

Business Plan

Gorebridge Police Station
For Gorebridge Community Care

January 2019

Gorebridge  Community Care



Contents

1. Introduction and Background	3
1.1 Background to the Project	3
1.2 About the Community.....	3
1.3 The Organisation	5
1.4 About the Police Station building	7
1.5 How this Business Plan was developed: Methodology ..	8
2. Summary of Research	10
2.1 Introduction.....	10
2.2 Summary of Research	10
3. What We Will Do and Our Outcomes	13
3.1 Vision	13
3.2 Key Activities and Services	13
3.3 Development of the Site	17
4. Delivering the Project: Governance & Management ..	18
4.1 Legal Structure	18
4.2 Governance.....	18
4.3 Financial Management	19
4.4 Staffing.....	19
4.5 Volunteers	21
4.6 Operation, Policy and Procedures	21
4.7 Monitoring and Evaluation	21
4.8 Partners.....	23
4.9 Risk Mitigation	25
5. Marketing and Communication	27
5.1 Introduction.....	27
5.2 Routes to Market.....	27
5.3 Brand.....	27
5.4 Marketing Strategy	28
6. Funding and Finance	29
6.1 Costs and Funding Strategy	29
6.2 Costs for Year Prior to Re-development.....	31
6.3 VAT and Corporation Tax.....	31
6.4 Income Generation and Sustainability.....	31
Appendix 1 : Cash Flow Projections.....	33

1. Introduction and Background

1.1 Background to the Project

The Organisation's Roots

Gorebridge Community Cares (GCC) is a local organisation that initiates projects across the town of Gorebridge in Midlothian in relation to health and well-being, learning, aspiration and poverty reduction. We are a group providing core day to day services direct too local people and all tenants of the new space will do the same. We will work closely with the Beacon who will provide multi-purpose space for community groups and activity enabling things to happen. Our group has a history of community led activism and is rooted in the local community. We are defined not primarily by seeking to take on an asset but by responding to community need by designing, funding and establishing services. These services have been delivered remotely but now need a home and base. That led to a need for a building and the old police station presented itself as a good opportunity. Many groups come together to save a building. GCC did not seek to save the Police station for its own sake, but sees the importance of a community owned space to meet local need.

When the library and leisure centre were threatened with closure in 2013, a group of local residents came together to highlight the importance of these assets and to petition Midlothian Council for the retention of these facilities as vital to the local area.

Following this community led campaign, the library and leisure centre are still open and thriving in Gorebridge. The Beacon is an excellent centre in the town that will offer a café and space for events, meetings and multi-purpose community activity. They will be a landlord and a catalyst for change. We will create a totally different facility that will complement the other spaces in the town by being a direct service provider to local vulnerable people.

Project Aim

The aim of the project is to acquire the Gorebridge Police Station Building as a base for GCC to set up a centre for families and young people to promote emotional, physical and mental well-being, in a holistic and friendly environment that includes informal learning skills within our community of Gorebridge.

Outcomes:

1. Improved emotional and mental health for families using the Centre because of the support and services that will be provided.
2. New skills for users, e.g. cooking, practical life skills and informal educational opportunities resulting in improved nutrition, a healthier diet and personal growth.
3. More confidence, social skills and aspiration, leading to better career prospects and an opportunity to achieve individual potential.
4. Through peer support, learning additional coping strategies to improve the quality of family life for children by reducing parental/care giver's stress and being able to meet and talk to other children in similar situations.
5. Gorebridge Community Cares will be in a better position to assess and meet evolving local needs with a base to work from and will gain a better understand and new skills to deal with the difficulties faced by families and children using the Centre.

1.2 About the Community

The town

Gorebridge is a former mining village in Midlothian. The village takes its name from the bridge across the River Gore which flows into the South Esk. In 1794, Scotland's first Gunpowder Mill



started operations on the banks of the Gore Water. There were a number of small coal mines in the area but in the mid-19th century the much deeper Emily Pit was opened. Gorebridge expanded to house the miners and the main street housed many shops and local traders.

When deep mining in Scotland ended in the late 1980s, places like Gorebridge were devastated. Issues such as unemployment and low educational achievement, linked to mental and physical health problems and low aspirations, were exacerbated by the lack of services and facilities. Though this was many years ago now, Gorebridge has struggled to address the deep rooted problems that resulted from this major socio-economic change.

Population

The population resident in the area from the 2001 census was 5,777. The population has grown since then and at the time of the 2011 census, the number of residents in Gorebridge was 6,454. The population is younger than the overall picture for Scotland with the median age for males being 34 for Gorebridge compared to 37 for Scotland and 35 for females compared to 39. The youngest age groups predominate up to 16 years. However population projections to 2028 suggest the number of people aged 65yrs+ will increase significantly, with just over half of those individuals being over 75 years old.

