



Business Plan

Fauldhouse and Breich Valley Community Development Trust

Community Ownership of the Eastfield
Development Centre

December 2019



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1. Introduction and Background

1.1 Background to the Project

The Eastfield Training Centre was built by West Lothian Council as a sports and leisure facility for the village of Fauldhouse and its surroundings. By 2016 it had fallen into disuse, and Fauldhouse Community Development Trust negotiated with the Council to take over the existing lease, which had 3 years remaining, to test out the viability of the Centre. In this time, the Development Trust has built up a regular client base, with 8 groups currently using the building on a regular basis for dance, sport, fitness, advice and support, along with community activities such as Fauldhouse's annual fair day. The Development Trust has also overseen the installation of a new heating system, new lighting and the complete redecoration of the building.

Having run the Eastfield Centre for three years, the Development Trust, now Fauldhouse and Breich Valley Community Development Trust (FBVCDT) continues to see the Centre as a valuable community asset and base for much needed activities and services, and intends to take ownership of the Centre and secure further investment to develop it to its full potential.

1.2 About the Community

Fauldhouse is a large former mining village of around 4,880 people, nestled in the Breich Valley at the far western edge of West Lothian. It is home to several shops, a relatively new Partnership Centre with sports, leisure and health facilities and two primary schools. Surrounded by woodland and moorland, the village is one of the more remote in West Lothian and can appear disconnected and isolated. Poor transport links mean that people who do not have their own transport have limited employment opportunities and are isolated from resources and facilities that most residents of West Lothian benefit from. However, the village has built up a strong identity as well as an attitude of self-help and local action and boasts a healthy network of voluntary and community groups.

The wider Fauldhouse and Breich Valley area now covered by the Community Development Trust is a ward of West Lothian Council, with a total population of 16,716 spread throughout the villages of Longridge, Stoneyburn, Addiewell, West Calder, Harburn, Polbeth and Breich as well as Fauldhouse.

1.3 The Organisation

F&BV CDT is an organisation set up by local residents who want to see the best for their home village. Our aim is to secure resources and assets and catalyse projects for the benefit of all residents. We are governed by a voluntary Board of Directors who are all local residents.



1.4 About the Asset

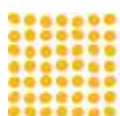
The Eastfield Centre is situated at the North East end of the village and is easily accessible by road and on foot. The area to the side of the centre is a sizeable car park and storage area. To the rear of the building is a grass football pitch, which has recently been redeveloped by West Lothian Council, and a running track. The footprint of the building is 338 sq.m (3639 sq.ft). The building houses a reception area, a meeting room and small kitchen, two changing rooms and showers and a very large multipurpose gym hall.



1.5 How this Business Plan was developed: Methodology

The following methodology was used:

- **Induction and familiarisation:** An initial meeting took place with FBVCDT staff to discuss expectations from the consultant and to agree the approach to the work.
- **Desk top research:** an economic and social profile of the area was produced using the Community Insight tool for data analysis across 20 platforms. Market research was carried out to map out current provision of local spaces for community benefit and to gather information on new ideas for the centre
- **Community Survey:** distributed online, on paper and on a tablet at centre reception and events. 127 responses were gathered from a mix of participants in activities at the centre and members of the local community, representing the views of 357 people.
- **Stakeholders and User Groups:** phone interviews with 14 stakeholders in the local community, including past, current and potential users of the centre.
- **Consultation events:** stall at Fauldhouse Fair Day 2019, a large event attended by around 300 people, to display draft plans for the building and consult members of the community.
- **Fundability:** A fundability test was undertaken by phone conversation with a variety of different funders to test the opportunities for capital funding.
- **Present Report:** A draft research report was presented to FBVCDT staff.
- **Business Plan:** This business plan was written to set out the way forward.



2. Summary of Research

2.1 Summary of Research

The Need and Demand and the Nature of the Community

- There is a lot of activity in the community, but relatively few activities that cater for young people, especially secondary age. There is a perception among some stakeholders that it tends to be the same older people getting involved in community activity, and that young people have not been involved in the design of activities and services in the past.
- A lack of local employment is an issue in Fauldhouse, with relatively few jobs available locally. Similarly, median household income in the area is lower than the average for West Lothian, at £26,366 versus £32,994. With many families on a tight budget, availability of affordable family activities is important. Two out of seven neighbourhoods within Fauldhouse are within the 20% most deprived on the Scottish Index of Multiple Deprivation (one of these is also in the bottom 10%).
- Fauldhouse has a strong village identity and word of mouth is very important in promoting activity. Organisations with a wider coverage are keen to partner with a local community body to deliver work in the area.

Community Support

- There is wide recognition of the work of FBVCDT, both at the Eastfield Centre and the Hub, and support for the Community Development Trust taking ownership of the Centre. 93% of survey respondents supported this, with only 1% opposed. Comments highlighted the achievements of the Trust so far in bringing the building back into use "*The Trust has done brilliantly to bring the building back into use after it lay empty for so many years*" and the opportunities to do more with it "*it would be great to see this facility utilised to its potential*" "*The more activities that are available in Fauldhouse the better*".
- 94% of survey respondents agreed that community ownership and redevelopment of the Centre "would give people of all ages more to do in Fauldhouse" and 81% felt that "it would make Fauldhouse a better place to live".

Services and Activities

- The current range of activities on offer have been well received and space at the centre is in high demand during peak times.
- Consultation with stakeholders in Fauldhouse highlighted several interest in using the building among a number of partner organisations, particularly Kidzeco, for Health Improvement Fund project activities with parents and parents-to-be, such as healthy cooking sessions; Homestart West Lothian, who have used the building for parenting groups in the past and would do so again if suitable space for a crèche were provided; Community Learning



and Development, for some of its youth group activities. This use of the centre will make new opportunities available for families in Fauldhouse.

- Rental of the Eastfield Centre for football has recently begun. Club organisers, players and their families are satisfied with the facilities on offer at Eastfield. Space to wait indoors and somewhere to get drinks and snacks were important, in particular, to families who bring children to youth games.

Partners and Competitors (Displacement)

- Community consultation highlighted the need to continue to work with the Partnership Centre to avoid duplication and maximise the opportunities available locally. This approach was adopted by the Development Trust when taking on the Eastfield Centre under lease and generally activities at the two centres are complementary to each other.
- Other community spaces such as the Miners Welfare provide facilities for private hire events and parties and are well suited to this, so we will not promote the Eastfield Centre for this type of use.
- We coordinate with other community spaces, such as the churches in Fauldhouse, to ensure that there is no duplication of activity. In general, the focus elsewhere is on providing activities for older people. While Eastfield will continue to host activity catering to this group, this will draw on the unique facilities at the building, such as a large open space with level access and kitchen facilities.
- In particular, Eastfield has some unique facilities that are not available at other venues nearby: access to outdoor football pitches (which provide a cheaper alternative to the 3G pitches at the Partnership Centre), access to kitchen facilities and the large hall space.

