesdays from 6-7:30pm.
- The Warm Place with Home-Start at Find Your Feet Hub. Running different groups including a perinatal group, family group, parents wellbeing group and dad's group. Monday-Saturday from 10-12:30pm.



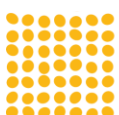
Street Stuff provide a range of free activities to young people across Renfrewshire. Activities include football, basketball and dancing. They also have youth buses equipped with Wi-Fi, PS4 games and iPads. Street Stuff runs a session at the Beechwood MUGA on Thursdays from 6:30-9:30pm.

The Mossy Café is a volunteer run coffee shop and alternative meetings venue at Mossvale Community Church. The café is open three days a week (Tuesday, Wednesday and Friday) from 10am-12:30pm. On Thursdays from 10am-12pm, the café is used to host The All Nations Welcome Café which is a space for refugees and asylum seekers with food, activities and games, English conversation and writing coaching and signposting.

Spaces to hire in the area:

- Caledonia Bowling Club has a main hall with a capacity of 100 people that is available for private hire like birthdays.
- Mossvale Community Church has a hall that has been hired for weekly classes like Zumba and Baby Sensory. These groups no longer run from the hall. The hall has also been used to host seasonal craft markets, music events and birthday parties.
- Twist and Hit Cheerleaders have one room available for hire at £20 per hour.

| 1. Community hub |  |
|------------------|--|
| Description      | i.e. space for hire within a multipurpose community venue.   |
|                  | <p>1. The FYF Charity Hub</p> <p>The Find Your Feet Charity Hub is a building in the heart of Paisley that’s home to local charities and community groups with meeting rooms, office space and a community garden available to all.</p> <p>Current tenants:</p> <ul style="list-style-type: none"> <li>• Home-Start Renfrewshire and Inverclyde</li> <li>• Renfrewshire Carers Centre</li> <li>• We Are With You</li> <li>• Who Cares? Scotland</li> <li>• Humble HUB</li> <li>• Action for Children</li> <li>• Create Paisley</li> <li>• Apple Clinic 4U</li> <li>• Migrant Help</li> <li>• Renfrewshire Council Children’s Services</li> <li>• Karis Massage Therapies</li> <li>• Transform Therapies</li> <li>• CJC Recruit</li> </ul> <p>Office Spaces</p> |



## 2.3 Statistics and Demographics

### Demographic Report

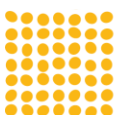
This demographic report provides a summary of key data on the community in Shortroods and the surrounding area.

#### Notes on boundaries and availability of data

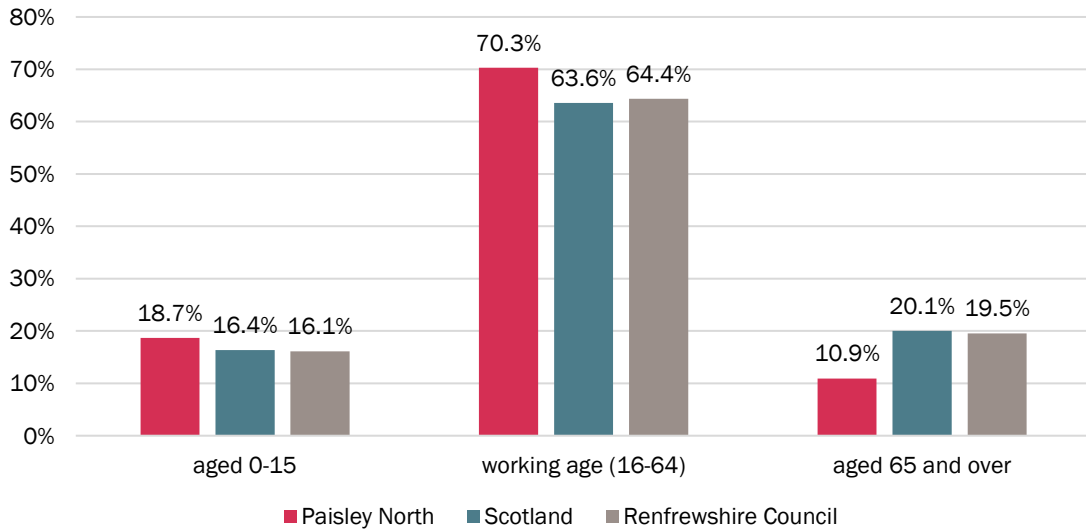
Your Community, Your Space defines their community as those living in Shortroods and the surrounding area. The community council, Paisley North has been used as the boundary for this demographic report as it covers Shortroods and the surrounding area.. The red outline in the image below shows the Paisley North community council boundary. As Census data is not published for community council areas, we have gathered data from the closest fitting Output Areas. Output Areas are the smallest area for which Census data is published. Each one consists of several postcodes with a maximum population of 60. The areas highlighted in yellow show the closest fitting Output Areas to the Paisley North community council area. It is important to note that some Output Areas have not been selected because although some of the households within them are within the Community Council boundary, they also contain many households outside the boundary.

Unless otherwise noted, the data presented in this report is from the 2022 Census. When referring to the Scottish Index of Multiple Deprivation (SIMD) Index, data is gathered from the closest fitting datazones. Datazones are small area geographies, designed to have roughly standard populations of 500 to 1000 residents and are composed of Output Areas.

- **Demographics:** The total population of Paisley North community council area is 5,747. The demographic profile of Paisley North is younger than average for Renfrewshire and Scotland. For example, the proportion of children and young people is higher than the regional and national averages. There is also a higher proportion of those aged between 16-64 years compared to regional and national levels and a lower proportion of those aged 65+ (10.9% in Paisley North compared to 19.5% across Scotland).

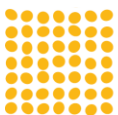
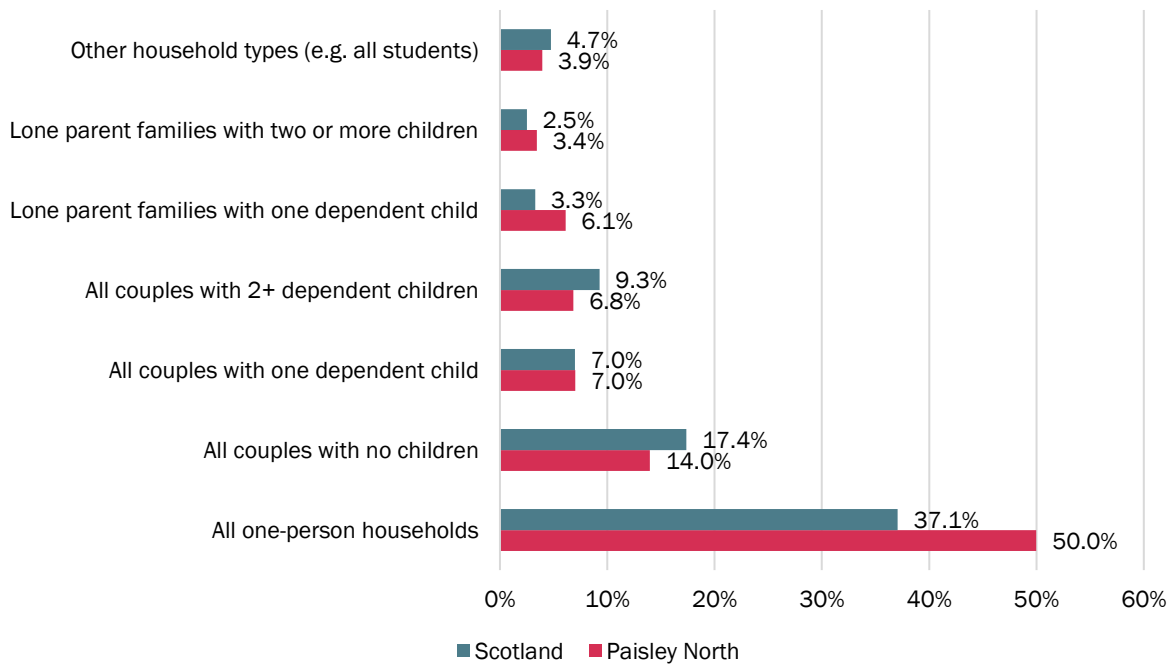


Population distribution

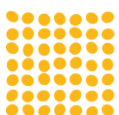
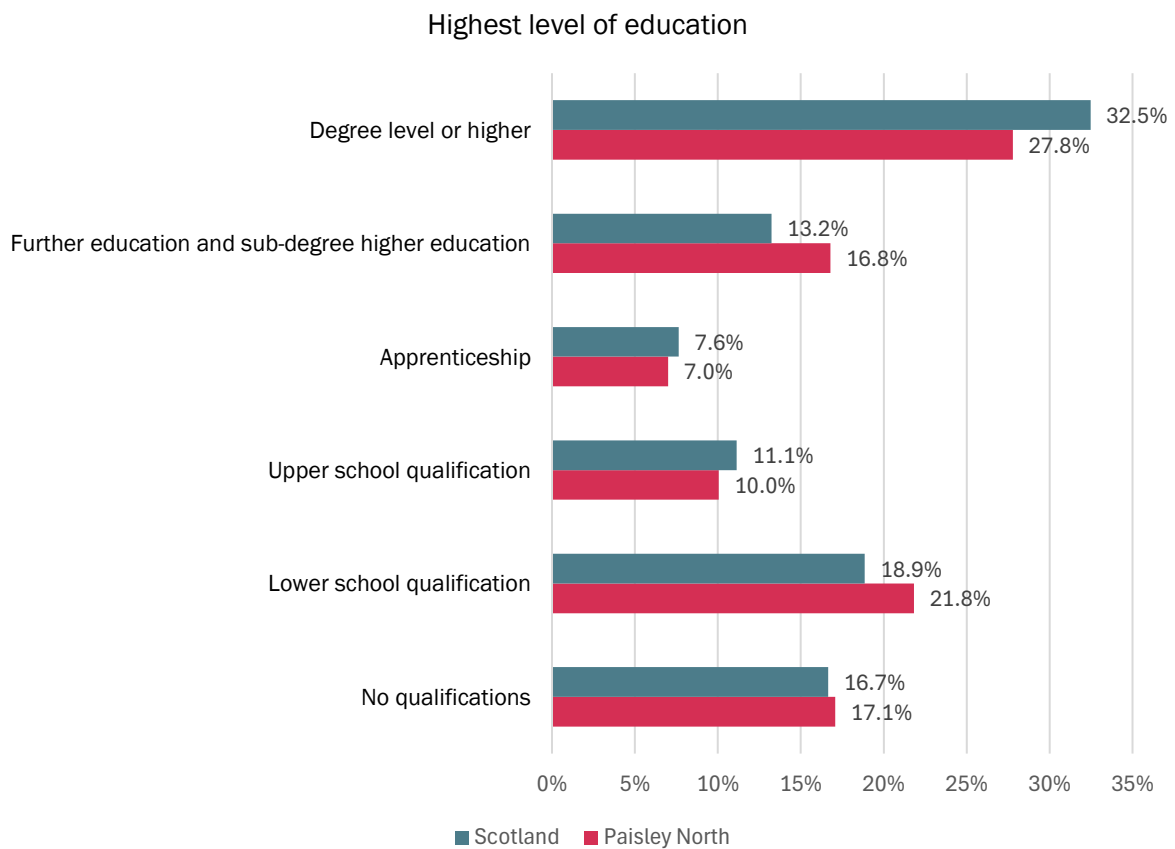


- Housing:** There are 2,993 households in the Paisley North community council area, most of which are either a flat, maisonette or apartment (59.8%) which is higher than the national average of 34.4%. 40% of dwellings are owned in the Paisley North area, followed by 36.5% of dwellings that are socially rented. The proportion of socially rented dwellings in Paisley North is higher than the national average (37.2% in Paisley North compared to 22.5% across Scotland). Household composition in Paisley North is similar to the national averages, but there is a higher proportion of one-person households and lone-parent families. For example, 50% of households in Paisley North are occupied by one person compared to the national average of 37.1%.