Housing

The average number of people per household is higher than Scotland but the average number of rooms is lower. This suggests there may be a mismatch between house size and occupancy.

Home ownership rates are 10% lower than Scotland and public and social rented higher. The % of housing rented from the local authority is more than twice that of Scotland. Melville Housing has historically been the largest provider of social housing in the area with Midlothian Council having a smaller proportion. There are plans for more than 3000 houses in and around Gorebridge over the next 5 – 10 years with the inherent danger or dislocation between existing and new population centres.

Health

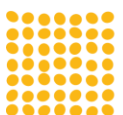
The average age of people with good health or people with a limiting long term illness roughly equates to Scotland as a whole those who are economically inactive and permanently sick / disabled is slightly more than that of Scotland as a whole. In addition there are more households with one or more carers in residence (19.3% compared to 16.8%).

Stakeholder interviews and the community survey highlighted the pressure the growth in population is putting on the primary care medical centre in terms of waiting times for appointments. There are plans to extend the facilities but these are not firmed up and the population of the town is still growing.

Employment and Economy

The average age of a person who is unemployed is 31.8 compared to 35 for Scotland as a whole. Youth unemployment is high, running almost 7% above the national figure of 27.8%. Unemployment among the age group 50+ is conversely well below the national rate.

There are fewer managers, senior officials and professional people and more people involved in elementary occupations. These are cleaning offices and other buildings, washing windows, delivering messages or goods, product-sorting, packing by hand and freight handling. The stakeholder interviews highlighted the lack of retail outlets in the town and in particular a supermarket.



Education and Training

The % of households where no one aged 16-74 has qualifications or is in full-time education is higher than Scotland as a whole and the % of 16-18 year olds who are in full-time education is much lower than for Scotland.

This educational attainment level is underlined by the discrepancy between the % of the population with no qualification being 7% higher in Gorebridge than in Scotland. The area outscores Scotland markedly for the number of people with low level qualifications and is outscored itself, again markedly, by Scotland as the level of qualification increases.

From individual stakeholder interviews one of the most frequent needs identified was that for a secondary education school in Gorebridge.

Social and Community

Gorebridge now boasts a range of groups that have grown with the village, however the lack of facilities is beginning to hinder and limit groups' ambitions and aspirations. From the community survey and the stakeholder interviews the community spirit and the surrounding environment were ranked highly. Transport came next mainly due to the expected impact of the new rail line and road network.

Facilities and services scored highest in the things people did not like. It is important to note that it is the lack of facilities for children which was commented on most frequently.

Issues in the community

Gorebridge

- has areas identified as of high relative deprivation according to SIMDs
- is one of Midlothian Council's 3 target areas for regeneration
- has one of the lowest educational qualification levels in Midlothian
- has one of the highest level of single parents in Midlothian
- has one of the highest number of looked after children in Midlothian
- has one of the highest youth unemployment levels in Midlothian
- Midlothian has the sixth highest level of domestic abuse in Scotland

1.3 The Organisation

The success of the campaign to save the library and leisure centre led the group to start to respond to the need in the community that they became aware of during that process. They asked themselves the question "How had the area become so run down and what could we do about it?" This campaigning and lobbying group therefore formed as more of a service and project delivery organisation.

Importantly they were the lead organisation in the Community Action Plan 2015-2020 working with the Coalfields Regeneration Trust, which was later adopted by Midlothian Council as the new Gorebridge Neighbourhood Plan. GCC works with Gorebridge Futures to implement and add to the plan.

As well as project development, communication has become vital and the group set up and administers an active Facebook page. There are over 3,000 followers and this is a strong tool to



communicate with the local area. To accommodate those who are not on Facebook, the group secured a grant for a Community Noticeboard, which is now at the library.

“Giving our community an effective voice allows change to happen and can modify the narrative from powerless to powerful, from disheartened to aspiring,”

Charitable Aims

The organisation’s purposes are:

1. To advance; and serve the Gorebridge and District community by identifying and improving recreational, environmental, health and emotional opportunities for children, adults and families. Working with voluntary and statutory professionals, local businesses and funders, to improve outcomes for the community of Gorebridge. The area within which the organisation shall operate shall be Gorebridge and District Community Council area.
2. To advance; and to identify opportunities within the local community to enable young people to achieve their full potential through any of the following - education, recreation, sport, volunteering opportunities
3. To promote; develop and identify strategies to help to ensure the inclusion of senior citizens within the Gorebridge and District community.
4. To relieve and support people to pursue a better quality of life, by improving access to training and development to improve their life skills and employment opportunities.
5. To strengthen the Gorebridge community by encouraging more active citizens, working together to tackle their problems and promoting a healthier and happier community.
6. To provide a united and effective voice in discussions with local authorities and other providers of services and/or businesses/others on issues that impact on the health, welfare or environment of the Gorebridge community.
7. To Identify and apply to funding bodies for resources to support these aims.