The site

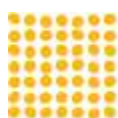
[Will add this based on Gordon's report]

Fundability

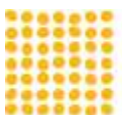
- A range of capital and revenue funders have been identified. As a rural community with areas that fall into the 10% most deprived nationally, Fauldhouse and Breich Valley will be higher priority for some capital funding streams.

Financial Sustainability

- Over the three year lease, the Trust has worked to grow income and move towards self-sufficiency. The centre generated £8,598 in rental income in 2018, with a slight increase to £10,134 in the budget for 2019. This equates to about 82% grant funding / 18% income generation in 2018, and a projected 80%/20% split in 2019.
- Increasing income from trading will be a priority to ensure that the Centre becomes a sustainable part of the Development Trust's portfolio.



- The Trust is seeking project funding in the short term to employ an Activity Coordinator, in order to develop a programme of activity at the centre covering Sport, Movement, Health and Wellbeing.



3. Services and Outcomes

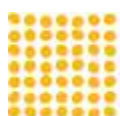
3.1 Vision and objectives

Ownership and redevelopment of the Eastfield Centre will tie into the work we already deliver and contribute to our overall vision for our community:

A clean, attractive and healthy village with excellent transport links that is a model for thriving locally led sustainable regeneration; a place where people of all ages, abilities and circumstances are happy and informed, with their own part to play in the economic, environmental and social life of the village and the surrounding countryside.

Fauldhouse and Breich Valley Development Trust aims to:	Owning and developing the Eastfield Centre will:
<ul style="list-style-type: none"> Contribute to the regeneration of Fauldhouse. 	<ul style="list-style-type: none"> Bring a formerly disused building into community ownership, securing it for people in Fauldhouse and the surrounding area in the long term.
<ul style="list-style-type: none"> Initiate and participate in projects tackling the economic, social, environmental and cultural needs of our community. 	<ul style="list-style-type: none"> Facilitate new community activities to address issues identified in the West Lothian Local Outcome Improvement Plan and local Regeneration Plan.
<ul style="list-style-type: none"> Work on projects that complement existing provision in Fauldhouse; be independent but work in partnership with other private, public and voluntary sector organisations. 	<ul style="list-style-type: none"> Complement space at the Hub and develop facilities not available elsewhere in Fauldhouse: flexible community space offering privacy and space to move around, with access to kitchen facilities; large space for sports and fitness activities.
<ul style="list-style-type: none"> Be owned and managed by the local community. 	<ul style="list-style-type: none"> Engage regularly with building users, members and the wider community to ensure that the activities offered respond to need.
<ul style="list-style-type: none"> Generate income through trading activity that enables us to move away from dependency on grant support; re-invest income generated into the organisation and the community. 	<ul style="list-style-type: none"> Offer facilities at reasonable rates to local and West Lothian organisations, businesses and sports clubs, generating enough income to cover building running costs.

The Trust owns and manages a building in the centre of the village, the Fauldhouse Hub. The two buildings offer distinct advantages, and over the three year lease, FBVCDT has developed complementary activities across both facilities:



Fauldhouse Hub	Eastfield Centre
<p>Key benefits: high street location; a convenient place to drop in; small, cosy space</p> <p>Services and activities: office space, administrative services, one-to-one consultation and advice, volunteer development and small group activities</p>	<p>Key benefits: level access; large space with addition of medium-sized flexible space planned; access to outdoor sports facilities and play park as well as indoor hall; ample storage for equipment</p> <p>Services and activities: sports, health, movement and wellbeing activity; work with children and young people; larger community activities and fairs</p>

3.2 Key Activities and Services at the Eastfield Centre

During the lease period, The Eastfield Centre has operated primarily as a venue for activities. Centre and Trust staff have been active in promoting the Centre to potential users and have helped them to develop and market new activities, managing use of the building by a number of different groups. This way of working has brought the Centre back into use, with a range of activities available mostly focusing on Sport and Movement. We have developed strong working relationships with our existing clients, including fitness and dance tutors and local football teams, and will support them to maintain this range of activities.

At the next stage, however, we recognise that the Centre has the potential to offer more. While the Centre is in high demand during the evenings, there is availability during the school and work day. The Trust intends to make use of daytime capacity at the Eastfield Centre to deliver or co-deliver a number of new activities specifically targeting the particular health and wellbeing needs identified in Fauldhouse and reflected in the Local Outcome Improvement Plan and Fauldhouse Regeneration Plan. During consultation for this business plan, we spoke to a number of third sector organisations interested in delivering this type of work jointly in Fauldhouse (see section 4.8). In particular, new activity at the Centre will serve parents and families with young children (and school-age children during the holidays) as well as older people who are at a higher risk of social isolation.

The table below shows our current programming as well as the type of additional activities that we plan to develop:

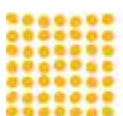




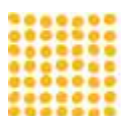
* - activities delivered or co-delivered by ERV/CDT

	Current programme:	Additional activity:
Sport	<ul style="list-style-type: none"> Youth football practice and matches (Fauldhouse United) Adult football practice and matches (Fauldhouse United) 	<ul style="list-style-type: none"> Continue to develop football programme
Movement	<ul style="list-style-type: none"> Circuit Training Total Toning Paracise (gentle exercise for older people) SMK Dance Baby Ballet 	<ul style="list-style-type: none"> Yoga & Pilates Baby yoga
Health & Wellbeing	<ul style="list-style-type: none"> Fauldhouse Fair Day (*) Slimming World 	<ul style="list-style-type: none"> Parenting support groups (*) Baby/toddler groups, play sessions and social activities for parents and young children (*) Youth groups to use centre for healthy cooking and other activities requiring large indoor space Holiday programmes for school-age children Regular community fairs, markets, activity showcases (*) Dementia-friendly activities such as film screenings (*)

The table below outlines how plans for the Eastfield Centre align with policy priorities and needs identified in Fauldhouse and the surrounding communities:



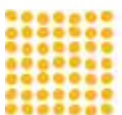
Needs identified	Policy Fit & Evidence	How the project will address this need
Provision of fully accessible facilities for sports, fitness and wellbeing activity	<ul style="list-style-type: none"> • LOIP Priority Healthy Life expectancy & Physical & Mental Wellbeing: We live longer, healthier lives and have reduced health inequalities. • Fauldhouse Regeneration Plan - lack of social opportunities for elderly, disabled and vulnerable adults identified as an issue; focus on opportunities for adults to reduce social isolation and loneliness 	<ul style="list-style-type: none"> • Maintain a strong focus on healthy living and physical wellbeing for all ages, in a community which has particularly poor health outcomes compared to the rest of West Lothian. This will be enhanced by expansion of kitchen area to accommodate healthy cooking and eating activities. • Addition of fully accessible toilet and kitchen area, as well as existing level access to main hall areas, ensures that people with disabilities are able to participate. • New social activities and volunteering opportunities to tie into the Trust's broader work against social isolation and loneliness.
Affordable family activities promoting health and wellbeing	<ul style="list-style-type: none"> • LOIP Priority Maternal & Child Health: Our children have the best start in life and are ready to succeed • Fauldhouse Regeneration Plan – identifies need for additional play opportunities and community events to increase community spirit and cohesion. • Our consultation: high levels of interest in both Social Activities and After School/Holiday Clubs for children at the Eastfield Centre (55% and 51% said they would 	<ul style="list-style-type: none"> • Together with a wider range of third sector and public sector partners, deliver activities at Eastfield to promote health in early childhood. • Provide suitable facilities, such as flexible smaller space and kitchen facilities. • Addition of baby changing facilities makes Eastfield more family-friendly.



be interested in attending, respectively)

Wider range of facilities and activities for young people

- Survey respondents pointed out the lack of activities for older children and teenagers in Fauldhouse.
- Feedback from young people and youth group staff is that current community space is unsuited to some of the activities they would like to try.
- Provide suitable space and facilities for youth-focused activity, based on consultation.



4. Delivering the Project: Governance & Management

4.1 Legal Structure

FBVCDT is a Company Limited by Guarantee with Scottish Charitable status (SC038616). The Charitable Purposes of the Community Development Trust are to support the community of Fauldhouse and the Breich Valley communities of Stoneyburn, Bents, Breich, Longridge and Addiewell, through:

- 1) The advancement of community development (including the advancement of rural regeneration) principally within the Community;
- 2) To relieve poverty among the communities of Fauldhouse and the Breich Valley;
- 3) To advance education and promote opportunities for learning and development;
- 4) To promote, establish, operate and support other schemes and projects of similar charitable nature for the benefit of the communities.

The Company's Articles also set out the powers it has and the kind of activities that it may pursue to further its charitable objectives, which include the power to manage community land and associated assets for the benefit of the community and to purchase or otherwise acquire any property suitable for the company's activities. Asset transfer and development of the Eastfield Centre aligns with these objectives and powers.

The Community Development Trust is an asset locked body, which is to say that any surplus funds or assets generated through trading activities including those at the Eastfield Centre must be applied solely towards the promotion of its charitable activities.

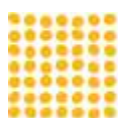
Ordinary Membership in the Community Development Trust is open to anyone aged 16 years or over who is ordinarily resident in the communities it covers and who supports the objects and activities of the company. Provisions are also made for individuals not ordinarily resident in the area and organisations to join as Associate Members, and for young people aged 12-15 to join as Junior Members.

4.2 Governance

The Trust has stimulated a number of projects over the years and actively manages a range of facilities and activities throughout the village, including the Fauldhouse Hub. There is a voluntary board of 7 directors, all resident within the local community, to steer the direction of the Trust and 6 members of staff supporting development activities.

Role of the FBVCDT Board of Trustees

- Overseeing the purchase and development of the asset
- Governance of the organisation
- Leading the strategic direction of the organisation
- Guiding staff to deliver the strategy of the organisation



- Financial stability – The board have ultimate responsibility for income generation and financial sustainability
- Monitoring and evaluating impact via reports submitted by the Manager
- Protecting and enhancing the profile and reputation of the organisation

One board member is leading on the Eastfield Centre project and is working with Centre staff to explore ideas for fundraising and develop programming at the Centre, with a particular focus on Sports.

4.3 Financial Management

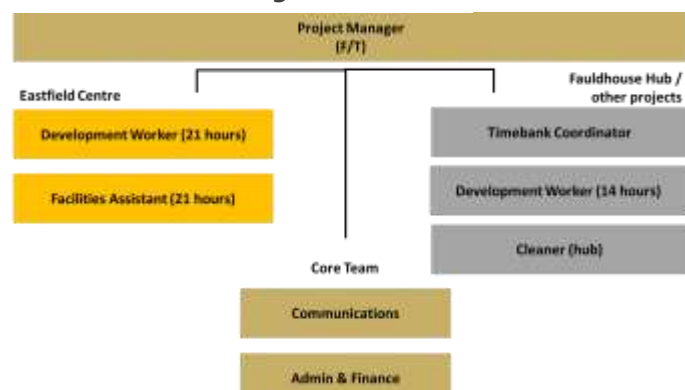
The Development Worker keeps a separate budget and a breakdown of all costs relating to the Centre, and is responsible for monitoring income and costs and reporting to the Project Manager and ultimately to the board. Support is provided by the Trust’s Administration and Finance Worker where needed.

4.4 Staffing

The centre operates on a fully staffed basis, with a member of staff on site whenever the space is in use. At present, the Development Worker (21 hours or 0.3 FTE) is responsible for day-to-day administration of the centre, but also for liaising with partner organisations, organising events and promoting activity at the centre. The Trust also employs a Facilities Assistant (21 hours or 0.3 FTE), who is responsible for the maintenance and upkeep of the Centre and to meet clients at the Centre if the Development Worker is not present.

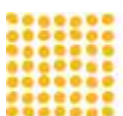
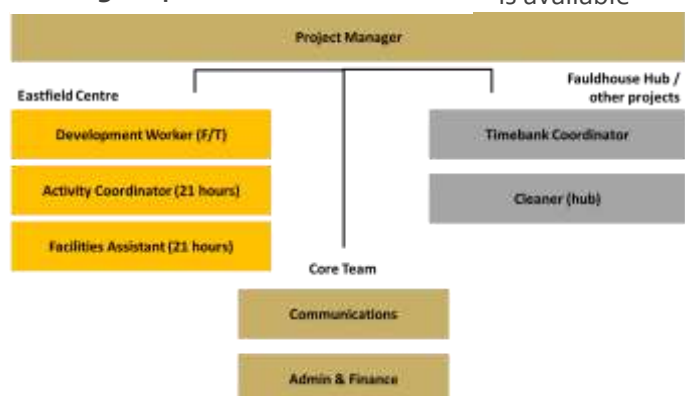
In order to deliver the expanded programme planned for the Eastfield Centre, the Trust has determined that some additional staff capacity will be required. Increasing the Development Worker’s role to full time will ensure that a member of staff is present at the Centre during increased opening hours, and will give additional capacity to develop the business, including managing improvements to the facilities and identifying new opportunities by means of effective marketing. A new Activity Coordinator post will also be created (initially 21 hours or 0.3 FTE). This staff member will be responsible for developing and delivering the additional activities identified in section 3.2, whether directly or by building relationships with partners.

Current Trust Staffing:



Staffing Required:

is available



The Trust's Communications and Administration and Finance workers will continue to provide additional support for both team members.