Household types

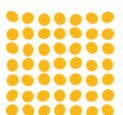


- Economic Activity:** 63.5% of adults over 16 are economically active and 31.6% are economically inactive, which is similar to the national average. Of those who are economically active, 42.3% work full-time and 12.8% part-time. 6.3% are self-employed and 2.2% are unemployed but available for work.
- Health, disability and caring:** 15% of people have a mental health condition in Paisley North which is higher than the national average (15.1%). 10% of people have a physical disability which is just above the national average of 9.7%.  
 11.9% are unpaid carers; 5.3% provide unpaid care up to 19 hours a week, 2% from 20-34 hours and 2.5% 50 or more hours.
- Vehicle access:** 40.5% of households in Paisley North do not own a car which is lower than the national average of 26.4%. This could indicate an increased reliance on public transport. Additionally, the SIMD (see below) shows low deprivation associated with the domain for geographic access to services which measures the mean travel time (in minutes) to key services by car or public transport, meaning that access to public transport is good in Paisley North.
- Education:** A lower proportion of people have a qualification in further education or at a degree level in Paisley North compared to the averages across Scotland.



## 2.4 Community Event

At the end of December a community event took place to engage with local people. The survey was launched at this event and the focus was on building trusted relationships with local people. The event was a positive and had an excellent turn out from Your Community representatives and local residents.



### 3. What We Will Do and Our Outcomes

#### 3.1 Vision and Mission

##### VISION

This community will be cohesive, mutually supportive and strong, addressing poverty and giving everyone the best start in life.

##### MISSION

To create a community space that has something for everything to bring the community together through events and community activity and to address individual issues through locally based services.

##### KEY OBJECTIVES

1. To create a community controlled asset that has high occupancy rates with services for people of all ages and circumstances
2. To secure control of that asset from Renfrewshire Council on behalf of the local community.
3. To establish Your Community Your Space as a geographically bound, locally controlled organisation
4. To operate the new charity to a high standard, with clear policies and procedures.
5. To agree a way forward that is financially viable
6. To upgrade the building with external funding while not committing to a major renovation or extension.

#### 3.2 Key Activities and Services

Generally the vision is to cover the following areas. Further detail will be provided as the research continues. The biggest demand in the survey so far is for more community events (43% of respondents) followed by keep fit (42%) and cultural activities (31%)

##### Community Events

The space will be used for a range of community events. These could be seasonal, such as Christmas, Easter and Halloween. But they could also be themed, such as “Summer Nights”, themed meals and donations based film and drama nights.

The big hall is an ideal space for small performances, with good acoustics, an atmospheric interior and an existing stage area.

*Target number of beneficiaries per year: 1000 – locals*

##### Family Events

One of the most popular demands was to use the space for weddings, funerals and other family and community celebrations such as children’s parties. These will also be a good income generator. The hall will need to be renovated and “dressed” for such events.

This will be a hub for family events from first communions to funeral teas.

*Target number of beneficiaries per year: 1500 local people*



## Wellbeing

There are already a range of wellbeing activities and this will be a focus on the future usage of the centre. This will range from keep fit and zumba classes to mental health awareness and support groups.

Yoga is an example of current activity.

*Target number of beneficiaries per year: 500 local people*

## Training and Learning

A lower proportion of people have a qualification in further education or at a degree level in Paisley North compared to the averages across Scotland. There is a need for upskilling the local population and providing a range of learning sessions. The next phase or research will flesh out what this could look like.

*Target number of beneficiaries per year: 750 local people*

## Anchor tenants

Your Community Your Space is keen to build a model where the Beechwood is a supportive space that hosts 2 or 3 anchor tenants. This facilitates quality community development by providing an affordable, well run space for existing groups to be based from.

The next period of research will help to understand what organisations might be interested.

All existing organisations and activities will continue but will fit within the above thematic areas. The Beechwood OAP Bingo meets twice weekly and this and the Monday club is there to reduce social isolation for example.

### 3.3 Existing Groups

Existing groups will continue and these include;

|             |                                 |  |
|-------------|---------------------------------|--|
| Mondays:    | Monday Club                     | 13.00 - 15.00pm                        |
|             | Cheerleading Classes            | 18.00 - 21.00pm                        |
|             | Yoga                            | 18.30 - 20.00pm (not currently booked) |
| Tuesdays:   | Ballroom Dancing                | 13.30 - 15.30pm                        |
|             | Cllr Surgery                    | 17.00 - 18.00pm                        |
|             | (1st Tuesday every month)       |  |
|             | Taekwondo                       | 18.30 - 19.30 pm                       |
|             | Youth Club (primary school age) | 18.00 - 19.30pm                        |
| Wednesdays: | Housing Regeneration Prog       | 14.00 - 16.00pm                        |
|             | Irish Dance Class               | 18.30 - 20.30pm                        |
|             | Councillors Surgery             | 18.30 - 19.30pm                        |
|             | (3rd Wednesday of every month)  |  |
|             | Mixed Martial Arts              | 18.00 - 20.00pm                        |
|             | O.A.P. Bingo                    | 19.30 - 21.00pm                        |
| Thursdays:  | Yoga                            | 19.00 - 20.00pm (not currently booked) |
| Fridays:    | MP Surgery                      | 12.45 - 13.45pm                        |
|             | (Last Friday Of Every Month)    |  |
|             | Friday Bingo                    | 19.30 - 21.00pm                        |

Also Available for booking parties, Social Events



### 3.4 Broad Social Outcomes

In a simple format, the list below illustrates the impact that this project will have on the community based on the findings of the research so far.

YCYS anticipate the following outcomes will be achieved as a result of acquiring the Beechwood Community Centre:

The future of a community-managed facility in the neighbourhood of Shortroods, Paisley will be secured – The Beechwood Community Centre (formerly Shortroods Resource Centre) has operated as a community-managed facility since 1998. Your Community Your Space will build on this legacy. Your Community Your Space will actively promote the Beechwood as a community venue and social events space to increase hall/room hire and extend the range of activities delivered in the Centre. Your Community Your Space will also offer sublets to local charities and social enterprises. These anchor tenants will contribute to the longer-term sustainability of the facility. Income generated through the above will be used to employ full and part-time staff and support regeneration activities within the local area.

More people will have an opportunity to participate in community-based activities which improve their social and physical wellbeing – Asset transfer will enable YCYS to invest in the provision of community-based activities designed to:

- Deliver positive changes in mental and physical health and well-being.
- Reduce health harming behaviours, anxiety, social isolation, depression, suicide, dementia, and Alzheimer's
- Build capital, connectedness, and sense of belonging

YCYS will deliver a range of community-based and community open-day events each year.

More people will have access to services which increase their employability opportunities – Asset transfer will enable YCYS to provide a range of learning and employment opportunities.

More people will have access to a safe and affordable community-space – Asset transfer will enable YCYS to create a safe place for the community to meet and participate in a wide range of activities.

Beechwood Community Centre will contribute to Renfrewshire's 2030 net-zero target - YCYS will identify and implement carbon reduction measures which support Renfrewshire's bold ambition to achieve net zero by 2030. YCYS will commission an Energy Audit to identify carbon reduction measures best suited to the Beechwood Community Centre.

#### Impact on People and the Community

1. There will be reduced isolation and reduced loneliness. This is particularly focussed on older people with services such as the Monday Club.
2. Stronger community cohesion and increased mutual support. When things like weather or a future pandemic hits, the centre will be the core support network for the community.
3. People who have limited educational achievement and low employment opportunities will have better job prospects.
4. People with poor health will have enhanced wellbeing.

The Beechwood Centre offers impacts on many levels because changing impacts will happen with new user groups and new services over time. With an underlying emphasis on bringing local people together in a welcoming, warm environment around community and family events, the centre will continue to be the hub of the community.

We estimate reaching 1000 individuals per year will be positively impacted.



### **Impact on the Your Community Your Space**

This is a new organisation that will be established and strengthened over the coming months and years. We will reach out to local people to strengthen the board as it grows and develops.

### **Impact on the Environment**

A well-used building situated in the heart of Paisley North will be retained as a multi-purpose and friendly community space, open to everyone. Without a new vision, there is a danger that this building can deteriorate. New governance and more local control will bring innovation and new activity.

This will improve and protect the physical improvement to this area.

This project makes good use of resources and re-uses and preserves an existing building which has been standing empty for some time, protecting the embodied carbon.

In the future a technical study will be done and there will be a vision for upgrading to the building but for now, the building will be utilised as it is so there is not a risk in needing to find capital grant funding.

### **Impact on the Economy:**

The financial model shows that there is turnover of £XXX that will be spent locally.

## **3.5 Monitoring and Evaluation**

Our objective is for Beechwood to become a robust, sustainable enterprise which achieves or exceeds the targets and outcomes set out.

We are committed to making a significant difference to the community.

The process is as follows:

### **1. Creating a baseline form which we can view change:**

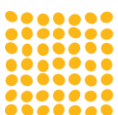
There will be a clear baseline for reporting the evaluation findings:

- The outcomes, set out in this business plan will be based on the findings of the research and the demographic report.
- Targets agreed in the final business plan.
- A logic model will be developed before the project is launched.

### **2. Gathering evidence:**

Evidence will be sought from the following:

- User groups and users:
  - An agreement to gather simple data will be a part of the lease agreement.
  - Recording details of the numbers and nature of people attending the activities, events, meeting space etc
  - User groups will host visits from the Facilities Manger to discuss the impact with attendees.
  - Customer Satisfaction Surveys – including regular user surveys which will be kept simple; but also, a bi-annual local survey to record wider benefit.

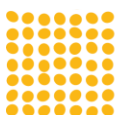


- Sustainability:
  - The finances will be monitored by the board using management accounts.

### **3. Reporting**

Once appointed, the Facilities Manager will produce regular monitoring reports (these will be quarterly) and a detailed report annually.

We will use impact data in our marketing of the facility.



## 4. Governance and Management

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### 4.1 Governance and Legal Structure

The organisation was established in July 2024 with the aim of creating an enabling environment for individuals and families through provision of holistic community support services that address physical, mental health, educational and social wellbeing. YCYS is governed by a Board of six Trustees, appointed by members of the organisation. There are currently 25 registered members.