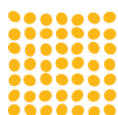
Projects

Working with Officers from Midlothian Council over the last 5 years the group were keen to address issues with the derelict field that lay opposite Gorebridge Primary School. A new play area is currently being installed.

After a survey was carried out, results showed that not only did people want facilities and opportunities for young folk, older people, they also wanted events to be held in the village. GCC responded by providing two annual events, a free Santa Event and a free Big Lunch/Volunteer Fair.

Community groups felt their volunteers needed official recognition of their work so the SQA was contacted and there is a strategy to set up an official qualification for volunteers within Gorebridge.

These will carry on while core support services to local people will be based in the building and these are outlined at section 3.2.



An indicative usage map can be seen below. GCC indicates that acquisition of Gorebridge Police Station will:

- Allow them to expand on current work
- Have a base to work from
- Will be a holistic response to need
- Will be a nurturing environment
- Will provide new services in Gorebridge
- Will improve outcomes for families

1.5 How this Business Plan was developed: Methodology

Strategic thinking has already been undertaken in the community as part of the Community Action Plan. As a result the research undertaken within this consultation period builds on that foundation and develops ideas in further detail. We have analysed the CAP data as crucial community feedback to the needs and assets within Gorebridge.

Engaging with as many people as possible in different ways was a critical part of the research phase for this stage to flesh out what services at the Police Station would mean to people and what difference they would make. Every effort was made to carry out participative community engagement. The aim was to ensure that proposals for community asset transfer and development were community-led and addressed a real need. Community Enterprise has engaged with:

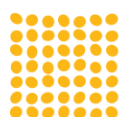
- Around 30 members of the public at a community Christmas event
- 25 at an open community event
- 11 Stakeholders representing the views of local groups, facilities, businesses and services via a number of one-to-one meetings and interviews.
- An estimated 75 people who were at a library based focus group then contributed to display board during the research
- 119 survey responses
- 250 members of the local community who had already contributed to the Community Action Plan and whose views are included here because it is so recent
- We would estimate that at least 300 separate individuals were able to contribute to this feasibility study

The stages of this study are outlined below:

Awareness Raising	GCC raised awareness of the upcoming consultation process, informing local groups about open meetings and other ways in which they could contribute thoughts. The organisation is impressively embedded in the community which allowed the consultants to hit the ground running and engage quickly.
Demographic and Policy Analysis	A demographic analysis was undertaken for the Community Action Plan and is reflected here



Open Meetings	We used a number of existing seasonal community events as a public consultation sources and spoke to 45 separate people. We engaged with 75 people at a drop in at the library then left the display board up as graffiti board for the community to write on over a three week period.
Stakeholder Interviews	11 Stakeholders in the area were consulted via a series of one-to-one conversations conducted in person and over the phone
Desk-based Research and financial and funding models	Over the course of the project, Community Enterprise undertook desk-based research to establish the viability of the project. This included research into market trends, case studies, and financial viability.
Options Appraisal and Report	The feasibility of this idea is rooted in a consideration of the options that emerged during the research, which has led to a preferred option. This was presented to the group which came back with comments
Business Plan	This business plan takes the preferred option and fleshes it out into road map to achieve the project.



2. Summary of Research

2.1 Introduction

The need for the project has been identified through profiling the area, consulting with local people at events and in public places and undertaking market research to establish commercial demand especially in the light of the development of the Beacon. This research can be seen in detail in the feasibility study; the following sections of this business plan provide only a key summary.

2.2 Summary of Research

Assets in the Area

- Despite the evidence of relative deprivation, the key things that people liked about Gorebridge was the community spirit (over 50%) so this is an asset to build on. Without facilities there is no way for people to bump into each other and build cohesion so this asset is vulnerable if it is not protected.
- This is a proactive community which has already come together to save local assets and to develop new services.

Thoughts about the Police Station

- The property is a detached single storey building of approximately 268m² with good internal and external space. The assessment is that the property presents an opportunity for a “highly useable community facility” but substantial investment is required.
- Facilities was the main thing that survey respondents thought was missing (36%)
- There is a general lack of facilities for families in the town. Transport is a problem with many people not able to travel for services because of cost/time. There is therefore a need for a facility in the community.

Challenges in the Area

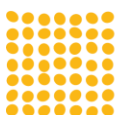
- There is a very strong policy link with what GCC want to achieve

Population Growth and Pressure on Services

- The population has grown between the 2001 and the 2011 census and major house building is planned for the near future. There are plans for more than 3000 houses in and around Gorebridge over the next 5 – 10 years.
- Stakeholder interviews and the community survey highlighted the pressure the growth in population is putting on the primary care medical centre in terms of waiting times for appointments.
- This growth will require services and facilities to ensure this remains a viable living community with good infrastructure.