Fauldhouse and Breich Valley Community Development Trust is proud to be a Living Wage employer.

4.5 Volunteers

FBVCDT is active in promoting volunteering in the community, particularly through our Time Bank. Volunteers are also encouraged to take part in planning events and get involved in the Trust's sub-groups for its Community Hub, Newsletter and Environmental Improvement initiatives. Much of the Trust's volunteering activity is focused around its Hub location, but redeveloping Eastfield will create opportunities for volunteer roles such as helping to coordinate and deliver new events and activities, including table sales and seasonal events.

Part of the role of the Activity Coordinator will be to identify opportunities for volunteering within the programme at Eastfield, and to supervise volunteers at Eastfield. The Activity Coordinator will be supported in this by the Hub and Timebank team, who have extensive experience recruiting and managing volunteers.

4.6 Policy and Procedures

A full set of all organisational policies and procedures are already in place and are reviewed regularly. As new issues arise or legislation/guidance changes, these policies are updated.

4.7 Monitoring and Evaluation

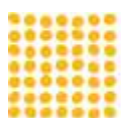
Grant funding for purchase and development of the building will enable us to create a sustainable community-owned asset both meeting local needs and generating income more effectively. We are aware that because of this, we will have multiple outcomes to achieve.

The Board is committed to monitoring progress towards social and financial targets. We already undertake regular monitoring and evaluation and report to our funders. We will continue to work to improve our monitoring and evaluation systems and will relate these to the impact of taking this asset into community ownership.

The key audiences who will be directly interested in our monitoring information will be funders (in particular the Scottish Land Fund who will fund the purchase of the asset, as well as capital funders contributing to renovation costs), local people (who use the centre), user groups and our partners in the community.

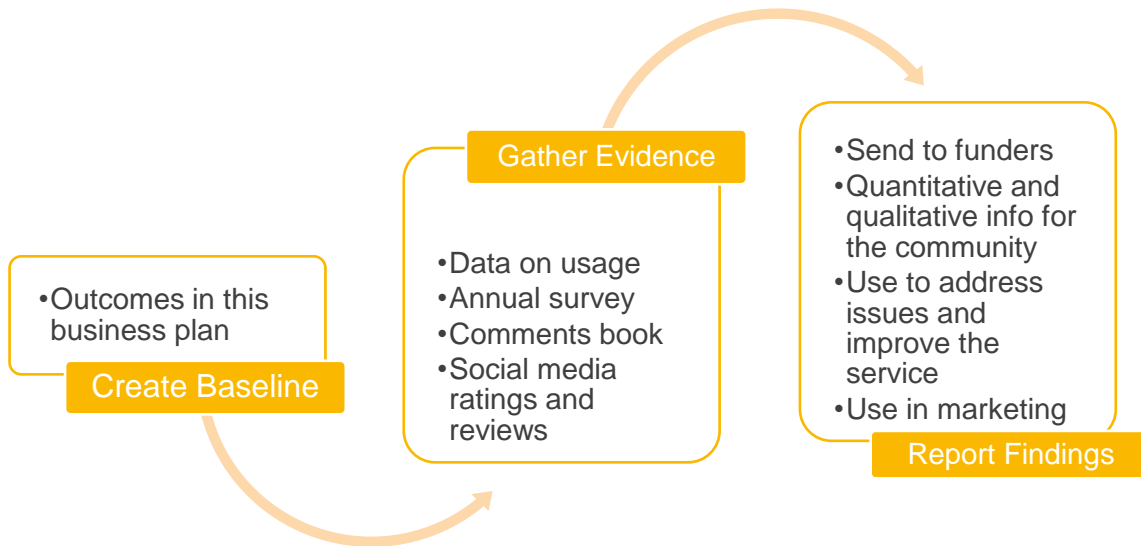
The information gathered through our monitoring and evaluation work will be used for five distinct purposes:

1. To help us make the building facilities as attractive as possible to the people of Fauldhouse and the voluntary, charity, not for profit and social enterprise sector across the city
2. To communicate what we are doing with local stakeholders and the residents of this area of West Lothian.



3. To help us to develop new products and services based on need identified
4. To show funders that we have achieved what we set out to do
5. To use quotes and statistics in marketing materials

Process



Gathering Evidence

- Recording numbers and nature of bookings, including the type of organisation (commercial, charity/not for profit, free lets).
- Recording numbers and nature of people attending activities and events.
- Data from surveys and comments
- Feedback from user groups, including indicators on user numbers and qualitative data on outcomes
- Changes to external indicators over time such as SIMD data in Fauldhouse over time

Financial Monitoring

Financial reports are already presented and analysed at each board meeting. Trading figures will continue to be monitored regularly to help us work towards increasing the portion of our income from trading and generating a surplus to be reinvested into the facility and new services.

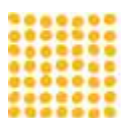
4.8 Partners

Developing strong links with local partners is vital for the delivery of local social outcomes as well as impacting on financial sustainability. The key partners are set out in the table below:

Organisation	Nature of Partnership
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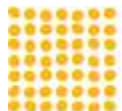


West Lothian regeneration team and regeneration officer	FBVCDT participates in regeneration planning. Joint work to identify potential WLC and NHS services requiring a base and/or delivery partner in Fauldhouse.
Kidzeco	Use of the Centre and work with the Trust to deliver parenting and early childhood support in Fauldhouse and the surrounding area. Programme funded through HIF.
Homestart	Use of the Centre for parenting sessions and crèche.
Other regional and national charities delivering services in Fauldhouse, e.g. West Lothian Youth Foundation, WLDAS, The Bridge	Use of the Centre as a base for service delivery. Joint work to bring services, advice and support into Fauldhouse.
Fauldhouse United and other local football clubs	Ongoing work to promote engagement in sports throughout Fauldhouse and the Breich Valley
Regular users: SMK Dance Works, Baby Ballet, Slimming World, Paracise, fitness tutors	Regular use of the Centre by tenants providing access to health, fitness and wellbeing activity and brings in unrestricted income. FBVCDT works with tenants to identify opportunities for new programming, promote activity via its marketing channels and involve key users in ongoing development of the building.



