

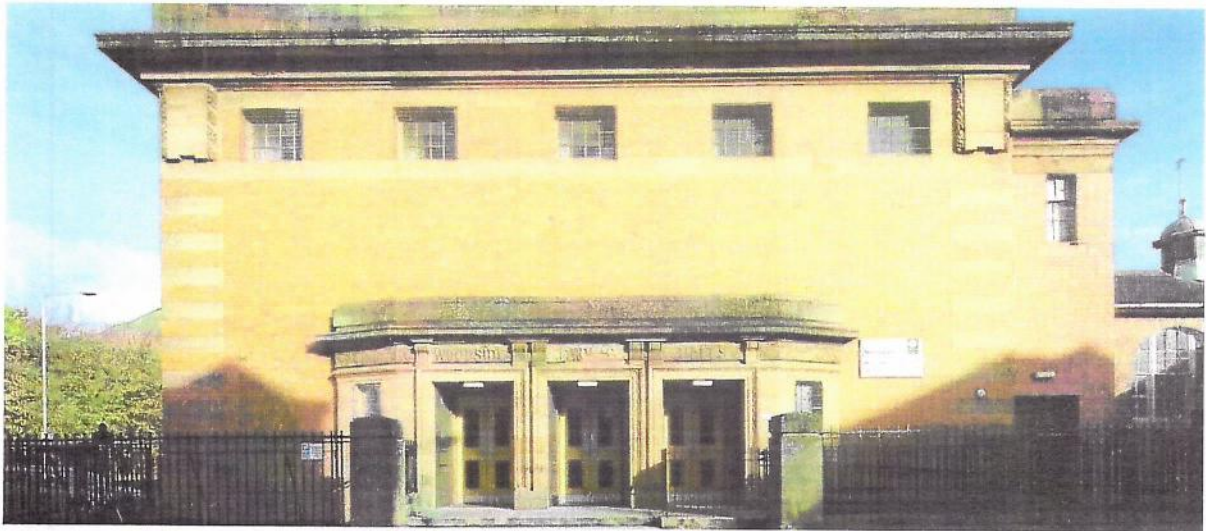


BUSINESS PLAN

for the operation of

WOODSIDE HALLS

2019 – 2022



Community Central Hall

304 Maryhill Road

Glasgow G20 7YE

Company limited by guarantee in Scotland no. 105891

Registered Scottish Charity no SCO03500

1. Executive Summary

1.1 Organisational and Project Summary

Community Central Hall is a long established community development trust operating in the North West of Glasgow. It provides an extensive range of services to the community and a number of social enterprise activities. It employs over 60 people, and supports over 75,000 regular service users. CCH operates from the 24,000sq ft hall of the same name at 304 Maryhill Road.

Woodside Halls is one of four "City Halls" owned by Glasgow City Council, but operated under lease by Glasgow Life. It is a public hall with three main function spaces and several committee rooms. It was built in 1925 and is only some 400m from the CCH building.

The proposal is through community asset transfer for CCH to take over the ownership and operation of the Woodside Halls and integrate these into the Hospitality and Facilities Department which already exists within CCH, as a way of both protecting local facilities and giving extra capacity to the organisation.

1.2 Market Summary

Research by CCH, along with existing customer data, and collated evidence of unmet demand indicates that there is a need for community-orientated space in the local area, and with the growing contacts in the artistic and creative fields demand for performance spaces such as those provided by both venues. Woodside Hall is currently operated by Glasgow Life and does not have an individual marketing identity, so in some ways has its attributes overshadowed by better known or larger venues in the portfolio.

1.3 Financial Summary

Three year cashflow projections have been prepared for the operation of the Woodside Halls, utilising information kindly provided in detail by Glasgow Life as current operators of the building, and the detailed experience of Community Central Hall as operators of a 24,000sq ft public building of a similar age.

Allowing for some set-up costs around establishing a clear marketing brand for the facility, and some practical items such as the installation of vending machines to improve the customer experience the three years headline figures are:

	Year One £	Year Two £	Year Three £	Overall £
Total Income	£115, 550	£120,050	£129,300	£365,355
Direct Expenditure	£85,003	£92,418	£96,711	
Indirect Expenditure	£35,675	£32,000	£32,500	
Total Expenditure	£120,678	£124,418	£129,211	£374,307
BALANCE	(£5,128)	(£4,368)	£89	(£8,952)

Included in the figures are the loan repayments for Social Investment Scotland for the 10% contribution to purchase and set-up costs for the building. Once the loan (£35,000) is repaid after the initial development period the revenue released will be in place to provide resources for repairs and other general upkeep.

1.4 Key Strengths and Risks

As an existing community controlled, and long established local charity Community Central Hall brings with it a strong track record in developing and delivering services in the community in which Woodside Halls resides. It also has over 40 years' experience in running a community facility, with all the operational knowledge, systems and expertise that is entailed. It understands the pressures and challenges of providing meeting space, functions and events to modern customer expectations in buildings of significant age.

There are risks in this proposal, but through continuous communication with stakeholders, participation of users and detailed risk management CCH are confident with the professional management team in place that these can be minimised.

2. About Community Central Hall

2.1 Our Vision and Values

Over the past 40 years and more Community Central Hall has worked to be at the heart of the community of Woodside/Firhill and lower Maryhill, providing a range of services as a Community Development Trust, which gives advantage to those in disadvantage. We work to create a community where local needs are met in a sustainable, community-focused manner with consideration to the local economy, environment and society, decided and designed by the community.