Your Community Your Space (YCYS) is a new Scottish Charitable Incorporated Organisation, (SC053549).

1. The Organisation has been formed to benefit the Community of Paisley and has the following charitable purposes
2. The prevention and relief of poverty through awareness campaign and training
3. The advancement of citizenship and Community development
4. The provision of recreational facilities, the organisation of recreational activities, with the objective of improving the conditions of life for the persons for whom the facilities and activities are primarily intended.
5. The promotion of equality and diversity within the wider Community
6. The relief of those in need by reason of age, ill-health, disability, financial hardship or another disadvantage

### Governance and Strategic Management

The board is aware of the amount of time, commitment and hard work that will be required to develop and manage the Beechwood Centre.

As a new organisation, with founding directors and currently 25 members, the first priority is to undertake a recruitment campaign locally to get more local residents onto the board. A major membership drive will be the first priority. The target is to secure 100 members in year one and up to 250 in year two. At the moment the majority on the board are not local residents because it is new, but the target in year one is to ensure that the majority of seats on the board are taken by local residents while also ensuring there are the management skills on the board to enable it to be efficient, effective and compliant.

We may develop a model where there is a senior strategic board with a local management committee involved in the day to day running of the centre but that will be confirmed as the governance evolves. Either way local people will be encouraged to control the centre that matters to them.

Induction and on-going training will be provided.

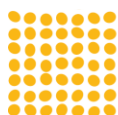
### Financial Management

An annual budget will be agreed by the board and this budget will be overseen by the Treasurer, who will provide a monthly report on actuals versus forecasts setting out any variances and the reasons for these. This system will enable the directors to assess how the site's sustainability plan is proceeding and plan accordingly.

External advice will be sought to understand the long term repair and maintenance burden of the building to ensure that enough money is being put into a sinking fund that will allow these repairs to be addressed through self-generated income, at least in part.

### Trading

We anticipate that the majority of anticipated activities at the building will constitute primary purpose trading under the charitable activities set out above. We will monitor the income



generated from these activities, and if non-charitable purpose trading increases significantly (eg if commercial weddings grows), a trading subsidiary will be established – this will be a company limited by shares with all the shares owned by the charity.

## 4.2 Volunteers

We envisage that volunteers will play an important role at the project, including work on day to day operations as well as help with awareness raising and fundraising.

We will make sure that volunteers are given something back and hope to institute things like the Saltire Awards or similar.

Volunteers will be given clear job roles, training and support with guidance from the local Third Sector Interface.

Staffing / Volunteer Structure – Currently 27 volunteers support the work of YCYS by carrying out roles such as the coordination of volunteers, delivery of community-based activities, provision of administrative support etc. As the organisation develops, YCYS intends to recruit staff in line with the Scottish Government’s Fair Work principles

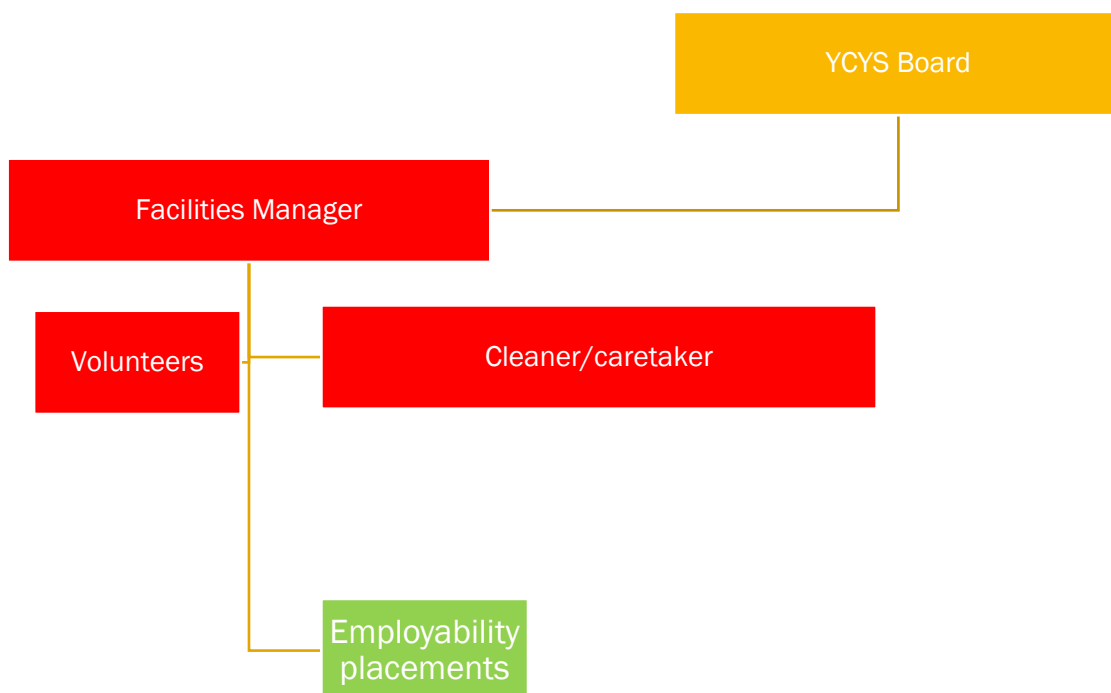
## 4.3 Future Aspirational Staffing

We will take time to consider the staffing needs of the organisation and will recruit as appropriate. The proposed minimum staffing structure is shown in the diagram below. We envisage that the Facilities Manager will be part time and the cleaner/caretaker will be full time.

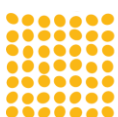
Staffing will be kept to a minimum initially to ensure the sustainability of the site.

To promote employability, we hope to use placements but this will depend on what employability programmes exist at the time.

### Organisational chart



Job Roles will be as follows:



### *Facilities Manager (part time)*

This post operates as the main member of staff of the centre. They will be responsible for the continued success of the facility and for generating lets. As Facilities Manager, they will take an overview of the building and line-manage other staff and volunteers. They will liaise with the board on the viability of the centre and any new activity. They will also have a lead role in overseeing the commercial outcomes and the sustainability of the facility.

Responsibilities will include.

#### Operations

- Seeking new lets and user groups
- Develop funded projects
- Managing key partners and users of the space.
- Booking events and managing the events calendar.
- Fundraising and bid writing for grants
- Financial stability. The Co-ordinator will be responsible for overseeing financial viability, balancing budgets with actuals and dealing with variables.

#### People Management

- The recruitment and induction of new staff and the on-going line management of the whole team as it may grow over time.
- The recruitment and induction of volunteers and on-going volunteer development.

#### Marketing and Communications

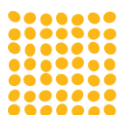
- Overseeing and managing the communication strategy to promote the facility.
- Updating facebook and the website and all social media platforms.

#### Admin/Finance/ Tasks

- Answering questions about the organisation by phone or email and being the first point of contact
- Managing on-line data and filing systems
- Overseeing policies and processes including compliance such as Health and Safety and Data Protection.
- Scheduling meetings and taking notes
- Updating computer records
- Maintaining office correspondences
- Recording financial transactions and undertaking bank reconciliations

### **Cleaner/caretaker (full time)**

- Cleaning the building or supervising a team of cleaners
- Setting up all spaces for all activity
- Welcoming user groups and ensuring they have everything they need
- Setting up, with support, more elaborate initiatives such as weddings.
- Inspecting the building, including heating, cooling, lighting and alarm systems to make sure they are in good working order
- Performing basic repairs and maintenance tasks as required
- Sourcing, booking and supervising contractors for major repairs



- Monitoring cleaning materials, tools, and furniture and reordering as required
- Adhering to the company's safety policies to create a safe working environment for everyone

### Employability Placements

The intention is to work with Council and other providers, under programme such as Noone Left Behind, to create work placements and employability placements where possible and fundable.

The intention is to use the centre to increase skills and employability while enhancing the resources within the centre.

### 4.4 Operation, Policy and procedures

As a new organisation, there will be the development of a full suite of policies and procedures,

Training will be provided to new board members, staff and (where appropriate) volunteers on the use of these policies. This is not a comprehensive list and the COSS resource on facilities management will be used.

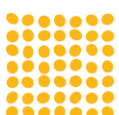
- Health and Safety Policy
- Data Protection
- Environment and Net Zero Policy
- Privacy Policy
- Child Protection
- Vulnerable Adult Protection
- Grievance Policy
- Membership Policy
- Staffing Policy
- Volunteering Policy
- Recruitment and Training Policy
- Fair Work
- Equalities, Diversity and Inclusion Policy
- Policy governing allocation of space
- Conflict of Interest policy
- Specific policies in relation to the events space (e.g. PRS licence)
- Specific policies in relation to food and the kitchen, (e.g. food handling)

The organisation will ensure it has all the appropriate insurances in place including Public liability, professional indemnity, Building and Contents, Board indemnity and cyber security. A price for this has been estimated but will require quotes.

### Operations

The following will need further discussion with the Trust but is the current thinking regarding the day to day operations of the centre.

|               |   |
|---------------|---|
| Opening hours | 9am till 9pm, seven days a week   |
| Staffing      | One part time Facilities Manager and a full time cleaner/caretaker (could be a team rather than an individual). This will be supported by a team of committed volunteers. 10% has been added to the staffing budget to cover sickness and holidays. |

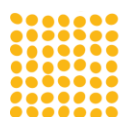


|                       |   |
|-----------------------|---|
| Building access       | Having staffing 12 hours a day, 7 days a week is too expensive so some of the time will be operated by key pad entry, or by volunteers. This will be discussed during detailed business planning.   |
| Booking               | <p>Booking on line using a bespoke software package and pre-payment for all spaces. Hallmaster is a popular choice but a full options appraisal will be done prior to opening.</p> <p>Booking can also be taken at the office and it is clear that human contact is vital for some users.</p> <p>There will be an emergency number with a caretaker on call at all times.</p> |
| Facilities management | <p>Largely delivered by the caretaker but with external contracts for things like PAT testing, legionella checking, fire safety checks, alarm checks etc.</p> <p>The Cleaner/Caretaker is likely to be a lead caretaker with some sessional staff to cover activities on a rota basis.</p>  |
| Cash handling         | The Facilities Manager can do cash handling and there will be clear procedures in place for cashing up and to protect all staff. Some booking and payments will be done electronically.   |
| Events management     | Costed into all weddings and conferences will be additional session staff who will be there to prepare the space, be there for serving and for cleaning up. This will be a team of freelance individuals.   |
| Site Security         | Site security will include CCTV cameras and an alarm system.  |

#### 4.5 Board Skill set

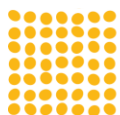
YCYS is led by a Board of six Trustees with a wealth of experience and skills as outlined below. However as time goes by new directors from the local area will join the board. At the moment we have skills in administration and business, data management and enterprise, healthcare and wellbeing, nursing, architecture and experience within housing association.

A skills audit will be done with new board directors when they are recruited.