4.9 Risk Mitigation

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
<i>Development process</i>					
Difficulty negotiating the purchase of the asset from West Lothian Council	High	Low	Existing lease and no competing interests in the site.	Proactive negotiation by FBVCDT	Board
Challenge to set out a persuasive funding package for renovation and upgrading	High	Medium	Phasing the development Initial funding strategy Building is already in use so can be active immediately on asset transfer	On-going fundraising strategy	Board
<i>Delivery phase</i>					
Demand lower than expected for rental of spaces	High	Low	Existing client base	Marketing actions noted in this Business Plan	Development Officer with support from other FBVCDT staff
Loss of Key Personnel, Volunteers and Management board members especially Manager	Medium	Medium	No reliance on volunteers for core functions at the Eastfield Centre	Develop succession plans for key staff and board members	Board
Insufficient reserves to manage cash flow	High	Low	Building will be operated by established Development Trust with diverse sources of funding. FBVCDT projects future costs of all its planned activities and ensures that it has	Ongoing financial monitoring	Board



			adequate cash reserves to meet its commitments.		
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5. Marketing and Communication

5.1 Introduction

We have a core of regular users and spaces are in high demand, but we believe that asset transfer will be an opportunity to bring new people and groups into the Centre, who will both contribute to and benefit from it. We will work to raise the profile of the Eastfield Centre locally and across West Lothian, among all of the key audiences involved:

- Residents of Fauldhouse and the surrounding communities in the Breich Valley
- Local community groups and sports clubs
- Organisations and agencies delivering services across West Lothian
- Potential clients in the local small business community
- Funders and supporters across West Lothian, Scotland and the UK

5.2 Brand and selling points

Breaking our services down into features and benefits will show us how we can reach the target market and focus on key marketing messages. There are a range of key selling points that the Trust will call upon to advertise the facilities at the Eastfield Centre and the services within it, which are reflected in our existing brand:

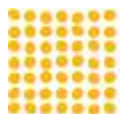
- A space run by the community, for the community. Users are involved in making decisions and staff understand their needs.
- A spacious and fully accessible venue bringing Sport and Movement to all age groups.
- A focus on Health and Wellbeing, with flexible meeting space and kitchen facilities for social activities.
- Part of a well-established Community Development Trust with strong links into our community, offering partnership opportunities for organisations working in Fauldhouse.

5.3 Marketing the Eastfield Centre

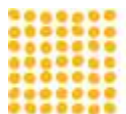
A full marketing and communications strategy will be created by the Development Worker with input from the board and free support from programmes such as Just Enterprise. The initial strategy below gives an indication of how FBVCDT will use a range of tools to build the reach of the Eastfield Centre with local people and its users.



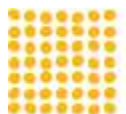
	Already in place	During redevelopment project	Post redevelopment
Social media	<ul style="list-style-type: none"> Facebook page for the Eastfield Centre with 241 followers; Twitter with 91 followers Cross-promotion on the Development Trust's main social media pages (Facebook with 1,208 followers) – with support from the Trust's Communications Worker 	<p>Build on social media presence:</p> <ul style="list-style-type: none"> More frequent promotion of activities at the Centre on social media Announcements about progress of asset transfer Raise awareness and build understanding of community ownership Retweet/share posts by Centre users and other community partners Periodic updates on fundraising, building work 	<p>Grow social media following, build awareness of the Eastfield Centre as a welcoming community venue offering a wide variety of events and activities around the themes of Sport, Health, Movement and Wellbeing.</p> <ul style="list-style-type: none"> Develop a social media strategy for the Centre drawing on the above themes (support available for this through programmes such as Just Enterprise). Consider scheduling posts to manage workload. Campaign in the run up to re-launch. Regular updates on activities at the centre on Eastfield profile and promotion of all one-off events across Eastfield and FBVCDT pages. Build Facebook profile as a platform for community engagement by encouraging reviews and feedback
Website and online	<ul style="list-style-type: none"> Dedicated page on the Fauldhouse and Breich Valley Community Development Trust website with information on the facilities 	<p>Update page and add:</p> <ul style="list-style-type: none"> Information on facilities (room sizes and capacity in different seating configurations, tea/coffee facilities, internet access, equipment available to hire, etc.) Booking details 	<ul style="list-style-type: none"> Add information on new spaces and facilities (room sizes and capacity in different seating configurations, tea/coffee facilities, internet access, equipment available to hire, accessibility, etc.) High-quality photos of rooms set up for different types of event



	<ul style="list-style-type: none"> Google Maps listing updated to 'Eastfield Development Centre' 	<ul style="list-style-type: none"> Add hours, contact details and photos of interior to Maps listing to ensure that it is clear that the building is open for community use. 	<ul style="list-style-type: none"> Keep listing up to date with new details and photos.
	<ul style="list-style-type: none"> Activities and events published on the Fauldhouse community calendar maintained by FBVCDT 	<ul style="list-style-type: none"> Maintain and update information 	<ul style="list-style-type: none"> Maintain and update information
Printed media	<ul style="list-style-type: none"> Publications in quarterly Fauldhouse Together newsletter 	<ul style="list-style-type: none"> Periodic updates on fundraising and construction project in each issue to keep people engaged Press release to local media on purchase of building and planned next steps 	<ul style="list-style-type: none"> Feature on re-launch of Centre in Fauldhouse Together Press release on re-launch
Word of mouth	<ul style="list-style-type: none"> Database of current users who are kept informed of relevant news by the Development Officer 	<ul style="list-style-type: none"> Ensure users are kept up to date on plans that may affect them, such as closures for construction work, and work with them to develop plans for the short term if their activities are affected. Work with groups to ensure their members are kept informed about what is happening to the building, why it is happening and how long it will last. Work with Regeneration Officer to raise awareness of Eastfield Centre as a base for service delivery in Fauldhouse among Council staff and other potential public sector partners. 	<ul style="list-style-type: none"> Regular contact with building users to gather feedback and suggestions



In Centre	<ul style="list-style-type: none"> Information board and table with 'What's On' and flyers for events and activities 	<ul style="list-style-type: none"> Add display boards with plans for the building 	<ul style="list-style-type: none"> Improved information display with easily visible information about regular activities and one-off events Improved signage on exterior and within building
Events	<ul style="list-style-type: none"> Centre used for high-profile community event for the first time in 2019 	<ul style="list-style-type: none"> Presence at existing events throughout the year with display boards, fundraising activities, comments and suggestions, etc. Pilot activities and taster sessions to trial new activities at the centre. 	<ul style="list-style-type: none"> Re-launch event Building tours for potential users and partners



6. Funding and Finance

6.1 Costs and Funding Strategy

As a community-led organisation, a key part of our work is ensuring that what we do is financially sustainable long-term as well as making a difference to local people.

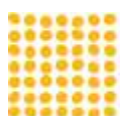
Purchase of building

Item	Amount	Source of Funding	Amount
Purchase			
Acquisition of property	£105,000	Scottish Land Fund	95% - £99,750
		Discount on value from West Lothian Council	5% - £5,250
		West Lothian Development Trust – Main Grants	Potential match funding for purchase price, if required. 5% - £5,250
Legal fees for conveyancing	£3000	Scottish Land Fund	£3000

Fabric repairs and modifications

We have identified a number of charitable funders and are in the process of approaching these.