We have delivered this vision by developing and delivered a diverse range of sustainable, independent services and social enterprise activity, working in partnership with local and national organisations and agencies.

Our values, recently revised by Board and staff/volunteers reflect our HEART in being in the community – giving Help, Enterprise, Accessible, Respective, Trust.

2.2 History

Established in 1976, and legally formed in 1977 CCH grew out of a community campaign started in 1975 in response to the proposed sale of the then Methodist Central Hall. Strathclyde Regional Council was persuaded to buy the building for the community and then tasked the community with running the 24,000 sq. ft. building. That is what the Community Trust has done ever since.

Starting with one part-time member of staff the organisation grew through delivery of MSC and then Scottish Office Urban Aid and Glasgow City Council Social Work and Social Inclusion budget funded projects. It also established community business, social enterprise and community enterprise activities over the years, alongside multi-agency and trusts and public funds. Since 2005 it has developed its income from being 30% self-funded to over 85% total.

2.3 Where we are to-day

CCH is a dynamic, ever-changing Development Trust with a broad portfolio of services and activities, collectively employing nearly 60 people, many of whom are resident in the local community (44%), not in employment or were in training prior to start, and fall within the EU definition of 'supported business' (36%). It is also supported by a dedicated team of volunteers, numbering over 40, ranging from 20 to over 85 years young. In 2018 the income of CCH was £1.3m, with 7% funded by Glasgow City Council (staff posts for youth work and a small core grant for space) and 9% by the Scottish Government (staff project posts). Income generation by fees and charges accounted for 85% of income.

The largest service provided locally is childcare, but other services include providing community space and event/function space; youth and employability work, older peoples work, community transport and community cinema.

In delivering community space we are consistently delivering in excess of 3,500 community events/functions/parties and activities per year servicing over 200,000 visitors per year. This success has seen our ability to meet community demand for space driving the design of multi-functional space, but we now are at near capacity at various points in the week, and with the need to undertake a phased refurbishment of the building a need for in the short-term decant space and in the long-term additional space for activities.

2.4 Legal Status

CCH is an independent company limited by guarantee, with charitable status. The voluntary Board of Directors are made up of local residents and organisational representatives and meet on a regular basis to set policy and objectives and review performance of this award-winning Trust.

2.5 Aims

The aim of this Business Plan is to secure the Woodside Hall through Community Asset Transfer for the future benefit of the community, or in the immediate term of public sector costs protect existing community activity supported by the building with the intent to develop and sustain this by additional work based in the historic space.

3. What We Do

3.1 Products and Services

As a community based and led organisation Community Central Hall has a portfolio of services which have developed over 40 years from community need and opportunity. In terms of percentage of turnover services are:

- * Childcare Services (both pre-school, after school and out of school care for up to 160 children (0-12))
- * Hospitality and Facilities (internal catering and function catering plus letting (functions and community space and events), with some tenant organisations)
- * Youth Services (traditional youth support work, summer programmes, tailored mentor support programmes, employability activities, Princes Trust Team Programme (12 week self-development employability programme))

- * Transport Services (organisational minibus hire (spot and regular) with or without driver, internal services, contracts for childcare transportation, driver training (MIDAS and PATS qualifications)
- * Footprint Copy (social enterprise digital graphic design and print service encompassing all forms of print on paper, canvas, vinyl, board)
- * Older Peoples Services (home-based cleaning and befriending service for older people and activities programme)
- * Community Cinema (public screenings programme in the community, festivals and activities, private screenings service, workshops and training on filmmaking)
- * Regeneration (support to community organisations and activities, from discounted space to facilitating funding and practical assistance to project and partnership development targeted at regenerating the community)

Customers, clients, service users, guests of these services cover local residents and private individuals to community groups and voluntary sector organisations to private businesses (of all sizes) and agencies – including on behalf of Glasgow City Council. Often the delivery is in the form of partnership with other organisations (local and national) or under franchise.

Most of these services utilise the platform created by having a key anchor building in the community, which is open and accessible to all, seven days a week, over 353 days of the year.

3.2 Service Development

Bringing Woodside Hall into the portfolio of services delivered by Community Central Hall will extend and enhance the services available to local residents, community organisations and other agencies. Utilising the ethos of 'Protect, Develop and Enhance' CCH will first seek to ensure that existing use of the Hall is protected from on-going public sector efficiency savings and cuts – that the building would not be at risk of closure.

The demand unmet within existing space would also be redirected to maximise use of local provision in the community in a cost effective manner by the integrated management of both facilities (Woodside and 304 Maryhill Road). With the development of careful individual branding and focused marketing, and the developing relationships with cultural and arts organisations from the nearby Cultural Quarter, and beyond, CCH will also look to enhance Woodside Hall to develop a bespoke offer maximising the character and strengths of this historic community building.

The approach will build on currently what exists, and use the 40 years plus experience of CCH to create a sustainable, diverse, dynamic space which will work in tandem with the larger building at 304 Maryhill Road, and our developing relationship with the Firhill Complex sports and activity local facility.

Current customers of the Hospitality and Facilities department include:

- * Music events/concerts and recitals
- * Arts and theatre groups/events
- * Dance and movement classes/competitions
- * Meetings, surgeries, workshops, training/conferences
- * Support group activities
- * Religious and Faith based organisations
- * Exercise and fitness groups

Alongside generating income in the delivery of community space these activities also provide a diverse offering to local residents, community groups and organisations which enrich the social fabric and health and wellbeing of the community and directly contribute to giving advantage to those in disadvantage in the community either by their provision or in these services enabling the sustainability elsewhere of community activity.