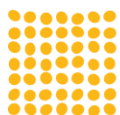


## 4.6 Risk Mitigation

| Risk   | Impact         | Probability   | Existing Controls  | Action Required   | Lead Responsibility                      |
|--|----------------|---------------|--|---|--|
| Renfrewshire Council turns down asset transfer request     | High           | Low to medium | Interim business plan<br>Good community consultation<br>Relationship with Council representatives. Existing meetings and discussion with Renfrewshire Council asset transfer dept. | Strengthen the business plan<br>Further research<br>Robust cash flow projections.<br>Appeal or re-application with more community support   | YCYS Board                               |
| Loss of existing user groups                               | High           | Low to Medium | Discussion with current users  | Further 1:1 engagement with current user groups at the next phase of research.  | YCYS board with support from consultants |
| Unable to secure funding for the renovation                | Medium to High | High          | Fundraising search<br>Phased over 20 years   | Disaggregate elements and link with different funds.<br>Consider use of more innovative sources of income such as loans, community shares and crowdfunding<br>Opening of funds such as RCGF | YCYS                                     |
| Unable to recruit enough new board members to the new SCIO | High           | Low           | Launch of the initiative in December<br>Support from TSI<br>Invites board membership in the current survey   | Marketing campaign<br>Advertising during the asset transfer process when the publicity will be high   | Board                                    |
| Low demand for services/ activities from local people      | High           | Medium        | Building awareness; involving the community; consultation.   | Strong marketing throughout; developing partnership with  | Facilities Manager if funded             |



| Risk  | Impact | Probability   | Existing Controls  | Action Required  | Lead Responsibility |
|---|--------|---------------|--|--|---------------------|
|   |        |               | Continue to host existing services   | potential users throughout the next research period.<br>Deals and good publicity   |                     |
| Resistance from local people to YCYS perceived as not being locally based | Medium | Medium        | Early contact with local community   | Major comms plan in full and final business plan   | YCYS board          |
| Loss of Key Personnel, Volunteers and Board Members                       | High   | Medium        | Developing succession planning; liaising with potential volunteers, new members of the Steering Group etc.<br><br>Priority to recruit new members.<br><br>Discussion with Council about existing staff position. | Write a succession plan.<br><br>Good terms and conditions for future staff.<br><br>Good support for volunteers and staff | Board               |
| Opposition from other community spaces who view this as competition       | Medium | Low to medium | Meeting community groups and listing during the consultation phase<br><br>Strong asset mapping   | Communicate the desire to only fill gaps and work in partnership<br><br>Joint work and joint marketing.                  | Facilities Manager  |



## 5. Marketing

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### 5.1 Approach

The marketing strategy will focus on strengthening the reputation of Your Community Your Space as a new organisation – and one that includes genuine local representation. The “under new management” brand will need to be positive and there is a danger than a group viewed as being outwith the community could be negatively perceived.

Full use will be made of a range of communication tools to ensure all potential users are aware of the facilities available and the chance of becoming a member. Promotion will be carried out through social media, local press and radio and use will be made of a dedicated website (to be developed).

The marketing will have two key drivers;

1. To retain and grow the users of the centre.
2. To recruit new members to the YCYS organisation and board.

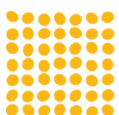
### 5.2 Brand

Crucial to the branding will be a new name and new visual identify for the building which, at the moment does not look welcoming. Though it is welcoming in reality, it may put off new users.



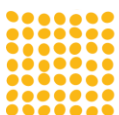
A name will be chosen for the building so that it can be recognised easily.

There is no agreement yet on a name but this will be discussed during the detailed business planning process.



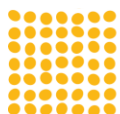
### 5.3 Marketing channels

|                         |   |
|-------------------------|---|
| Local Residents         | <ul style="list-style-type: none"> <li>• Beechwood social media accounts (New sites will be set up from scratch – Facebook and Instagram in particular). This will be added to daily by the Facilities Manager with news, quotes, deals etc</li> <li>• A new website with professional photographs of the centre and activity there as well as a donations button and a booking option.</li> <li>• Door to door leaflet drops in the first year</li> <li>• Flyers in public places</li> <li>• SMS system (or WhatsApp) to communicate with an increasing number of users</li> <li>• Membership drive in year one</li> </ul> |
| Community Groups        | <ul style="list-style-type: none"> <li>• Distribution via networks such as Engage and the social enterprise network</li> <li>• New website</li> <li>• Engage Renfrewshire e-bulletin</li> <li>• RenSEN e-bulletin and RenSEN network events</li> </ul>  |
| Corporates and weddings | <ul style="list-style-type: none"> <li>• Brochures</li> <li>• Mailing to wedding planners, undertakers, party planners etc</li> <li>• Regional network such as Glasgow Social Enterprise Network and regional Chambers of Commerce.</li> <li>• Business websites</li> <li>• Join Chamber of Commerce</li> </ul>   |



## 5.4 Marketing Strategy

| Purchase and Securing Control Period (year one)   | Consolidation Year (year two)   | Growth (from year three)   |
|---|---|--|
| <p>Planning Phase</p> <p>Asset transfer</p> <p>Market Research and Pilot of activities</p> <p>Membership drive</p>  | <p>Roll out of new brand</p> <p>Operating</p> <p>Bigger membership targets</p>  | <p>Increasing Footfall and Income</p> <p>Increase commercial bookings</p> <p>Review potential to extend offering</p>                                     |
| <p>New communications strategy</p> <p>Membership drive designed with targets</p> <p>Register on digital platforms especially Facebook (for local people), Instagram (for younger people) as well as X/twitter and Bluesky</p> <p>Develop new website</p> <p>Messaging directed at existing users to make them curious.</p> <p>Develop Brand and visual identity including signage</p> <p>Identify resources and funding for marketing.</p> <p>Join Chamber of Commerce</p> <p>Clarify monitoring tools for sales income/ targets</p> <p>Door to door leaflet drop to the community.</p> <p>Arrange official opening event</p> | <p>Roll out social media strategy</p> <p>Email to all partners and stakeholders</p> <p>Advertising in newsletters</p> <p>Second door to door to advertise the launch</p> <p>Increase social media posts/ shares</p> <p>Quarterly newsletters via Mail Chimp</p> <p>First round of events</p> <p>Review marketing budget</p> <p>Develop database of customers for different services</p> | <p>Agree marketing objectives and sales targets for each activity</p> <p>Updated communications strategy</p> <p>Conduct customer satisfaction survey</p> |



## 6. Financial Sustainability

### 6.1 Capital Renovation

Further work will be done at the next phase to identify a clear funding strategy for the gradual renovation needs.

A figure of £725,206 was given in November 2023 to upgrade the building which was felt to be in a poor state of repair. The report goes into some detail. This however is over 20 years. A year one figure is £120,100 and a year two figure is £172,720.

At the moment the situation for large capital funding is not positive but some funds are suggested below.

| Fund                               | Notes  | Target amount                        |
|------------------------------------|--|--------------------------------------|
| Sustainable Communities Fund       | Can fund capital for regeneration initiatives. There is no guarantee that this fund will be available at the same level as it is now.  | Say £100,000                         |
| CARES                              | Will require an options appraisal and a costing  | Up to £80,000 and up to 80% of costs |
| Scottish Landfill Communities Fund | Object C : To provide, maintain or improve a public park or other public amenity.  | Circa £20,000                        |
| Clothworkers Foundation            | Main grants funding for capital costs (including purchase of fixtures and equipment as well as building purchase or renovation) – usually over £10,000.  | Say £10,000                          |
| Garfield Weston Foundation         | Can fund up to 10% of capital costs  | Say £20,000                          |
| The Weir Charitable Trust          | Includes a focus on “Recreational facilities: the provision or organisation of recreational facilities (buildings, pitches or similar) with the aim of improving the conditions of life for the people for whom the facilities are primarily intended. This is only in relation to facilities which are primarily intended for people who need them due to age, ill-health, disability, financial hardship or other disadvantage.” | Up to £25,000                        |

### 6.2 Income Generation and Sustainability



Once the site is operational, Your Community Your Space will work towards sustainability through events and room hire, but will be careful to balance the need to generate income with the necessity of ensuring that what is provided in the community is open to all in the community, regardless of income.

There is no more than a 25% occupancy rate because this accommodates the need to use the space for events and block bookings.

Key income generators are events, family parties, conferences and weddings. There is an aspiration for 2-3 anchor tenants and 2 have been built into the cash flow, though these need to be confirmed.

Our full financial projections are shown in Appendix 5 in this Business Plan. We have shown 5 years altogether.

The largest item of expenditure is salaries. The aspiration is to be sustainable without grants, though few centres are. Our cashflow projects show trading growing at a modest rate – occupancy rates are relatively low and are intended to be cautious.

#### Use of Current let Hire Rates

| <b>BEECHWOOD COMMUNITY CENTRE LET CHARGES</b> |                      |                           |                               |               |
|---|----------------------|---------------------------|-------------------------------|---------------|
| <b><u>Groups/Meetings</u></b>                 |                      |                           |                               |               |
| <b><u>Large Hall/Extension</u></b>            |                      |                           |                               |               |
| Mon - Fri                                     | £25.00 per hr        |                           |                               |               |
|   | £20.00 per hr        | Local Community Groups    |                               |               |
| <b><u>Small Hall</u></b>                      |                      |                           |                               |               |
| Mon - Fri                                     | £20.00 per hr        |                           |                               |               |
|   | £17.50 per hr        | Local Community Groups    |                               |               |
| <b><u>Small Rooms</u></b>                     |                      |                           |                               |               |
| Mon - Fri                                     | £17.50 per hr        |                           |                               |               |
|   | £15.00 per hr        | Local Community Groups    |                               |               |
| <b><u>Commercial Lets</u></b>                 |                      |                           |                               |               |
| <b><u>Large Hall</u></b>                      |                      |                           | <b><u>Small Hall</u></b>      |               |
| Mon - Fri                                     | £25.00 per hr        |                           | Mon - Fri                     | £17.50 per hr |
| Sat Afternoon                                 | £30.00 per hr        |                           | Sat Afternoon                 | £20.00 per hr |
| Sun Afternoon                                 | £35.00 per hr        |                           | Sun Afternoon                 | £25.00 per hr |
| <b><u>Functions/Events</u></b>                |                      |                           |                               |               |
| <b><u>Large Hall</u></b>                      |                      |                           | <b><u>Extension Hall</u></b>  |               |
| Fri Night                                     | £35.00 per hr        | Hire until 1am            | Sat Afternoon                 | £30.00 per hr |
| Sat Night                                     | £35.00 per hr        | Hire until 12am           | Sun Afternoon                 | £35.00 per hr |
| <b><u>Maximum Numbers Attending</u></b>       |                      |                           |                               |               |
| <b><u>Area</u></b>                            | <b><u>Dinner</u></b> | <b><u>Dance/Party</u></b> | <b><u>Concert/Meeting</u></b> |               |
| <b>Small Hall</b>                             | 40                   | 20                        | 40                            |               |
| <b>Large Hall</b>                             | 200                  | 140                       | 200                           |               |

The projections show that with a reasonable grants/ fundraising target of £35,000 in Year 1 (tapering to £10,000 in Year 2 and none beyond Year 3, though it is likely that some fundraising will be needed), modest surpluses can be generated accumulating to over £30,000 by the end of year 5. We have aimed to show that there is a clear trajectory towards being sustainable and we believe that is possible in principle. In reality it is highly likely that grants and fundraising will be part of the mix of income as is standard for such a facility.