Item	Amount	Source of Funding	Amount
Project A – Priority level 1 (required) Upgrade to main hall and necessary repairs	£195,108.54 Based on architect's outline costs plus architect's contingency 10%	Garfield Weston	£30,000
		West Lothian Development Trust – Main Grants	£25,000
		Clothworkers Foundation Main grants funding for capital costs	£50,000
		Robertson Trust Up to 25% project cost for standard capital grants. 30% of the funding must be in place before an application.	£44,343
		Trusthouse	£60,000

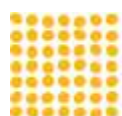


Item	Amount	Source of Funding	Amount
		Need match funding for half of total project cost secure at time of application.	
		Levenseat Trust	£20,000
		West Lothian Council Operational Buildings Budget	To be discussed – potential to make up a shortfall
Project B – Priority level 2 (recommended) Refurbishment of existing toilets	£45,071.95	Regeneration Capital Grant Fund	£248.547
Project C – Priority level 3 (ideal) External fabric upgrades Services upgrades	£ 149,286.10	Bid must be presented by local authority and will need to be balanced against other priorities.	
Project D – Priority level 3 Improved football and sports facilities	£31,616.95		
	Subtotal of £225,975 + Architect's 10% contingency = £248.547		

Purchase of equipment and revenue funding for new activity

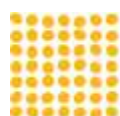
To deliver the additional activities outlined in section 3.2, we will require new equipment. Adding a staff member to the Eastfield team will increase total staffing costs; the Trust will be seeking funding for this role in the short term.

The National Lottery Communities Fund	In discussions with funding officer regarding revenue support.
Foundation Scotland Baillie Gifford grants	Up to £2000; must be over 25% of total project cost i.e. projects up to £8000. Children and families and older people are priorities.



(formerly Express Grants)	
Foundation Scotland Baillie Gifford Grassroots Sports Grants	£2000 for small sports-related projects, including equipment, coaching etc.
Peter Harrison Foundation – Opportunities through Sport	£7000 for small sports-related projects, including equipment, coaching etc.
Trusthouse Small Grants	If Trusthouse Major Grants not required for building costs, will support running costs as well as capital items. Will only fund rural projects in areas with postcodes within 50% most deprived datazones SIMD) – Eastfield Development Centre fulfils this criteria as the centre falls into a datazone within the most deprived 20%.
Corra Foundation Henry Duncan Grants	<i>Closed but to relaunch end of 2019/early 2020.</i> Up to £7,000. Programmes or services clearly focused on improving the quality of life for people who are disadvantaged, including vulnerable children/young people, isolated older people, families in poverty, people with disabilities or mental health issues.
Postcode Community Trust	Project-based funding – must be at least 10% of overall project cost. No building renovation/refurb. Good fit with themes: 'Improving community health & wellbeing, arts & physical recreation and reducing isolation'. Could be used for equipment. Stage 1 (Expression of Interest) opens 21st January – closes 4th February.
Coalfields Regeneration Trust Community Investment Programme	£500 to £5000 Health and wellbeing is a priority (improving quality of life for people with health problems, projects to prevent negative health impacts) along with job creation and employment support, skills and training, community action. Will support equipment, training, staffing and development of new services.
Children in Need	Over £10,000; grants tend to be larger for ambitious projects. Projects working directly with children or seeking to improve their social and physical environments.
Scotmid Community Grants	Small grant up to £500 – e.g. for purchase of equipment. Projects in communities served by a Scotmid store, promoting health/active lifestyles or benefiting children/education.

6.2 VAT and Corporation Tax



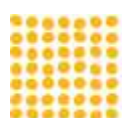
Cash flow projections show the project not reaching the VAT threshold, so FBVCDT will not need to register for VAT.

In normal social enterprise trading, a commercial trading subsidiary will not pay any (or minimal) corporation tax as it will gift aid all surpluses to a parent charity, thus leaving the corporation tax liability at zero (i.e. 20% of no profit is zero). If a trading subsidiary becomes necessary in the future, this model will be used.

6.4 Income Generation and Sustainability

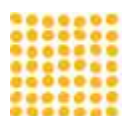
This is an existing business with a three year track record of income generation. The purchase and development of the asset will allow for a modest increase in existing income streams by making the space more flexible, as shown below:

Income stream	Pricing	Current annual income	Projected annual income	Notes and assumptions
Room lets	Currently £12 for full hall. £16 per hour (youth football) £30 per hour (adults football)	£10,134	Up to £45,842 by Y5	Given increased occupancy during daytime, capacity to split space at peak times, weekend football. Will require additional staffing to manage.
Refreshment sales (vending machine)	Per item	None	£1,488.24	Gross profit for the Trust assuming 80 weekly purchases of average value £1.20, 70% cost of sales
Fundraising and one-off events		£1,600.00	£1,800.00	Slight increase in fundraising activity with new equipment available



Full five year cash flows are attached at Appendix 1. The table below gives an overview of projected income and expenditure over five years.

	Y1	Y2	Y3	Y4	Y5
Trading income	£41,135	£43,102	£45,076	£46,348	£48,531
Grant funding	£16,500	£16,500	£16,500	£16,500	£16,500
Trading %	71%	72%	73%	74%	75%
Total Income	£57,635	£59,602	£61,576	£62,848	£65,031
Expenditure	£55,731	£57,402	£59,125	£60,656	£62,658
Surplus/deficit without grants	-£14,596	-£14,300	-£14,049	-£14,308	-£14,127
Surplus/deficit with grants	£1,904	£2,200	£2,451	£2,192	£2,192