4. Our Market

4.1 Customers

Within Hospitality and Facilities we offer space and food (catering, tea/coffee, licensed bars) to a broad range of customers.

Customer Type	%
Individual	7%
Private business/sole trader	19%
Organisations	32%
Charities	35%
Other	7%

Data from our existing customer records from the current year (2018/19) highlights that we have a broad base using the existing space at 304 Maryhill Road.

Analysing the location of these customers shows that:

Postcode/Area	%
Local customers	53%
Other Glasgow	22%
Wider/Greater Glasgow	6%
Outside Glasgow	20%

Currently CCH delivers on over 3,500 bookings per year, with a target for 2018/19 of 4,250 bookings. It has developed systems and procedures to ensure not only is this handled efficiently from an administration point of view, but also that each event, whether a regular class or club or one-off public event or private function or conference is delivered to requirements, and cost effectively for CCH.

Given the spaces available within Woodside Hall we anticipate a not dissimilar profile of customer and user, although data has not been available to enable a comparison.

This means that there will be similar subsets of customers, i.e. one-offs; annual and semi-annual block bookings; regulars and weeklies. Over the years CCH has developed a GDPR-compliant database of customers which provides the basis of a planned CRM system for the organisation. Some customers have been returning customers for over twenty years. Our level of repeat business is significantly high at 85%.

We anticipate Woodside Hall will have a similar seasonality in use of space, i.e. busy last quarter of the year, mixed summer use and quieter first quarter. We will use this to undertake planned maintenance and any non-emergency works, and consider in the application of discounts and special offers. Woodside will also benefit from the marketing strategy of CCH in bringing new activity into quieter periods of the week.

Relationships with customers, users, clients and guests of CCH is to be friendly, approachable but professional. Our recently agreed values as an

organisation brings HEART to our work in the community: that we are helpful, enterprising (look for solutions creatively), accessible (open and available), respectful (of needs, traditions and values of others) and can be trusted (to be reliable and deliver what has been promised/agreed).

We also understand the price and service sensitivities of a customer base in the provision of community focused space regardless of the source or type of customer. We are responsive to this, but also to ensuring this is done in a sustainable manner.

4.2 Demand

In the last two years we have sought to develop a closer relationship with the Cultural Quarter and cultural and arts organisations in the city more generally. This is now bearing fruit with, for example, participation in the Celtic Connections programme for 2019, and the programme of bookings with Synergy Concerts and filming/rehearsals with Counterflows; Sigma Films; Glasgow Life Festival and West End Festival. Woodside Hall will benefit from these developing relationships and long-standing ones, such as with the local theatre and performing organisations.

Glasgow has been identified as the conference and event capital of Scotland, with recognition that it is not far behind London and Manchester. Recent announcements by the SEC highlight a confidence in the growth in this market at the 'top' end, and despite budgetary constraints within community and voluntary organisations we do not anticipate a decrease in demand for space for activities from the community or wider city.

CCH currently generates in excess of £160,000 per annum from the Hospitality and Facilities function, so are experienced in a level of activity with that of Woodside at a turnover in the region of £112,000.

5. Marketing

This section deals with how CCH will communicate with customers/users and potential customers/users and the wider community.

The 7 'P's' principle will be followed outlining:

- Product/Service
 - detailing the services being offered;

The service provided by both facilities at 304 Maryhill Road and Woodside Hall is the provision of community space for hire, meeting space and event/function space.

Both facilities are targeted at local community individuals and local community and voluntary sector organisations. Given the different

capacities, locations and current customer base between these two a distinct marketing identity will be developed for each venue with the intent of creating a different, but related, offering. Over time it is anticipated that Woodside Hall will take more of the event proposition and 304 Maryhill Road more of the community offering. The venues will work together to bring larger events and conference/meeting events where there is a greater need for break-out spaces. This will be facilitated by an integrated management and booking system.

During the course of this business plan it is anticipated to increase use across both venues as the impact of this strategy progresses.

- Price
 - detailing the rates, terms and conditions, special offers and comparisons with other venues;

There is a commitment in the Community Asset Transfer documents for Community Central Hall to maintain prices for the existing users of the Woodside Hall for the first two years of its operation. During this time there will be a research exercise to identify the current rates for the different types of events, and any premiums, and identification of the different rates between venues. The intent will be to harmonise rates, where these do not negatively disadvantage local community groups in particular.

In the operation of 304 Maryhill Road, Community Central Hall has continuously provided free, reduced or charitable rates for hire which equates to some £30,000 of a 'community discount' per year. It also supports some 25 local community organisations, particularly those whom are very small or say entirely volunteer-run.

There will also be co-ordination on the terms and conditions of lets, and the key individual in the application of pricing, and any discounts, special offers or block discounts will be the Hospitality and Facilities Manager.

Instrumental to the pricing strategy will be the packaging of Catering (via Hospitality) from tea and coffee to full banquet and conference delegate rates, as part of the improved offer across both venues. Investigation into the feasibility of the direct provision of alcoholic bars will also be undertaken, using the professional expertise and background of the Hospitality and Facilities Manager. During the first year of operation this will also be supported by the appointment of an Events/Function Co-ordinator post.

- Promotion
 - identifying the different channels of communication and the key messages;

Community Central Hall has promoted venue space through a number of channels in recent years including:

- * Underground network posters/billboards
- * Advertisements in local publications
- * Inclusion in City directories
- * Development of a Facilities Brochure/Conference package
- * Relaunched website

Over the last year it has worked hard to increase the social media profile across Facebook and Twitter with a projected exposure during 2018/19 of in excess of 50,000 impressions/reach.