In the cashflow the level of grant funding required could be reduced if these cautious estimates are exceeded. At this level of trading it is not possible to afford a sinking fund.



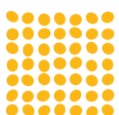
A summary of the financial trajectory is set out below.

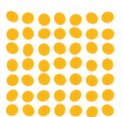
|                        | Year 1          | Year 2          | Year 3          | Year 4          | Year 5          | Total           |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Income</b>          |                 |                 |                 |                 |                 |                 |
| Trading                | £90,440         | £132,083        | £143,675        | £143,675        | £143,675        | £653,548        |
| Grants                 | £35,000         | £10,000         | £0              | £0              | £0              | £45,000         |
| <b>Total</b>           | <b>£125,440</b> | <b>£142,083</b> | <b>£143,675</b> | <b>£143,675</b> | <b>£143,675</b> | <b>£698,548</b> |
| <b>Expenditure</b>     | £120,983        | £132,909        | £136,279        | £137,352        | £138,447        | £665,969        |
| <b>Surplus/Deficit</b> | £4,458          | £9,174          | £7,396          | £6,323          | £5,228          | £32,579         |

NB : VAT has been factored into the cash flow but a VAT assessment will be required. We have simply added on 20% whereas there will be some reclaim and might be partial exceptions.

## Appendices

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## Appendix 1 : Fit With Strategy

Further work will be done to fit the work to the strategic framework when the direction of travel is clearer.

### National

#### Scottish Government National Performance Framework

Scotland's National Performance Framework provides a vision for Scotland with broad measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets. The Framework is intended to inform discussion, collaboration and planning of policy and services across Scotland, encompassing the public sector, businesses, civil society and communities. There are 11 national outcomes, of which the most relevant are:

- Economy: We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
- Environment: We value, enjoy, protect and enhance our environment.
- Communities: We live in communities that are inclusive, empowered, resilient and safe. Investment is to be focussed on deprived communities and disadvantaged rural areas.

#### Place Principle, 2019

Adopted by the Scottish Government in 2019, and intended to provide a collective focus to support inclusive economic growth and create places which are both successful and sustainable. It recognises that:

- Place is where people, location and resources combine to create a sense of identity and purpose, and is at the heart of addressing the needs and realising the full potential of communities.
- A more joined-up, collaborative, and participative approach to services, land and buildings enables better outcomes for everyone and increased opportunities for people and communities.

#### Community Empowerment (Scotland) Act 2015 / Land Reform Act (2016)

Helps to empower community bodies through the ownership or control of land and buildings and by strengthening their voices in decision making around public services.

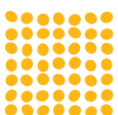
There is a policy move to shift control of assets from the public and private sector to the people.

#### Scotland's Social Enterprise Strategy, 2016-2026

The vision is that "Over the next decade social enterprise will be at the forefront of a new wave of ethical and socially responsible business in Scotland. It will become a far reaching and valued alternative and a key part of the Scottish way of doing business." A third action plan is under development.

#### A Wellbeing Economy

Wellbeing Economy Governments (WEGo) and First Minister speech at Panmure House 2019. This sets out that an economy should be driven by the wellbeing of people and communities rather than only GDP. This has developed with the establishment of the Wellbeing Economy Alliance (<https://weall.org/scotland>)



## Community Wealth Building

CWB is a model whereby locally based anchor institutions (such as local authorities, NHS, etc.) focus spend locally to encourage the development of local economies and to limit procurement spend leaking out of the area.

The Scottish Government has bought into this concept and it is rolling out across local authorities. There are 5 key principles;

1. Plural ownership of the economy.
2. Making financial power work for local places.
3. Fair employment and just labour markets.
4. Progressive procurement of goods and services.
5. Socially productive use of land and property.

## Climate Emergency and Net Zero

Recognition of the climate emergency and a need for “transformative change.” With an increasing focus on this as a cross cutting theme in Government is resulting in new policy areas and funding streams from Government and other bodies such as the Lottery distributors.

There are policies at national level, Renfrewshire Council level and for the third sector.

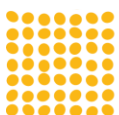
## Scotland's National Strategy for Economic Transformation

This maps out how Scotland will recover from covid in a way that is more than just getting into growth again.

“The ambition of this strategy is not just to grow our economy but, in doing so, to transform our country’s economic model so that we build an economy that celebrates success in terms of economic growth, environmental sustainability, quality of life and equality of opportunity and reward.”

Key objectives are to;

1. establish Scotland as **a world-class entrepreneurial nation** founded on a culture that encourages, promotes and celebrates entrepreneurial activity in every sector of our economy;
2. strengthen Scotland’s position in new markets and industries, generating new, well-paid jobs from **a just transition to net zero**;
3. make Scotland’s businesses, industries, regions, communities and public services more **productive and innovative**;
4. ensure that **people have the skills** they need at every stage of life to have rewarding careers and meet the demands of an ever-changing economy and society, and that employers invest in the skilled employees they need to grow their businesses;
5. reorient our economy towards **wellbeing and fair work**, to deliver higher rates of employment and wage growth, to significantly reduce structural poverty, particularly child poverty, and improve health, cultural and social outcomes for disadvantaged families and communities.



## Programme for Government

John Swinney's recent programme for Government has four strategic priorities;

1. Eradicating child poverty
2. Growing the economy
3. Tackling the climate emergency
4. Ensuring high quality and sustainable public services.

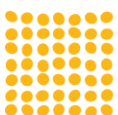
We will ensure we work to those outcomes in our work.

### Local

Here is a coherent list of local strategies that align with YCYS

#### Renfrewshire Council Plan 2022-27

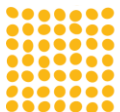
- Aim: To create a fairer Renfrewshire built on innovation, wellbeing, and opportunity.
- Strategic Outcomes:
  - **Place:** Enhancing wellbeing across communities by providing access to nature, transport links, shops, places to eat, exercise, healthcare, cultural, play, and learning opportunities.
  - Contribution: St Ninian's Hall will offer a vibrant space for community-based activities and services in Ferguslie Park.
  - **Economy:** Building an inclusive, green, and resilient economy by supporting citizens, especially those far from the job market, into fair work.
  - Contribution: Creation of full and part-time jobs, room hire for community groups, sole traders, and corporates, and supply chain opportunities for local businesses.
  - **Fair:** Nurturing bright, happy, and healthy futures for all, ensuring safety, health, and wellbeing regardless of where one lives.
  - Contribution: Providing a safe and inclusive space for health and wellbeing activities.
  - **Green:** Leading Renfrewshire to Net Zero by ending its contribution to climate change within a generation.
  - Contribution: Implementing carbon reduction measures as part of the RIBA Stage 2 Study to meet the Net Zero target by 2030.



## Appendix 2 : Cash Flow Projections

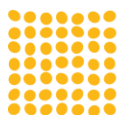
|                        | Year 1          | Year 2          | Year 3          | Year 4          | Year 5          | Total           |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Income</b>          |                 |                 |                 |                 |                 |                 |
| Trading                | £90,440         | £132,083        | £143,675        | £143,675        | £143,675        | £653,548        |
| Grants                 | £35,000         | £10,000         | £0              | £0              | £0              | £45,000         |
| <b>Total</b>           | <b>£125,440</b> | <b>£142,083</b> | <b>£143,675</b> | <b>£143,675</b> | <b>£143,675</b> | <b>£698,548</b> |
| <b>Expenditure</b>     | £120,983        | £132,909        | £136,279        | £137,352        | £138,447        | £665,969        |
| <b>Surplus/Deficit</b> | £4,458          | £9,174          | £7,396          | £6,323          | £5,228          | £32,579         |

| Core Staffing costs                      |         |        |         |     |         |  |
|--|---------|--------|---------|-----|---------|--|
| Core Posts                               | Salary  | NI     | Pension | FTE | total   |  |
| <b>Facilities Manager</b>                | £30,000 | £3,750 | £1,500  | 0.5 | £17,625 |  |
| <b>Cleaner/Caretaker /Welcome person</b> | £25,000 | £3,000 | £1,250  | 1.0 | £29,250 |  |
| <b>Total</b>                             |         |        |         |     | £46,875 |  |