Appendix 1: Cash Flow Projections

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Total
Rental Income	£3,368.00	£3,368.00	£3,368.00	£3,368.00	£4,210.00	£3,368.00	£1,245.00	£996.00	£4,210.00	£3,368.00	£3,368.00	£4,210.00	£38,447.00
Vending machine income	114.48	114.48	114.48	114.48	143.1	£114.48	143.1	114.48	143.1	£114.48	114.48	143.1	£1,488.24
Fundraising and events	£0.00	£0.00	£0.00	£0.00	£200.00	£200.00	£200.00	£200.00	£200.00	£0.00	£0.00	£200.00	£1,200.00
Grants	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£16,500.00
FCDT Match Funding	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total	£4,857.48	£4,857.48	£4,857.48	£4,857.48	£5,928.10	£5,057.48	£2,963.10	£2,685.48	£5,928.10	£4,857.48	£4,857.48	£5,928.10	£57,635.24
Expenditure													
Staffing	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£3,940.49	£47,285.82
Travel Expenses	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£27.08
Event Expenses	£4.15	£4.15	£4.15	£4.15	£4.15	£4.15	£4.15	£4.15	£4.15	£4.15	£4.15	£4.15	£49.80
Property Expenses	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£3,000.00
Cleaning	£32.36	£32.36	£32.36	£32.36	£32.36	£32.36	£32.36	£32.36	£32.36	£32.36	£32.36	£32.36	£388.35
Health and Safety	£14.65	£14.65	£14.65	£14.65	£14.65	£14.65	£14.65	£14.65	£14.65	£14.65	£14.65	£14.65	£175.83
Fire Contract	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£252.00
Intruder Alarm	£13.13	£13.13	£13.13	£13.13	£13.13	£13.13	£13.13	£13.13	£13.13	£13.13	£13.13	£13.13	£157.50
Gas/Electricity (Utilities)	£233.33	£233.33	£233.33	£233.33	£233.33	£233.33	£233.33	£233.33	£233.33	£233.33	£233.33	£233.33	£2,800.00
Water Rates	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£21.00	£252.00
Recycling Charges	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£41.67	£500.00
Postage	£0.42	£0.42	£0.42	£0.42	£0.42	£0.42	£0.42	£0.42	£0.42	£0.42	£0.42	£0.42	£5.00
Broadband	£33.60	£33.60	£33.60	£33.60	£33.60	£33.60	£33.60	£33.60	£33.60	£33.60	£33.60	£33.60	£403.20
Mobile Phone	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£240.00
Advertising & Marketing	£8.29	£8.29	£8.29	£8.29	£8.29	£8.29	£8.29	£8.29	£8.29	£8.29	£8.29	£8.29	£99.49
Subscriptions & Licences	£7.90	£7.90	£7.90	£7.90	£7.90	£7.90	£7.90	£7.90	£7.90	£7.90	£7.90	£7.90	£94.82
Total	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£4,644.24	£55,730.89
Profit/Deficit	£213.24	£213.24	£213.24	£213.24	£1,283.86	£413.24	£1,681.14	£1,958.76	£1,283.86	£213.24	£213.24	£1,283.86	£1,904.35

Year 2	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Rental Income	£3,536.40	£3,536.40	£3,536.40	£3,536.40	£4,420.50	£3,536.40	£1,307.25	£1,045.80	£4,420.50	£3,536.40	£3,536.40	£4,420.50	£40,369.35
Vending machine income	£117.91	£117.91	£117.91	£117.91	£147.39	£117.91	£147.39	£117.91	£147.39	£117.91	£117.91	£147.39	£1,532.89
Fundraising and events	£0.00	£0.00	£0.00	£0.00	£200.00	£200.00	£200.00	£200.00	£200.00	£0.00	£0.00	£200.00	£1,200.00
Grants	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£16,500.00
FCDT Match Funding	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total	£5,029.31	£5,029.31	£5,029.31	£5,029.31	£6,142.89	£5,229.31	£3,029.64	£2,738.71	£6,142.89	£5,029.31	£5,029.31	£6,142.89	£59,602.24
Expenditure													Total
Staffing	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£4,058.70	£48,704.40
Travel Expenses	£2.32	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£2.26	£27.15
Event Expenses	£4.27	£4.27	£4.27	£4.27	£4.27	£4.27	£4.27	£4.27	£4.27	£4.27	£4.27	£4.27	£51.30
Property Expenses	£257.50	£257.50	£257.50	£257.50	£257.50	£257.50	£257.50	£257.50	£257.50	£257.50	£257.50	£257.50	£3,090.00
Cleaning	£33.33	£33.33	£33.33	£33.33	£33.33	£33.33	£33.33	£33.33	£33.33	£33.33	£33.33	£33.33	£400.00
Health and Safety	£15.09	£15.09	£15.09	£15.09	£15.09	£15.09	£15.09	£15.09	£15.09	£15.09	£15.09	£15.09	£181.11
Fire Contract	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£259.56
Intruder Alarm	£13.52	£13.52	£13.52	£13.52	£13.52	£13.52	£13.52	£13.52	£13.52	£13.52	£13.52	£13.52	£162.23
Gas/Electricity (Utilities)	£240.33	£240.33	£240.33	£240.33	£240.33	£240.33	£240.33	£240.33	£240.33	£240.33	£240.33	£240.33	£2,884.00
Water Rates	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£21.63	£259.56
Recycling Charges	£42.92	£42.92	£42.92	£42.92	£42.92	£42.92	£42.92	£42.92	£42.92	£42.92	£42.92	£42.92	£515.00
Postage	£0.43	£0.43	£0.43	£0.43	£0.43	£0.43	£0.43	£0.43	£0.43	£0.43	£0.43	£0.43	£5.15
Broadband	£34.61	£34.61	£34.61	£34.61	£34.61	£34.61	£34.61	£34.61	£34.61	£34.61	£34.61	£34.61	£415.30
Mobile Phone	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£20.60	£247.20
Advertising & Marketing	£8.54	£8.54	£8.54	£8.54	£8.54	£8.54	£8.54	£8.54	£8.54	£8.54	£8.54	£8.54	£102.47
Subscriptions & Licences	£8.14	£8.14	£8.14	£8.14	£8.14	£8.14	£8.14	£8.14	£8.14	£8.14	£8.14	£8.14	£97.66
Total	£4,783.57	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£4,783.50	£57,402.08
Profit/Deficit	£245.75	£245.81	£245.81	£245.81	£1,359.39	£445.81	£-1,753.86	£-2,044.79	£1,359.39	£245.81	£245.81	£1,359.39	£2,200.16

Year 3	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Rental Income	£3,713.22	£3,713.22	£3,713.22	£3,713.22	£4,641.53	£3,713.22	£1,372.61	£1,098.09	£4,641.53	£3,713.22	£3,713.22	£4,641.53	£42,387.82
Vending machine income	114.48	114.48	114.48	114.48	143.1	£114.48	143.1	114.48	143.1	£114.48	114.48	143.1	£1,488.24
Fundraising and events	£0.00	£0.00	£0.00	£0.00	£200.00	£200.00	£200.00	£200.00	£200.00	£0.00	£0.00	£200.00	£1,200.00
Grants	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£16,500.00
FCDT Match Funding	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total	£5,202.70	£5,202.70	£5,202.70	£5,202.70	£6,359.63	£5,402.70	£3,090.71	£2,787.57	£6,359.63	£5,202.70	£5,202.70	£6,359.63	£61,576.06
Expenditure													
Staffing	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£4,180.46	£50,165.53
Travel Expenses	£2.39	£2.39	£2.39	£2.39	£2.39	£2.39	£2.39	£2.39	£2.39	£2.39	£2.39	£2.39	£28.73
Event Expenses	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£52.83
Property Expenses	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£3,182.70
Cleaning	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£412.00
Health and Safety	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£186.54
Fire Contract	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£267.35
Intruder Alarm	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£167.09
Gas/Electricity (Utilities)	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£2,970.52
Water Rates	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£267.35
Recycling Charges	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£530.45
Postage	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£5.30
Broadband	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£427.75
Mobile Phone	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£254.62
Advertising & Marketing	£8.80	£8.80	£8.80	£8.80	£8.80	£8.80	£8.80	£8.80	£8.80	£8.80	£8.80	£8.80	£105.55
Subscriptions & Licences	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£100.59
Total	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£4,927.08	£59,124.90
Profit/Deficit	£275.62	£275.62	£275.62	£275.62	£1,432.55	£475.62	£1,836.36	£2,139.51	£1,432.55	£275.62	£275.62	£1,432.55	£2,451.15
													£45,076.06