During the first year the primary activity will be two-fold:

- 1) Communications with existing/previous users of both venues to increase involvement with both venues and ensure customer loyalty is protected and:
- 2) Creating two distinctive brands within the organisation, under a corporate identity to aid the future positioning of services within, and across the venues.

Promotional activity in years two and three will focus on creating additional enquiries and bookings.

- Place
 - outlining the method of engagement, e.g. by internet, website, in person and on telephone; with a central booking point and a common approach.
- Packaging
 - first impressions and brand identity across digital, physical and print; with clarity around each brand.
- Product/Service
 - where we sit in in the market place and in customer minds (hearts), and or key attribute;
- People
 - the skills, dress, and visibility of our staff team involved and the complaints and compliments procedures.

6. Market Analysis

6.1 Key Trends

The market for community space/function space and activities operates in a dynamic political, economic and social environment. It is anticipated that the tough funding environment will reduce the availability of funding for many public and voluntary organisations which may have the effect of reducing demand for community space for activities.

It is expected for instance the political changes around community asset transfer may across the city increase supply of community space as new providers seek to make buildings sustainable by hiring out excess or meeting spaces.

The increased social and recreational activity, with greater disposable income from individuals potentially could create new demands on community space, as see greater emphasis on physical wellbeing and activities and an interest in culture. The significant investment and development of the SEC, and our rapid growth of our own Seamore Neighbourhood Cinema would indicate certain growth in this area.

6.2 Competitor Analysis

The mix of spaces and functions/events which take place within 304 Maryhill Road, and also Woodside Hall means that CCH has potential competition from a wide range of alternative providers, across private, public and third sectors.

Alternative Providers

Who	Target Market	Comments
Hotels (such as Radisson; Crowne Plaza; etc	Weddings; Conferences; Boxing Exhibitions	Packages for events; high staffing levels; scale but costly
Other City Community Venues (such as Knightswood Community Centre; Kinning Park Complex)	Workshop, Rehearsals, Community Arts venue; Parties; Celebration events	Flexibility; inexpensive; less infrastructure; variety of sizes/ space; multi-use rooms
Other local venues (such as MBH; Engine Shed; Maryhill Community Centre)	Exhibitions; Conferences; Meeting; Weddings and Events	Less central; varied activity

Other voluntary sector venues (such as The Briggait; the Albany Learning Centre; Betty's EVH	Workspace; Training events; One off events	Training centre; Corporate feel space;
Other Performance venues (such as City Halls; O2 Academy; SEC	Concerts and events	Scale of event; Strong performance identity
Other theatrical/ performance venues (such as Tron, Citizens, Pavilion	Performance; Re House	Scale of event; Strong performance identity

6.3 The CCH Offering

Combining the spaces of 304 Maryhill Road and Woodside Hall gives a strong portfolio of spaces with the ability to offer:

- * space for events and conferences
- * space for community activity
- * special celebration events
- * concerts and greater cultural activity locally

7. Operational Delivery

7.1 Resources

Through the continuous delivery of community services and space during the past 40 plus years CCH has built an inventory of practical resources, along with detailed knowledge and experience of operating a building and many key contacts in the sector more broadly.

In operating 304 Maryhill Road, a 24,000 sq. ft. building CCH has as assets:

- Over 20 6 ft. tressel tables
- 15 5 ft. circular function tables
- Over 300 plastic stackable chairs
- Over 100 stackable function chairs
- Presentational equipment (including projectors and screens)
- Professional standard cinematic projector
- Flipcharts
- PA and mobile microphone/sound system
- Two soup kettles
- Two urns and further water flasks
- Over 180 'sets' of crockery for functions
- Various kitchen utensils and equipment

Upon acquisition of the Woodside Hall an assessment will be made on any equipment 'inherited' with the building to assess the probable lifespan of this equipment and determine possible replacement. The potential to share equipment across the two sites will be maximised, not only by the integrated operation of Hospitality and Facilities Department, but also in the easy access to minibuses which will facilitate easy transfer between the two sites. This will be a key aspect in the delivery of catering to Woodside Hall from the main catering industry standard kitchen at 304 Maryhill Road.

Provision will be made for the purchase of suitable containers to facilitate the transfer and delivery of hot food between the two sites which are minutes apart.

7.2 Suppliers

CCH has negotiated key supplier relationships (and therefore discounts) with janitorial, catering, maintenance, trades suppliers. It also has contacts with specialist suppliers around buildings, sound, cinema equipment, and events management. It will bring these to bear into the operation of Woodside Hall, and where possible maximise opportunities for bulk buying and group discounts.

Nationally, as part of the Development Trust Association for Scotland (DTAS), it will seek to bring the benefits of bulk-buying in the purchase of energy (electricity, gas, heating oil).

Where there is a need to commission suppliers (i.e. longer term relationships, say around hygiene equipment (hand driers, air fresheners etc.) or supplies (hygiene janitorial contracts) CCH has a developed procurement policy around seeking cost effective supplies whilst supporting local small businesses and social enterprises.

In addition, in the supply of space for events and conferences it may be required to work with sub-contractors by both the client and CCH. In terms of the client this may involve working with an events management company or PR company/consultant. CCH is well versed in this type of relationship.