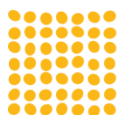


| Beechwood Centre<br>Year one          |                                    | Apr            | May            | Jun            | Jul            | Aug            | Sep            | Oct           | Nov            | Dec            | Jan           | Feb           | Mar            | Totals         |     |
|---------------------------------------|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|---------------|---------------|----------------|----------------|-----|
|                                       | Weeks Per Month                    | 5              | 4              | 4              | 5              | 4              | 4              | 5             | 4              | 5              | 4             | 4             | 4              | 4              |     |
|                                       | Days Open Per Month                | 24             | 24             | 24             | 24             | 24             | 24             | 24            | 24             | 24             | 24            | 24            | 24             | 24             |     |
| Cultural events                       | Audience numbers                   | 45             | 50             | 50             | 50             | 50             | 50             | 50            | 30             | 30             | 30            | 30            | 30             | 30             |     |
|                                       | Average Price per head             | £10            | £10            | £10            | £10            | £10            | £10            | £10           | £10            | £10            | £10           | £10           | £10            | £10            |     |
|                                       | Number of monthly events           |                | 1              | 1              | 2              | 1              | 1              | 1             | 1              | 2              |               |               |                | 1              |     |
|                                       | Cost of event                      | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%           | 70%            | 70%            | 70%           | 70%           | 70%            | 70%            | 70% |
|                                       | Event Profit/Loss                  | £0             | £350           | £350           | £700           | £350           | £350           | £350          | £210           | £420           | £0            | £0            | £210           | 3,290          |     |
|                                       |                                    |                |                |                |                |                |                |               |                |                |               |               |                |                |     |
| Let for events<br>Commercial          | Weddings etc                       |                |                |                |                |                |                |               |                |                |               |               |                |                |     |
|                                       | Lets per day                       | £750           | £750           | £750           | £750           | £750           | £750           | £750          | £750           | £750           | £750          | £750          | £750           |                |     |
|                                       | Number of days let per month       | 0              | 0              | 0              | 1              | 1              | 2              | 2             | 1              | 2              | 1             | 0             | 0              |                |     |
|                                       | Rental Profit/Loss                 | £0             | £0             | £0             | £750           | £750           | £1,500         | £1,500        | £750           | £1,500         | £750          | £0            | £0             | 7,500          |     |
|                                       |                                    |                |                |                |                |                |                |               |                |                |               |               |                |                |     |
| Space lets<br>Includes family parties | Cost per hour - big hall           | £25            | £25            | £25            | £25            | £25            | £25            | £25           | £25            | £25            | £25           | £25           | £25            | £25            |     |
|                                       | Cost per hour - Small Hall         | £20            | £20            | £20            | £20            | £20            | £20            | £20           | £20            | £20            | £20           | £20           | £20            | £20            |     |
|                                       | Cost per hour - small rooms        | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50        | £17.50         | £17.50         | £17.50        | £17.50        | £17.50         | £17.50         |     |
|                                       | Number of small rooms              | 4              | 4              | 4              | 4              | 4              | 4              | 4             | 4              | 4              | 4             | 4             | 4              | 4              |     |
|                                       | Total possible hours               | 360            | 360            | 360            | 360            | 360            | 360            | 360           | 360            | 360            | 360           | 360           | 360            | 360            |     |
|                                       | Occupancy rate                     | 10%            | 10%            | 10%            | 10%            | 15%            | 15%            | 15%           | 15%            | 15%            | 20%           | 20%           | 20%            | 20%            |     |
|                                       | Anchor tenants                     | £600           | £600           | £600           | £600           | £600           | £600           | £600          | £600           | £600           | £600          | £600          | £600           | £600           |     |
|                                       | Total Spae lets                    | £4,740         | £4,740         | £4,740         | £4,740         | £6,810         | £6,810         | £6,810        | £6,810         | £6,810         | £8,880        | £8,880        | £8,880         | 79,650         |     |
| <b>Total income</b>                   | <b>£4,740</b>                      | <b>£5,090</b>  | <b>£5,090</b>  | <b>£6,190</b>  | <b>£7,910</b>  | <b>£8,660</b>  | <b>£8,660</b>  | <b>£7,770</b> | <b>£8,730</b>  | <b>£9,630</b>  | <b>£8,880</b> | <b>£9,090</b> | <b>90,440</b>  |                |     |
| Overhead Expenses                     | Advertising                        | £1,000         | £100           | £100           | £100           | £100           | £1,000         | £100          | £100           | £100           | £100          | £100          | £100           | 3,000          |     |
|                                       | Rates                              | £386           | £386           | £386           | £386           | £386           | £386           | £386          | £386           | £386           | £386          | £386          | £386           | 4,632          |     |
|                                       | Water Rates                        | £150           | £150           | £150           | £150           | £150           | £150           | £150          | £150           | £150           | £150          | £150          | £150           | 1,800          |     |
|                                       | Gas / Electric                     | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500        | £1,500         | £1,500         | £1,500        | £1,500        | £1,500         | 18,000         |     |
|                                       | Phone and internet                 | £100           | £100           | £100           | £100           | £100           | £100           | £100          | £100           | £100           | £100          | £100          | £100           | 1,200          |     |
|                                       | Insurance                          | £3,000         |                |                |                |                |                |               |                |                |               |               |                | 3,000          |     |
|                                       | Stationery, postage & Printing     | £25            | £25            | £25            | £25            | £25            | £25            | £25           | £25            | £25            | £25           | £25           | £25            | 300            |     |
|                                       | Staff costs : Core                 | £3,906         | £3,906         | £3,906         | £3,906         | £3,906         | £3,906         | £3,906        | £3,906         | £3,906         | £3,906        | £3,906        | £3,906         | 46,875         |     |
|                                       | Cover for holidays and sickness    | £391           | £391           | £391           | £391           | £391           | £391           | £391          | £391           | £391           | £391          | £391          | £391           | 4,688          |     |
|                                       | Staff expenses and training        | £50            | £50            | £50            | £50            | £50            | £50            | £50           | £50            | £50            | £50           | £50           | £50            | 600            |     |
|                                       | Volunteer expenses and training    | £100           | £100           | £100           | £100           | £100           | £100           | £100          | £100           | £100           | £100          | £100          | £100           | 1,200          |     |
|                                       | Professional and accountancy fees  |                |                |                |                |                |                |               |                |                | £3,000        |               |                | 3,000          |     |
|                                       | Repairs & Maintenance              | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000        | £1,000         | £1,000         | £1,000        | £1,000        | £1,000         | 12,000         |     |
|                                       | Security alarm and other contracts | £25            | £25            | £25            | £25            | £25            | £25            | £25           | £25            | £25            | £25           | £25           | £25            | 300            |     |
|                                       | Refuse Collection                  | £25            | £25            | £25            | £25            | £25            | £25            | £25           | £25            | £25            | £25           | £25           | £25            | 300            |     |
|                                       | Membership fees                    | £500           |                |                |                |                |                |               |                |                |               |               |                | 500            |     |
|                                       | Cleaning materials                 | £25            | £25            | £25            | £25            | £25            | £25            | £25           | £25            | £25            | £25           | £25           | £25            | 300            |     |
|                                       | Misc                               | £100           | £100           | £100           | £100           | £100           | £100           | £100          | £100           | £100           | £100          | £100          | £100           | 1,200          |     |
|                                       | Sinking fund                       |                |                |                |                |                |                |               |                |                |               |               |                |                |     |
|                                       | VAT estimate                       | £948           | £1,018         | £1,018         | £1,238         | £1,582         | £1,732         | £1,732        | £1,554         | £1,746         | £1,926        | £1,776        | £1,818         | 18,088         |     |
| <b>Total Overheads</b>                | <b>£13,231</b>                     | <b>£8,901</b>  | <b>£8,901</b>  | <b>£9,121</b>  | <b>£9,465</b>  | <b>£10,515</b> | <b>£9,615</b>  | <b>£9,437</b> | <b>£12,629</b> | <b>£9,809</b>  | <b>£9,659</b> | <b>£9,701</b> | <b>120,983</b> |                |     |
| <b>Operating Profit</b>               | <b>TOTAL PROFIT/LOSS</b>           | <b>-£8,491</b> | <b>-£3,811</b> | <b>-£3,811</b> | <b>-£2,931</b> | <b>-£1,555</b> | <b>-£1,855</b> | <b>-£955</b>  | <b>-£1,667</b> | <b>-£3,899</b> | <b>-£179</b>  | <b>-£779</b>  | <b>-£611</b>   | <b>-30,543</b> |     |
| Revenue Grants                        | And fundraising                    | £35,000        |                |                |                |                |                |               |                |                |               |               |                | 35,000         |     |
| Operating Cash Flow                   | without grants                     | -£8,491        | -£12,302       | -£16,113       | -£19,044       | -£20,598       | -£22,453       | -£23,408      | -£25,075       | -£28,974       | -£29,153      | -£29,932      | -£30,543       | -30,543        |     |
|                                       | with grants                        | £18,018        | -£16,113       | -£19,924       | -£21,974       | -£22,153       | -£24,308       | -£24,363      | -£26,742       | -£32,873       | -£29,332      | -£30,711      | -£31,153       | 4,458          |     |

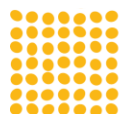
| Beechwood Centre<br>Year two          |  | Apr   | May           | Jun            | Jul            | Aug            | Sep            | Oct            | Nov            | Dec            | Jan            | Feb            | Mar            | Totals      |
|---------------------------------------|--|---|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------|
|                                       | Weeks Per Month                          | 5   | 4             | 4              | 5              | 4              | 4              | 5              | 4              | 5              | 4              | 4              | 4              |             |
|                                       | Days Open Per Month                      | 24  | 24            | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             |             |
| Cultural events                       | Audience numbers                         | Average attendees at each event                             |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Average Price per head                   | £10   | £10           | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10         |
|                                       | Number of monthly events                 | Slight increase   |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Cost of event                            | Profit margin = 70% (Performer, admin, marketing costs 30%) |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Event Profit/Loss                        | £315  | £350          | £350           | £700           | £350           | £350           | £350           | £350           | £210           | £420           | £210           | £210           | £210        |
| Let for events<br>Commercial          | Weddings etc                             | conferences and booked events                               |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Lets per day                             | £750  | £750          | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           |             |
|                                       | Number of days let per month             | 1   | 0             | 0              | 1              | 1              | 2              | 2              | 1              | 2              | 1              | 0              | 0              |             |
|                                       | Rental Profit/Loss                       | £750  | £0            | £0             | £750           | £750           | £1,500         | £1,500         | £750           | £1,500         | £750           | £0             | £0             | 8,250       |
| Space lets<br>Includes family parties | Cost per hour - big hall                 | Increase to £25 (current comm rate is £20)                  |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Cost per hour - Small Hall               | Increase to £20 (current comm rate is £17.50)               |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Cost per hour - small rooms              | Increase to £17.50 (current comm rate is £15)               |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Number of small rooms                    | 4   | 4             | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              |             |
|                                       | Total possible hours                     | 360   | 360           | 360            | 360            | 360            | 360            | 360            | 360            | 360            | 360            | 360            | 360            |             |
|                                       | Occupancy rate                           | Target of 25% in year two                                   |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Anchor tenants                           | 2 x £300 per month  |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Total Spae lets                          | £8,880  | £8,880        | £8,880         | £8,880         | £10,122        | £10,122        | £10,122        | £10,122        | £10,950        | £10,950        | £10,950        | £10,950        | 119,808     |
| <b>Total income</b>                   | <b>£9,945</b>                            | <b>£9,230</b>   | <b>£9,230</b> | <b>£10,330</b> | <b>£11,222</b> | <b>£11,972</b> | <b>£11,972</b> | <b>£11,082</b> | <b>£12,870</b> | <b>£11,910</b> | <b>£11,160</b> | <b>£11,160</b> | <b>132,083</b> |             |
| Overhead Expenses                     | Advertising                              | Largely social media  |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Rates                                    | RV is £46,500 x 49.9p x 80% charitable relief               |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Water Rates                              | Estimate - included in utilities figures                    |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Gas / Electric                           | 10 % increase in current figures                            |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Phone and internet                       | Estimate  |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Insurance                                | Quote to be secured.  |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Stationery, postage & Printing           | £25   | £25           | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            |             |
|                                       | Staff costs : Core                       | 2% cost of living   |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Cover for holidays and sickness          | 10.00%  |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Staff expenses and training              | £50   | £50           | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            |             |
|                                       | Volunteer expenses and training          | £100  | £100          | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           |             |
|                                       | Professional and accountancy fees        |   |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Repairs & Maintenance                    | Based on current figures                                    |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Security alarm and other contracts       | £25   | £25           | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            |             |
|                                       | Refuse Collection                        | £25   | £25           | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            |             |
|                                       | Membership fees                          | £500  |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Cleaning materials                       | £25   | £25           | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            |             |
|                                       | Misc                                     | £100  | £100          | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           |             |
|                                       | Sinking fund                             |   |               |                |                |                |                |                |                |                |                |                |                |             |
|                                       | Inflation                                | 5.00%   |               |                |                |                |                |                |                |                |                |                |                |             |
| VAT estimate                          | Needs a VAT assessment by a professional |   |               |                |                |                |                |                |                |                |                |                |                |             |
| <b>Total Overheads</b>                | <b>£14,757</b>                           | <b>£9,994</b>   | <b>£9,994</b> | <b>£10,214</b> | <b>£10,393</b> | <b>£11,488</b> | <b>£10,543</b> | <b>£10,365</b> | <b>£13,872</b> | <b>£10,530</b> | <b>£10,380</b> | <b>£10,380</b> | <b>132,909</b> |             |
| <b>Operating Profit</b>               | <b>TOTAL PROFIT/LOSS</b>                 | <b>-£4,812</b>  | <b>-£764</b>  | <b>-£764</b>   | <b>£116</b>    | <b>£829</b>    | <b>£484</b>    | <b>£1,429</b>  | <b>£717</b>    | <b>-£1,002</b> | <b>£1,380</b>  | <b>£780</b>    | <b>£780</b>    | <b>-826</b> |
| Revenue Grants                        | And fundraising                          | Revenue funding target                                      |               |                |                |                |                |                |                |                |                |                |                |             |
| Operating Cash Flow                   | without grants                           | -£4,812   | -£5,576       | -£6,340        | -£6,224        | -£5,395        | -£4,910        | -£3,481        | -£2,764        | -£3,766        | -£2,386        | -£1,606        | -£826          | -826        |
|                                       | with grants                              | £376  | -£6,340       | -£7,104        | -£6,109        | -£4,565        | -£4,426        | -£2,052        | -£2,046        | -£4,768        | -£1,006        | -£826          | -£46           | 9,174       |