Year 4	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Rental Income	£3,824.62	£3,824.62	£3,824.62	£3,824.62	£4,780.77	£3,824.62	£1,413.79	£1,131.03	£4,780.77	£3,824.62	£3,824.62	£4,780.77	£43,659.45
Vending machine income	114.48	114.48	114.48	114.48	143.1	£114.48	143.1	114.48	143.1	£114.48	114.48	143.1	£1,488.24
Fundraising and events	£0.00	£0.00	£0.00	£0.00	£200.00	£200.00	£200.00	£200.00	£200.00	£0.00	£0.00	£200.00	£1,200.00
Grants	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£16,500.00
FCDT Match Funding	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total	£5,314.10	£5,314.10	£5,314.10	£5,314.10	£6,498.87	£5,514.10	£3,131.89	£2,820.51	£6,498.87	£5,314.10	£5,314.10	£6,498.87	£62,847.69
Expenditure													
Staffing	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£4,305.87	£51,670.50
Travel Expenses	£2.47	£2.47	£2.47	£2.47	£2.47	£2.47	£2.47	£2.47	£2.47	£2.47	£2.47	£2.47	£29.59
Event Expenses	£4.53	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£4.40	£52.97
Property Expenses	£273.18	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£265.23	£3,190.66
Cleaning	£35.36	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£34.33	£413.03
Health and Safety	£16.01	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£15.55	£187.01
Fire Contract	£22.95	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£268.02
Intruder Alarm	£14.34	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£13.92	£167.51
Gas/Electricity (Utilities)	£254.97	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£247.54	£2,977.95
Water Rates	£22.95	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£22.28	£268.02
Recycling Charges	£45.53	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£531.78
Postage	£0.46	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£5.32
Broadband	£36.72	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£428.82
Mobile Phone	£21.85	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£255.25
Advertising & Marketing	£9.06	£9.06	£9.06	£9.06	£9.06	£9.06	£9.06	£9.06	£9.06	£9.06	£9.06	£9.06	£108.71
Subscriptions & Licences	£8.63	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£8.38	£100.84
Total	£5,074.89	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£5,052.82	£60,655.96
Profit/Deficit	£239.21	£261.27	£261.27	£261.27	£1,446.05	£461.27	£1,920.93	£2,232.31	£1,446.05	£261.27	£261.27	£1,446.05	£2,191.73

Year 5	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Rental Income	£4,015.85	£4,015.85	£4,015.85	£4,015.85	£5,019.81	£4,015.85	£1,484.48	£1,187.58	£5,019.81	£4,015.85	£4,015.85	£5,019.81	£45,842.42
Vending machine income	114.48	114.48	114.48	114.48	143.1	£114.48	143.1	114.48	143.1	£114.48	114.48	143.1	£1,488.24
Fundraising and events	£0.00	£0.00	£0.00	£0.00	£200.00	£200.00	£200.00	£200.00	£200.00	£0.00	£0.00	£200.00	£1,200.00
Grants	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£1,375.00	£16,500.00
FCDT Match Funding	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total	£5,505.33	£5,505.33	£5,505.33	£5,505.33	£6,737.91	£5,705.33	£3,202.58	£2,877.06	£6,737.91	£5,505.33	£5,505.33	£6,737.91	£65,030.66
Expenditure													
Staffing	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£4,435.05	£53,220.61
Travel Expenses	£2.54	£2.54	£2.54	£2.54	£2.54	£2.54	£2.54	£2.54	£2.54	£2.54	£2.54	£2.54	£30.48
Event Expenses	£4.67	£4.67	£4.67	£4.67	£4.67	£4.67	£4.67	£4.67	£4.67	£4.67	£4.67	£4.67	£56.05
Property Expenses	£281.38	£281.38	£281.38	£281.38	£281.38	£281.38	£281.38	£281.38	£281.38	£281.38	£281.38	£281.38	£3,376.53
Cleaning	£36.42	£36.42	£36.42	£36.42	£36.42	£36.42	£36.42	£36.42	£36.42	£36.42	£36.42	£36.42	£437.09
Health and Safety	£16.49	£16.49	£16.49	£16.49	£16.49	£16.49	£16.49	£16.49	£16.49	£16.49	£16.49	£16.49	£197.90
Fire Contract	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£283.63
Intruder Alarm	£14.77	£14.77	£14.77	£14.77	£14.77	£14.77	£14.77	£14.77	£14.77	£14.77	£14.77	£14.77	£177.27
Gas/Electricity (Utilities)	£262.62	£262.62	£262.62	£262.62	£262.62	£262.62	£262.62	£262.62	£262.62	£262.62	£262.62	£262.62	£3,151.42
Water Rates	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£23.64	£283.63
Recycling Charges	£46.90	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£44.20	£533.14
Postage	£0.47	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£0.44	£5.33
Broadband	£37.82	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£35.65	£429.93
Mobile Phone	£22.51	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£21.22	£255.91
Advertising & Marketing	£9.33	£9.33	£9.33	£9.33	£9.33	£9.33	£9.33	£9.33	£9.33	£9.33	£9.33	£9.33	£111.97
Subscriptions & Licences	£8.89	£8.89	£8.89	£8.89	£8.89	£8.89	£8.89	£8.89	£8.89	£8.89	£8.89	£8.89	£106.72
Total	£5,227.13	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£5,220.95	£62,657.61
Profit/Deficit	£278.19	£284.38	£284.38	£284.38	£1,516.96	£484.38	£2,018.37	£2,343.89	£1,516.96	£284.38	£284.38	£1,516.96	£2,373.06

Appendix 2: Budget for Fabric Repairs

Extract from updated summary of outline costs by priority produced by ARPL Architects. For cost breakdowns for each Project, see architects' report.



EASTFIELD DEVELOPMENT CENTRE, FAULDHOUSE

OPTION STUDY

SUMMARY OF OUTLINE COSTS BY PRIORITY

PROJECT SECTION	Section Costs
PROJECT A - priority 1 - required	
Upgrade to main hall and necessary repairs	177371.40
PROJECT B - priority 2 recommended	
Refurbishment of existing toilets	45071.95
PROJECT C - priority 3 - ideal	
External fabric upgrades Services upgrades	149286.10
PROJECT D - priority 4 football/sports	
Football facilities upgrades	31616.95
SUBTOTAL	403346.40
contingency	40334.64
TOTAL	443681.04
exclusions as per Stage 1 cost estimates	