CCH also has sub-contracting relationships in the supply of alcohol/bars or discotheque or specialist equipment (boxing rings)/lighting/sound/presentational equipment often with the key supplier of this for the West of Scotland. These existing relationships will be extended to Woodside Hall in the delivery of existing activity, and the aspiration of growth of use.

7.3 Premises

CCH currently operate a 24,000 sq. ft. community facility/building on Maryhill Road. With 11 spaces available for external lets (community and private functions/meetings) it has access to a range of spaces for differing needs.

The premises/space at Woodside Hall consists of:

- Main Hall
- Lesser Hall
- Upper Hall
- Committee Room 1
- Committee Room 2
- Kitchen/Bar spaces

These spaces are in good condition and subject to detailed maintenance reports from Glasgow City Council, we understand that there are no major issues with the structure and fabric of the building. It is not envisaged that we will initially have to invest in the building, although as an historic building we understand the need to provision for, plan, and undertake maintenance to protect the building.

7.4 Licensing and Insurance

CCH is currently insured with Ecclesiastical through JELF. This covers buildings, contents, public liability, employer's liability etc. Ecclesiastical is

well known to support church and community buildings and understands the insurance needs/demands.

CCH is currently a public entertainment licence holder and experienced in occasional licencing. This will be investigated in the transfer process for Woodside Halls to ensure the best combination for customers.

7.5 Security

The operational and building security are two inter-connected and important aspects of running a public building.

Aspects include CCTV, alarm systems and lighting and protocols in dealing with the public. These have been operational at 304 Maryhill Road premises, along with panic button boxes and call out/key holder responder system operated by Pointer on behalf of CCH.

We will seek to extend these existing systems to Woodside Hall and create an evening 'buddy' system across the two sites alongside our emergency contact/key holder systems.

7.6 Quality

As a leading voluntary organisation we have been early participants in a number of quality improvement initiatives covering services. In relation to the facilities side we are awaiting accreditation of our Keystone award for the running of community spaces, although many of our systems were identified as good practice, and our Depute Chief Executive has been recruited as a mentor.

We also follow Care Inspectorate guidelines and alongside having a 'fit person' routinely disclose key personnel and ensure membership of the appropriate Protection of Vulnerable Groups (PVG) scheme.

8. People, Management and Governance

8.1 Our Team

Community Central Hall has a very experienced core management team – with three key roles relating to the provision of space and facilities in the organisation.

First is the Chief Executive, Mark McRitchie. A Business Studies graduate he had led CCH for over 13 years, developing new services and significantly enhancing the enterprising approach and ultimately the self-sustainability of the organisation. He is a qualified business counsellor, consultant and trainer with over 25 years' experience in the community enterprise/social enterprise

sector. Today he is responsible for strategic and partnership/ representational aspects alongside general management.

The second post is Depute Chief Executive/Head of Programmes, Gillian Middleton, who is the operational head of services. With a Social Policy Degree she has strong project management, policy and HR experience. For the past two years she has led the day to day delivery of services across the organisation and overhauled the operational and organisational policies framework.

The third key post is the Hospitality and Facilities Manager post, held by Chris Lang. This new post has been in place since May 2018 and covers the lead officer for catering, facilities and letting services, including organisational responsibility for Health & Safety. Chris previously worked in facilities roles with the Royal Conservatoire for Scotland, the Scottish Ballet Company, The Tron Theatre and the Arches venue. He is REHISS trained and has an SVQ in Hospitality Management.

8.2 Our Board

We have an existing voluntary Board of Directors consisting of local residents, organisational representatives and individuals with an interest or connection in the community. Directors are re-elected annually and support CCH through active participation in committees such as Finance and Resources or Building Development (the latter of which is responsible for the use, improvement of spaces and the progress of partnerships related to buildings and community space). Specific skills within members include project and general management, planning, finance, local government, community activism and commercial business.

The management and board are supported by access to a range of key advisors. Some are on a retained or commissioned basis, others accessed by memberships held by CCH. These advisors cover areas such as HR, development trust operations, business planning, heritage buildings, voluntary sector policy.

8.3 Proposed Structure

As an existing provider of space we do have a staffing structure to enable delivery of a busy community facility. We have indicated our intention however to operate both 304 Maryhill Road and Woodside Hall as an integrated function to maximise flexibility and efficiency as well as enabling some specialism across duties. The initial plan is to build this team as a deeper operational understanding of Woodside Hall grows, and phased as income grows. Therefore, during the first year, and subject to income levels a deputising Functions/Events Co-ordinator post will work alongside the existing Hospitality and Facilities Manager post.

The current staffing costs for Hospitality and Facilities is in the region of £93,500 annually. It is anticipated that with a growth in delivery hours from a current level with one building to across two sites, and with an uplift in activity from existing and new custom that over three years this will rise. The financial modelling makes provision for three full time caretakers and some overtime provision, although until the operation is implemented the ability to assess the potential need for this is difficult.

Alongside the paid staff we will build on our current team of dedicated volunteers who deliver a range of supports in the upkeep and operation of the building. These tasks include:

- Reception
- Administrator
- Maintenance
- Minor Repairs
- General Assistance

8.4 Our Governance

The voluntary Board of Directors meet 6 times a year, with regular sub-committee meetings of Finance and Resources (to review the financial performance and business development aspects of the organisation) and the Building Development Sub-committee to be responsible for development and use/maintenance of the building.

Membership is open to local organisations and residents and during early discussions with current users the opportunity for qualifying community organisations and groups to take up free membership and potentially join the Board of Directors and have a direct role in contributing to the direction and development of Woodside Hall.