| Beechwood Centre<br>Year three |                                    | Apr     | May     | Jun     | Jul     | Aug     | Sep     | Oct     | Nov     | Dec     | Jan     | Feb     | Mar     | Totals  |
|--------------------------------|------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|                                | Weeks Per Month                    | 5       | 4       | 4       | 5       | 4       | 4       | 5       | 4       | 5       | 4       | 4       | 4       |         |
|                                | Days Open Per Month                | 24      | 24      | 24      | 24      | 24      | 24      | 24      | 24      | 24      | 24      | 24      | 24      |         |
| <b>Cultural events</b>         | Audience numbers                   | 45      | 50      | 50      | 50      | 50      | 50      | 50      | 30      | 30      | 30      | 30      | 30      |         |
|                                | Average Price per head             | £10     | £10     | £10     | £10     | £10     | £10     | £10     | £10     | £10     | £10     | £10     | £10     |         |
|                                | Number of monthly events           | 1       | 1       | 1       | 2       | 1       | 1       | 1       | 1       | 2       | 1       | 1       | 1       |         |
|                                | Cost of event                      | 70%     | 70%     | 70%     | 70%     | 70%     | 70%     | 70%     | 70%     | 70%     | 70%     | 70%     | 70%     |         |
|                                | Event Profit/Loss                  | £315    | £350    | £350    | £700    | £350    | £350    | £350    | £210    | £420    | £210    | £210    | £210    | 4,025   |
|                                |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Let for events</b>          | Weddings etc                       |         |         |         |         |         |         |         |         |         |         |         |         |         |
| Commercial                     | Lets per day                       | £750    | £750    | £750    | £750    | £750    | £750    | £750    | £750    | £750    | £750    | £750    | £750    |         |
|                                | Number of days let per month       | 1       | 0       | 0       | 1       | 1       | 2       | 2       | 1       | 2       | 1       | 0       | 0       |         |
|                                | Rental Profit/Loss                 | £750    | £0      | £0      | £750    | £750    | £1,500  | £1,500  | £750    | £1,500  | £750    | £0      | £0      | 8,250   |
|                                |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Space lets</b>              | Cost per hour - big hall           | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     |         |
| Includes family parties        | Cost per hour - Small Hall         | £20     | £20     | £20     | £20     | £20     | £20     | £20     | £20     | £20     | £20     | £20     | £20     |         |
|                                | Cost per hour - small rooms        | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  | £17.50  |         |
|                                | Number of small rooms              | 4       | 4       | 4       | 4       | 4       | 4       | 4       | 4       | 4       | 4       | 4       | 4       |         |
|                                | Total possible hours               | 360     | 360     | 360     | 360     | 360     | 360     | 360     | 360     | 360     | 360     | 360     | 360     |         |
|                                | Occupancy rate                     | 25%     | 25%     | 25%     | 25%     | 25%     | 25%     | 25%     | 25%     | 25%     | 25%     | 25%     | 25%     |         |
|                                | Anchor tenants                     | £600    | £600    | £600    | £600    | £600    | £600    | £600    | £600    | £600    | £600    | £600    | £600    |         |
|                                | Total Spae lets                    | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | £10,950 | 131,400 |
|                                |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Total income</b>            |                                    | £12,015 | £11,300 | £11,300 | £12,400 | £12,050 | £12,800 | £12,800 | £11,910 | £12,870 | £11,910 | £11,160 | £11,160 | 143,675 |
|                                |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Overhead Expenses</b>       |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
|                                | Advertising                        | £1,000  | £100    | £100    | £100    | £100    | £1,000  | £100    | £100    | £100    | £100    | £100    | £100    | 3,000   |
|                                | Rates                              | £386    | £386    | £386    | £386    | £386    | £386    | £386    | £386    | £386    | £386    | £386    | £386    | 4,632   |
|                                | Water Rates                        | £150    | £150    | £150    | £150    | £150    | £150    | £150    | £150    | £150    | £150    | £150    | £150    | 1,800   |
|                                | Gas / Electric                     | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | £1,500  | 18,000  |
|                                | Phone and internet                 | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | 1,200   |
|                                | Insurance                          | £3,000  |         |         |         |         |         |         |         |         |         |         |         | 3,000   |
|                                | Stationery, postage & Printing     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | 300     |
|                                | Staff costs : Core                 | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | £4,064  | 48,769  |
|                                | Cover for holidays and sickness    | £406    | £406    | £406    | £406    | £406    | £406    | £406    | £406    | £406    | £406    | £406    | £406    | 4,877   |
|                                | Staff expenses and training        | £50     | £50     | £50     | £50     | £50     | £50     | £50     | £50     | £50     | £50     | £50     | £50     | 600     |
|                                | Volunteer expenses and training    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | 1,200   |
|                                | Professional and accountancy fees  |         |         |         |         |         |         |         |         | £3,000  |         |         |         | 3,000   |
|                                | Repairs & Maintenance              | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | £1,000  | 12,000  |
|                                | Security alarm and other contracts | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | 300     |
|                                | Refuse Collection                  | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | 300     |
|                                | Membership fees                    | £500    |         |         |         |         |         |         |         |         |         |         |         | 500     |
|                                | Cleaning materials                 | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | £25     | 300     |
|                                | Misc                               | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | £100    | 1,200   |
|                                | Sinking fund                       |         |         |         |         |         |         |         |         |         |         |         |         |         |
|                                | Inflation                          | £399    | £179    | £179    | £179    | £179    | £224    | £179    | £179    | £329    | £179    | £179    | £179    | 2,567   |
|                                | VAT estimate                       | £2,403  | £2,260  | £2,260  | £2,480  | £2,410  | £2,560  | £2,382  | £2,574  | £2,382  | £2,232  | £2,232  | £2,232  | 28,735  |
|                                | Total Overheads                    | £15,259 | £10,496 | £10,496 | £10,716 | £10,646 | £11,741 | £10,796 | £10,618 | £13,960 | £10,618 | £10,468 | £10,468 | 136,279 |
|                                |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Operating Profit</b>        | TOTAL PROFIT/LOSS                  | -£3,244 | £804    | £804    | £1,684  | £1,404  | £1,059  | £2,004  | £1,292  | -£1,090 | £1,292  | £692    | £692    | 7,396   |
|                                |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Revenue Grants</b>          | And fundraising                    |         |         |         |         |         |         |         |         |         |         |         |         | 0       |
|                                |                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Operating Cash Flow</b>     | without grants                     | -£3,244 | -£2,440 | -£1,635 | £49     | £1,453  | £2,512  | £4,517  | £5,809  | £4,719  | £6,011  | £6,704  | £7,396  | 7,396   |
|                                | with grants                        | -£6,488 | -£1,635 | -£831   | £1,733  | £2,857  | £3,572  | £6,521  | £7,101  | £3,629  | £7,304  | £7,396  | £8,088  | 7,396   |



| Beechwood Centre<br>Year four         |                                    | Apr   | May                  | Jun            | Jul            | Aug            | Sep            | Oct            | Nov            | Dec            | Jan            | Feb            | Mar            | Totals       |                |
|---------------------------------------|------------------------------------|---|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
|                                       | Weeks Per Month                    | 5   | 4                    | 4              | 5              | 4              | 4              | 5              | 4              | 5              | 4              | 4              | 4              | 4            |                |
|                                       | Days Open Per Month                | 24  | 24                   | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24           |                |
| Cultural events                       | Audience numbers                   | Average attendees at each event                             |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Average Price per head             | 45  | 50                   | 50             | 50             | 50             | 50             | 50             | 30             | 30             | 30             | 30             | 30             | 30           |                |
|                                       | Number of monthly events           | £10   | £10                  | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10          |                |
|                                       |                                    | Slight increase   |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       |                                    | Profit margin = 70% (Performer, admin, marketing costs 30%) |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Cost of event                      | 70%   | 70%                  | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%          |                |
|                                       | <b>Event Profit/Loss</b>           | <b>£315</b>   | <b>£350</b>          | <b>£350</b>    | <b>£700</b>    | <b>£350</b>    | <b>£350</b>    | <b>£350</b>    | <b>£210</b>    | <b>£420</b>    | <b>£210</b>    | <b>£210</b>    | <b>£210</b>    | <b>4,025</b> |                |
| Let for events<br>Commercial          | Weddings etc                       | conferences and booked events                               |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Lets per day                       | £750  | £750                 | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750         |                |
|                                       | Number of days let per month       | 1   | 0                    | 0              | 1              | 1              | 2              | 2              | 1              | 2              | 1              | 0              | 0              | 0            |                |
|                                       | <b>Rental Profit/Loss</b>          | <b>£750</b>   | <b>£0</b>            | <b>£0</b>      | <b>£750</b>    | <b>£750</b>    | <b>£1,500</b>  | <b>£1,500</b>  | <b>£750</b>    | <b>£1,500</b>  | <b>£750</b>    | <b>£0</b>      | <b>£0</b>      | <b>8,250</b> |                |
| Space lets<br>Includes family parties | Cost per hour - big hall           | Increase to £25 (current comm rate is £20)                  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Cost per hour - Small Hall         | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25          |                |
|                                       | Cost per hour - small rooms        | Increase to £20 (current comm rate is £17.50)               |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Number of small rooms              | £17.50  | £17.50               | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50       |                |
|                                       | Total possible hours               | 4   | 4                    | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4            |                |
|                                       | Occupancy rate                     | Target of 25% in year four                                  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Anchor tenants                     | 25%   | 25%                  | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%          |                |
|                                       | <b>Total Spae lets</b>             | <b>£600</b>   | <b>£600</b>          | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>  | <b>131,400</b> |
| <b>Total income</b>                   | <b>£12,015</b>                     | <b>£11,300</b>  | <b>£11,300</b>       | <b>£12,400</b> | <b>£12,050</b> | <b>£12,800</b> | <b>£12,800</b> | <b>£11,910</b> | <b>£12,870</b> | <b>£11,910</b> | <b>£11,160</b> | <b>£11,160</b> | <b>143,675</b> |              |                |
| Overhead Expenses                     | Advertising                        | Largely social media  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Rates                              | £1,000  | £100                 | £100           | £100           | £100           | £1,000         | £100           | £100           | £100           | £100           | £100           | £100           | 3,000        |                |
|                                       | Water Rates                        | RV is £46,500 x 49.9p x 80% charitable relief               |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Gas / Electric                     | £386  | £386                 | £386           | £386           | £386           | £386           | £386           | £386           | £386           | £386           | £386           | £386           | 4,632        |                |
|                                       | Phone and internet                 | Estimate - included in utilities figures                    |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Insurance                          | £150  | £150                 | £150           | £150           | £150           | £150           | £150           | £150           | £150           | £150           | £150           | £150           | 1,800        |                |
|                                       | Stationery, postage & Printing     | 10 % increase in current figures                            |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Staff costs : Core                 | £1,500  | £1,500               | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | 18,000       |                |
|                                       | Cover for holidays and sickness    | £100  | £100                 | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | 1,200        |                |
|                                       | Staff expenses and training        | Estimate  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Volunteer expenses and training    | £3,000  | Quote to be secured. |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Professional and accountancy fees  | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | 300          |                |
|                                       | Repairs & Maintenance              | £4,145  | £4,145               | £4,145         | £4,145         | £4,145         | £4,145         | £4,145         | £4,145         | £4,145         | £4,145         | £4,145         | £4,145         | 49,744       |                |
|                                       | Security alarm and other contracts | £415  | £415                 | £415           | £415           | £415           | £415           | £415           | £415           | £415           | £415           | £415           | £415           | 4,974        |                |
|                                       | Refuse Collection                  | £50   | £50                  | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | 600          |                |
|                                       | Membership fees                    | £100  | £100                 | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | 1,200        |                |
|                                       | Cleaning materials                 | Based on current figures                                    |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Misc                               | £1,000  | £1,000               | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | 12,000       |                |
|                                       | Sinking fund                       | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | 300          |                |
|                                       | Inflation                          | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | 300          |                |
| VAT estimate                          | £500                               | Nothing in year one   |                      |                |                |                |                |                |                |                |                |                |                |              |                |
| <b>Total Overheads</b>                | £25                                | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | 300            |              |                |
|                                       | £399                               | £179  | £179                 | £179           | £179           | £224           | £179           | £329           | £179           | £329           | £179           | £179           | 2,567          |              |                |
|                                       | £2,403                             | £2,260  | £2,260               | £2,480         | £2,410         | £2,560         | £2,382         | £2,574         | £2,382         | £2,232         | £2,232         | £2,232         | 28,735         |              |                |
|                                       | <b>£15,348</b>                     | <b>£10,585</b>  | <b>£10,585</b>       | <b>£10,805</b> | <b>£10,735</b> | <b>£11,830</b> | <b>£10,885</b> | <b>£10,707</b> | <b>£14,049</b> | <b>£10,707</b> | <b>£10,557</b> | <b>£10,557</b> | <b>137,352</b> |              |                |
| <b>Operating Profit</b>               | <b>TOTAL PROFIT/LOSS</b>           | <b>-£3,333</b>  | <b>£715</b>          | <b>£715</b>    | <b>£1,595</b>  | <b>£1,315</b>  | <b>£970</b>    | <b>£1,915</b>  | <b>£1,203</b>  | <b>-£1,179</b> | <b>£1,203</b>  | <b>£603</b>    | <b>£603</b>    | <b>6,323</b> |                |
| Revenue Grants                        | And fundraising                    | Revenue funding target                                      |                      |                |                |                |                |                |                |                |                |                |                |              |                |
| Operating Cash Flow                   | without grants                     | -£3,333   | -£2,618              | -£1,904        | -£309          | £1,006         | £1,976         | £3,891         | £5,094         | £3,914         | £5,117         | £5,720         | £6,323         | 6,323        |                |
|                                       | with grants                        | -£6,666   | -£1,904              | -£1,189        | £1,286         | £2,321         | £2,946         | £5,806         | £6,296         | £2,735         | £6,320         | £6,323         | £6,926         | 6,323        |                |



| Beechwood Centre<br>Year five         |                                    | Apr   | May                  | Jun            | Jul            | Aug            | Sep            | Oct            | Nov            | Dec            | Jan            | Feb            | Mar            | Totals       |                |
|---------------------------------------|------------------------------------|---|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|
|                                       | Weeks Per Month                    | 5   | 4                    | 4              | 5              | 4              | 4              | 5              | 4              | 5              | 4              | 4              | 4              | 4            |                |
|                                       | Days Open Per Month                | 24  | 24                   | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24             | 24           |                |
| Cultural events                       | Audience numbers                   | Average attendees at each event                             |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Average Price per head             | 45  | 50                   | 50             | 50             | 50             | 50             | 50             | 30             | 30             | 30             | 30             | 30             | 30           |                |
|                                       | Number of monthly events           | £10   | £10                  | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10            | £10          |                |
|                                       |                                    | Slight increase   |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       |                                    | Profit margin = 70% (Performer, admin, marketing costs 30%) |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Cost of event                      | 70%   | 70%                  | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%            | 70%          |                |
|                                       | <b>Event Profit/Loss</b>           | <b>£315</b>   | <b>£350</b>          | <b>£350</b>    | <b>£700</b>    | <b>£350</b>    | <b>£350</b>    | <b>£350</b>    | <b>£210</b>    | <b>£420</b>    | <b>£210</b>    | <b>£210</b>    | <b>£210</b>    | <b>4,025</b> |                |
| Let for events<br>Commercial          | Weddings etc                       | conferences and booked events                               |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Lets per day                       | £750  | £750                 | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750           | £750         |                |
|                                       | Number of days let per month       | 1   | 0                    | 0              | 1              | 1              | 2              | 2              | 1              | 2              | 1              | 0              | 0              | 0            |                |
|                                       | <b>Rental Profit/Loss</b>          | <b>£750</b>   | <b>£0</b>            | <b>£0</b>      | <b>£750</b>    | <b>£750</b>    | <b>£1,500</b>  | <b>£1,500</b>  | <b>£750</b>    | <b>£1,500</b>  | <b>£750</b>    | <b>£0</b>      | <b>£0</b>      | <b>8,250</b> |                |
| Space lets<br>Includes family parties | Cost per hour - big hall           | Increase to £25 (current comm rate is £20)                  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Cost per hour - Small Hall         | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25          |                |
|                                       | Cost per hour - small rooms        | Increase to £20 (current comm rate is £17.50)               |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Number of small rooms              | £17.50  | £17.50               | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50         | £17.50       |                |
|                                       | Total possible hours               | 4   | 4                    | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4              | 4            |                |
|                                       | Occupancy rate                     | Target of 25% in year five                                  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Anchor tenants                     | 25%   | 25%                  | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%            | 25%          |                |
|                                       | <b>Total Spae lets</b>             | <b>£600</b>   | <b>£600</b>          | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>    | <b>£600</b>  | <b>131,400</b> |
| <b>Total income</b>                   | <b>£12,015</b>                     | <b>£11,300</b>  | <b>£11,300</b>       | <b>£12,400</b> | <b>£12,050</b> | <b>£12,800</b> | <b>£12,800</b> | <b>£11,910</b> | <b>£12,870</b> | <b>£11,910</b> | <b>£11,160</b> | <b>£11,160</b> | <b>143,675</b> |              |                |
| Overhead Expenses                     | Advertising                        | Largely social media  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Rates                              | £1,000  | £100                 | £100           | £100           | £100           | £1,000         | £100           | £100           | £100           | £100           | £100           | £100           | 3,000        |                |
|                                       | Water Rates                        | RV is £46,500 x 49.9p x 80% charitable relief               |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Gas / Electric                     | £386  | £386                 | £386           | £386           | £386           | £386           | £386           | £386           | £386           | £386           | £386           | £386           | 4,632        |                |
|                                       | Phone and internet                 | Estimate - included in utilities figures                    |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Insurance                          | £150  | £150                 | £150           | £150           | £150           | £150           | £150           | £150           | £150           | £150           | £150           | £150           | 1,800        |                |
|                                       | Stationery, postage & Printing     | 10 % increase in current figures                            |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Staff costs : Core                 | £1,500  | £1,500               | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | £1,500         | 18,000       |                |
|                                       | Cover for holidays and sickness    | £100  | £100                 | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | 1,200        |                |
|                                       | Staff expenses and training        | Estimate  |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Volunteer expenses and training    | £3,000  | Quote to be secured. |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Professional and accountancy fees  | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | 300          |                |
|                                       | Repairs & Maintenance              | £4,228  | £4,228               | £4,228         | £4,228         | £4,228         | £4,228         | £4,228         | £4,228         | £4,228         | £4,228         | £4,228         | £4,228         | 50,739       |                |
|                                       | Security alarm and other contracts | £423  | £423                 | £423           | £423           | £423           | £423           | £423           | £423           | £423           | £423           | £423           | £423           | 5,074        |                |
|                                       | Refuse Collection                  | £50   | £50                  | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | £50            | 600          |                |
|                                       | Membership fees                    | £100  | £100                 | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | £100           | 1,200        |                |
|                                       | Cleaning materials                 | Based on current figures                                    |                      |                |                |                |                |                |                |                |                |                |                |              |                |
|                                       | Misc                               | £1,000  | £1,000               | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | £1,000         | 12,000       |                |
|                                       | Sinking fund                       | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | 300          |                |
|                                       | Inflation                          | £25   | £25                  | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | £25            | 300          |                |
| VAT estimate                          | £500                               | Needs a VAT assessment by a professional                    |                      |                |                |                |                |                |                |                |                |                |                |              |                |
| <b>Total Overheads</b>                | <b>£15,439</b>                     | <b>£10,676</b>  | <b>£10,676</b>       | <b>£10,896</b> | <b>£10,826</b> | <b>£11,921</b> | <b>£10,976</b> | <b>£10,798</b> | <b>£14,140</b> | <b>£10,798</b> | <b>£10,648</b> | <b>£10,648</b> | <b>138,447</b> |              |                |
| <b>Operating Profit</b>               | <b>TOTAL PROFIT/LOSS</b>           | <b>-£3,424</b>  | <b>£624</b>          | <b>£624</b>    | <b>£1,504</b>  | <b>£1,224</b>  | <b>£879</b>    | <b>£1,824</b>  | <b>£1,112</b>  | <b>-£1,270</b> | <b>£1,112</b>  | <b>£512</b>    | <b>£512</b>    | <b>5,228</b> |                |
| Revenue Grants                        | And fundraising                    | Revenue funding target                                      |                      |                |                |                |                |                |                |                |                |                |                |              |                |
| <b>Operating Cash Flow</b>            | without grants                     | -£3,424   | -£2,801              | -£2,177        | -£674          | £550           | £1,429         | £3,252         | £4,364         | £3,094         | £4,205         | £4,717         | £5,228         | 5,228        |                |
|                                       | with grants                        | -£6,849   | -£2,177              | -£1,554        | £830           | £1,774         | £2,307         | £5,076         | £5,476         | £1,823         | £5,317         | £5,228         | £5,740         | 5,228        |                |