10. Financial Projections

10.1 Financial Projections

Three year financial projections, based from April 2017 have been developed for the operation of Woodside Halls, as a distinct sub-set of the financial element of the charity/company as a whole.

In producing these cashflow forecasts there are a number of assumptions which have been made:

1. That the current level of 'core' income from lets and events held in Woodside Halls, delivered by Glasgow Life will remain. This figure is based on a composite of two years actual operating income shared by Glasgow Life;

2. That current requests for space within 304 Maryhill Road could be converted into actual events and bookings at Woodside Halls, along with a reasonable level of growth of 11%;
3. That grant income could be secured for some developments of the service/building, in the region of £5-7,500 per annum, delivered by the retained professional fundraising company already working with CCH, which has secured over £250,000 over two years, across all services;
4. That salaries for the posts detailed in Section (Structure) will be phased in for the first year, and then develop as revenue/demand develops. There is provision within the salaries for overtime hours. The salaries are based on the existing grades used by Facilities within Community Central Halls;
5. Insurances are based on calculations for full public, employer, and other buildings and contents insurance pro rata-ed for Woodside Halls;
6. Janitorial, telephone, training and other costs are projected on the basis of CCH actuals;
7. Loan repayments are calculated using information from Social Investment Scotland (see Section 10.2) for a 6 year 1st year capital-free repayment loan of £35,000. The loan is to cover the actual working capital for the project, and the charities share of the purchase price (estimated). It is anticipated that there will be negotiations on the price;
8. Heat, power and rates – provision is made for an efficiency saving on power by a combination of good housekeeping and discounts from a change in supplier. Applications for dispensation will be made for business rates relief, and water rates figures are included in the heat and power figures supplied by Glasgow Life;
9. Set up costs in the first year of operation include provision for the purchase and installation of new vending equipment; a new website and funding/marketing materials; installation of Wi-Fi coverage and IT equipment; installation of miscellaneous items including points for lighting rigs/sound systems (which would be hired as required or supplied by the let themselves); and legal fees involved in the purchase of the building/asset transfer (CCH use the services of Burness Paull).

The key financial highlights from the cashflow forecasts are contained in the below table:

	Year One £	Year Two £	Year Three £	Overall £
Total Income	£115, 550	£120,050	£129,300	£365,355
Direct Expenditure	£85,003	£92,418	£96,711	
Indirect Expenditure	£35,675	£32,000	£32,500	

Total Expenditure	£120,678	£124,418	£129,211	£374,307
BALANCE	(£5,128)	(£4,368)	£89	(£8,952)

The detailed calculations, based on CCH's long experience in running 304 Maryhill Road, and a facilities venue, along with detailed actual operating costs provided by Glasgow Life the tenant of Woodside Halls are robust.

They indicate that the operation as envisaged by CCH after asset transfer is viable and sustainable in the medium term, once the loan finance is cleared, and across the first three years the initial loss incurred is only 2.4% of turnover. It is envisaged with careful budgeting around areas such as staffing, this could be brought to a break-even position.

10.2 Budgets/Financing the Transfer

The Community Asset Transfer purchase of Woodside Halls is proposed to be financed by a grant from the Scottish Land Fund for 90% of the negotiated purchase price [for the purpose of cashflows calculated at an estimated £200,000]. the Valuation by the District Valuer discounted for the community by a percentage is the route commonly followed by this form of transfer and it is the one anticipated by CCH in following the formal CAT process, as detailed by the Community Empowerment Act.

As an existing operating venue, and an application from a long-running sustainable community organisation – with direct expertise in delivering this activity already – in an urban setting in a disadvantaged community CCH are confident in meeting the key criteria of this fund and proving viability.

Although CCH has reserves, in order not to add pressure to working capital for the organisation, provision has been made for a loan from social capital sources, Social Investment Scotland to cover the "client contribution" for the remaining 10% of the agreed purchase price and some initial investment costs in taking over the running of the building.

Initial discussions with Social Investment Scotland have identified a suitable financial product. This was the Asda investment loan fund which could provide up to £50,000 up to six year's repayment with a fixed low interest of 5% and the first year with no capital repayments. This has been modelled into the cashflow at a loan value of £35,000. The package has no management fees or legal costs attached.

This means that three years after the initial development period the loan will be repaid and the revenue released will be in place to provide resources for repairs and other general upkeep.

10.3 Sensitivity Analysis

The sensitivity analysis of the cashflows shows the impact of any percentage change in the assumptions made (Section 10.1). The key changes being:

- a. A decrease of 10% on the projected income revenue from functions and events;
- b. An increase of 10% on projected costs (both direct and indirect);
- c. An increase of 10% on the projected income revenue from functions and events;
- d. A decrease of 10% on projected income and an increase of 10% on projected cost;

A change in income by 10% down would result in the significant loss over the three years of in the region of £45,500. This would adversely affect the viability of the modelling and there would be a need to reduce the structure of the staffing proposed and a review of charges beyond the two year commitment given in the Community Asset Transfer documents. This would be similar for an increase in costs, where work would then be required to reduce these costs.

An increase of 10% on the income would result in the first three years with a surplus of £27,583 – significantly higher than realistically envisaged by the experience of Community Central Hall in delivering community space.

A movement of loss of income of around £36,000 and an increase in costs by around £37,000 would over the three years result in a loss of nearly £82,000 and would not be viable. Early action would be required in year one to re-model the proposal back to viable levels, particularly focused on staffing – seeking economies across the two sites for the Department.

11. The Risk Map

11.1 The Risk Register

Since early 2016 CCH has held a Risk Register for the organisation which is reviewed and agreed by the Board of Directors every six months. The register is a combination of the major strategic and operational risks for the organisation. It also contains an assessment of the probability and impact of these risks, along with the current activities to mitigate against these identified risks. The top five risks identified are:

1. Adequate funding for services;
2. Inability to recruit appropriately qualified or experienced staff;
3. Data security;
4. Increased bad debt;
5. Damage to the fabric of building.

11.2 Project Risks

In addition, there are a number of "project level" risks associated with the delivery of this business plan for Woodside Hall. These have been identified as:

- Failure to agree a negotiated price with Glasgow City Council for the purchase of Woodside Halls;
- Failure to secure funding from the Scottish Land Fund for the purchase (90% thereof) price;
- Failure to secure loan funding for 10% of purchase price as contribution/match;
- Previously undisclosed problem with the fabric or operation of the Woodside Halls;
- Issues with Glasgow Life staffing;
- Management capacity challenges for CCH;
- Potential of alternative providers/community or tenant resistance to transfer;

Woodside Halls - CCH Operation

2019/20

INCOME	Period	Month												Total
	Pre-start	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	
Existing Let/Events Revenue	-	8,500.00	8,750.00	9,500.00	7,000.00	7,000.00	9,750.00	9,750.00	9,500.00	7,300.00	6,000.00	9,500.00	9,500.00	102,050.00
New/Additional Function income			250.00	350.00	450.00	700.00	1,200.00	1,200.00	1,200.00	500.00	350.00	900.00	900.00	8,000.00
Grants							5,000.00							5,000.00
Other Income									500.00					500.00
TOTAL	-	8,500.00	9,000.00	9,850.00	7,450.00	7,700.00	15,950.00	10,950.00	11,200.00	7,800.00	6,350.00	10,400.00	10,400.00	115,550.00
DIRECT EXPENDITURE														
Direct Salaries														56,253.00
Insurances		1,000.00	-	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	10,000.00
Leases/Equipment	2,000.00													2,000.00
Licencing		250.00			250.00			250.00				250.00		1,000.00
Hygiene & Janitorial													2,000.00	2,000.00
Marketing	1,500.00												1,000.00	2,500.00
Alarm system						1,000.00								1,000.00
Depreciation														-
Mortgage/Loan Repayment		525.00	525.00	525.00	525.00	525.00	525.00	525.00	525.00	525.00	525.00	525.00	525.00	6,300.00
Telephone/Misc	2,500.00	50.00	50.00	300.00	50.00	50.00	350.00	50.00	50.00	350.00	50.00	50.00	50.00	3,950.00
SUB TOTAL	6,000.00	1,825.00	575.00	825.00	1,825.00	2,575.00	1,875.00	1,825.00	1,575.00	1,875.00	1,575.00	1,825.00	1,825.00	85,003.00
INDIRECT EXPENDITURE														
Waste Collection		200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	2,400.00
Training				500.00			500.00		500.00					1,500.00
Repairs & Maintenance			7,000.00											7,000.00
Heat and Power/Water		1,200.00	1,000.00	1,000.00	1,000.00	1,000.00	2,000.00	2,000.00	1,800.00	2,300.00	2,300.00	2,300.00	2,200.00	20,100.00
Printing/Stationery														-
Professional Fees	3,000.00			500.00										3,500.00
Audit/Accountancy		200.00											200.00	400.00
Volunteer Expenses			50.00	50.00	50.00	50.00	75.00	75.00	75.00	75.00	75.00	75.00	125.00	775.00
SUB TOTAL	3,000.00	1,600.00	8,250.00	2,250.00	1,250.00	1,250.00	2,775.00	2,275.00	2,575.00	2,575.00	2,575.00	2,575.00	2,725.00	35,675.00
TOTAL	9,000.00	3,425.00	8,825.00	3,075.00	3,075.00	3,825.00	4,650.00	4,100.00	4,150.00	4,450.00	4,150.00	4,400.00	63,553.00	120,678.00
Movement	(9,000.00)	5,075.00	175.00	6,775.00	4,375.00	3,875.00	11,300.00	6,850.00	7,050.00	3,350.00	2,200.00	6,000.00	(53,153.00)	(5,128.00)
Opening Bank Balance	-	(9,000.00)	(3,925.00)	(3,750.00)	3,025.00	7,400.00	11,275.00	22,575.00	29,425.00	36,475.00	39,825.00	42,025.00	48,025.00	
Closing Bank Balance	(9,000.00)	(3,925.00)	(3,750.00)	3,025.00	7,400.00	11,275.00	22,575.00	29,425.00	36,475.00	39,825.00	42,025.00	48,025.00	(5,128.00)	

Woodside Halls - CCH Operation

2020/21

INCOME	Period	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
Existing Let/Events Revenue		8,500.00	8,750.00	9,500.00	7,000.00	7,000.00	9,750.00	9,750.00	9,500.00	7,300.00	6,000.00	9,500.00	9,500.00	102,050.00
New/Additional Function Income		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	12,000.00
Grants												5,000.00		5,000.00
Other Income									1,000.00					1,000.00
TOTAL		9,500.00	9,750.00	10,500.00	8,000.00	8,000.00	10,750.00	10,750.00	11,500.00	8,300.00	7,000.00	15,500.00	10,500.00	120,050.00
DIRECT EXPENDITURE														
Direct Salaries														69,688.00
Insurances		1,000.00			1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	10,000.00
Leases/Equipment														
Licencing		250.00			250.00			250.00			250.00			1,000.00
Hygiene & Janitorial													1,500.00	1,500.00
Marketing			500.00								500.00			1,000.00
Alarm System							1,000.00							1,000.00
Depreciation														
Mortgage/Loan Repayment		565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	6,780.00
Telephone/Misc		50.00	50.00	300.00	50.00	50.00	350.00	50.00	50.00	350.00	50.00	50.00	50.00	1,450.00
SUB TOTAL		1,865.00	1,115.00	865.00	1,865.00	1,615.00	2,915.00	1,865.00	1,615.00	1,915.00	2,365.00	1,615.00	72,803.00	92,418.00
INDIRECT EXPENDITURE														
Waste Collection		200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	2,400.00
Training				250.00					250.00					500.00
Repairs & Maintenance													7,000.00	7,000.00
Heat and Power/Water		1,200.00	1,000.00	1,000.00	1,000.00	1,000.00	1,800.00	1,800.00	2,400.00	2,300.00	2,400.00	2,400.00	2,300.00	20,600.00
Printing/Stationery														
Professional Fees				500.00										
Audit/Accountancy		200.00												500.00
Volunteer Expenses			50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	200.00	400.00
SUB TOTAL		1,600.00	1,250.00	2,000.00	1,250.00	1,250.00	2,050.00	2,050.00	2,900.00	2,550.00	2,650.00	2,650.00	9,800.00	32,000.00
TOTAL		3,465.00	2,365.00	2,865.00	3,115.00	2,865.00	4,965.00	3,915.00	4,515.00	4,465.00	5,015.00	4,265.00	82,603.00	124,418.00
Movement		6,035.00	7,385.00	7,635.00	4,885.00	5,135.00	5,785.00	6,835.00	6,985.00	3,835.00	1,985.00	11,235.00	(72,103.00)	(4,368.00)
Opening Bank Balance			6,035.00	13,420.00	21,055.00	25,940.00	31,075.00	36,860.00	43,695.00	50,680.00	54,515.00	56,500.00	67,735.00	
Closing Bank Balance		6,035.00	13,420.00	21,055.00	25,940.00	31,075.00	36,860.00	43,695.00	50,680.00	54,515.00	56,500.00	67,735.00	(4,368.00)	

Woodside Halls - CCH Operation

2021/22

INCOME	Period	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
Existing Let/Events Revenue		8,500.00	8,750.00	9,500.00	7,000.00	7,000.00	9,750.00	9,750.00	9,500.00	7,300.00	6,000.00	9,500.00	9,500.00	102,050.00
New/Additional Function income		1,000.00	1,000.00	1,000.00	1,000.00	1,500.00	2,500.00	2,500.00	2,500.00	1,250.00	1,250.00	1,250.00	2,000.00	18,750.00
Grants							7,500.00							7,500.00
Other Income									1,000.00					1,000.00
TOTAL		9,500.00	9,750.00	10,500.00	8,000.00	8,500.00	19,750.00	12,250.00	13,000.00	8,550.00	7,250.00	10,750.00	11,500.00	129,300.00

DIRECT EXPENDITURE

Direct Salaries														72,981.00
Insurances		1,000.00			1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	10,000.00
Leases/Equipment		250.00			250.00			250.00			250.00			1,000.00
Licencing													2,000.00	2,000.00
Hygiene & Janitorial											750.00			1,500.00
Marketing			750.00											1,000.00
Alarm System						1,000.00								1,000.00
Depreciation														6,780.00
Mortgage/Loan Repayment		565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	565.00	6,780.00
Telephone/Misc		50.00	50.00	300.00	50.00	50.00	350.00	50.00	50.00	350.00	50.00	50.00	50.00	1,450.00
SUB TOTAL		1,865.00	1,365.00	865.00	1,865.00	2,615.00	1,915.00	1,865.00	1,615.00	1,915.00	2,615.00	1,615.00	76,596.00	96,711.00

INDIRECT EXPENDITURE

Waste Collection		200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	2,400.00
Training				250.00			250.00		250.00				250.00	1,000.00
Repairs & Maintenance													7,000.00	7,000.00
Heat and Power/Water		1,200.00	1,000.00	1,000.00	1,000.00	1,000.00	1,800.00	1,800.00	2,400.00	2,300.00	2,400.00	2,400.00	2,300.00	20,600.00
Printing/Stationery														500.00
Professional Fees				500.00										500.00
Audit/Accountancy		200.00											200.00	400.00
Volunteer Expenses			50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	100.00	600.00
SUB TOTAL		1,600.00	1,250.00	2,000.00	1,250.00	1,250.00	2,300.00	2,050.00	2,900.00	2,550.00	2,650.00	2,650.00	10,050.00	32,500.00
TOTAL		3,465.00	2,615.00	2,865.00	3,115.00	3,865.00	4,215.00	3,915.00	4,515.00	4,465.00	5,265.00	4,265.00	86,646.00	129,211.00
Movement		6,035.00	7,135.00	7,635.00	4,885.00	4,635.00	15,535.00	8,335.00	8,485.00	4,085.00	1,985.00	6,485.00	(75,146.00)	89.00
Opening Bank Balance		-	6,035.00	13,170.00	20,805.00	25,690.00	30,325.00	45,860.00	54,195.00	62,680.00	66,765.00	68,750.00	75,235.00	
Closing Bank Balance		6,035.00	13,170.00	20,805.00	25,690.00	30,325.00	45,860.00	54,195.00	62,680.00	66,765.00	68,750.00	75,235.00	89.00	