Youth Issues

- The population is younger than the overall picture for Scotland
- Youth unemployment is high, running almost 7% above the national figure of 27.8%.



- Lack of job opportunities is also linked into mental health. Would be good to have something like a Men's Shed – would provide training for younger people and provide opportunity for intergenerational work too.
- Gorebridge under serviced in general. There is a particular need around mental health of young people and support for young people

Health and Well-being

- The average number of people per household is higher than Scotland but the average number of rooms is lower.
- There are more households with one or more carers in residence (19.3% compared to 16.8%).
- The school indicated that a strong focus on ADHD would be positive and needed.
- Mental health is a big issue especially for young people
- Drug and Alcohol issues are on the rise. There are higher than average hospital admissions for these and an overt need in the community indicated by stakeholders

Learning

- The % of households where no one aged 16-74 has qualifications or is in full-time education is higher than Scotland as a whole and the % of 16-18 year olds who are in full-time education is much lower than for Scotland.
- The waiting list for the College upmo will develop is high and growing

Welfare

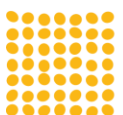
- Deep rooted social issues were identified by all stakeholders who are well linked into the community from those running foodbanks to the local primary school. This is reflected in the statistics.
- Demand is high and increasing for CAB services, debt advice and the food bank largely due to welfare reforms including introduction of universal credit. The food bank is currently dealing with 2000 people in a year.
- CAB currently have a 3-4 week wait for appointments. The library service is a drop in service and there are always queues The bulk of their work is around benefits and debt (c70% debt)
- Food poverty, social isolation (e.g. young mums or older people) and mental health issues were raised by many of the stakeholders. There are also issues of homelessness and addiction in Gorebridge.

Social Isolation

- The loneliness of older people also young single parents was highlighted by many stakeholders.

Services Demanded to meet this need

- 98% of respondents agree that activities to improve health and well-being are vital
- 100% of respondents agree that learning and advice is vital



- Broadly speaking there are numerous suggested services around health and well-being and community cohesion.
- A social area to be and feel safe as well as specific services emerged as important.

Support for the Project

- 100% of respondents were supportive of securing the building for community use
- 91% support asset transfer with a small element of nervousness
- There was consistent support from all stakeholders

Capacity of GCC

- The group has a history of community led activism and is rooted in the local community and they have developed many new services and initiatives already within the village. The company has a significant track record in local service delivery as is outlined in section 1.2. There are 8 board members who are highly motivated and have achieved a significant amount in a very short space of time. They are natural collaborators and are highly passionate about the town of Gorebridge.
- This is both a reactive (to community needs and demands) and a proactive (with new ideas to address the needs) organisation.

Fundability

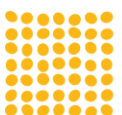
- On balance it would seem reasonable to assume that the target of £300,000 capital and a small amount for revenue is challenging but feasible.

Financial Sustainability

- The finance modelling shows challenging conditions but sustainability achieved by a combination of a core anchor tenant and health and social care contracts. Opportunities for room hire and events are minimal due to other facilities in the community.
- To reach financial sustainability without grants will require a reduction in staffing from three to two or a significant increase in occupancy rates.

Partners

- There was some early concern about the position of the Gorebridge Development Trust as they have already developed a new facility that is about to open. In fact research indicates a strong potential partnership and complementary approaches to the needs of the community.
- A very significant range of willing partners, (from the schools and churches to statutory services and other small community groups) emerged from the research and will be fleshed out in the business plan.



3. What We Will Do and Our Outcomes

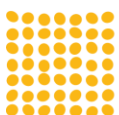
3.1 Vision

The Gorebridge Police Station will be redeveloped as a community-owned asset. Gorebridge Community Cares do not view themselves as a landlord managing space but as a deliverer of services. The asset therefore will be focussed on making life better for the most vulnerable people of the community. By creating space for cooking, learning, advice and support, people with disabilities, those who are experiencing poverty and situations where there are challenges in the family, The Police Station project will improve individuals lives, enhance families and strengthen the community as a self-sustaining places that looks after its own.

3.2 Key Activities and Services

Gorebridge Community Cares Services

The following section lists the services and activities that we will provide from The Police Station, in relation to the needs identified through our research and community consultation: The organisation articulated their vision in the following graphic;



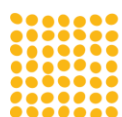
Co-ordinated approach to services provision

This business plan focusses on the use, sustainability and impact of the Old Police Station but the work of the organisation should be seen within a wider context. Having a base will be a catalyst for things happening all over the town. The activity is split into four main areas, all of which is focussed on making the community of Gorebridge more resilient, self-sufficient and positively aspirational.



This is both a reactive (to community needs and demands) and a proactive (with new ideas to address the needs) organisation.

Need Identified	List of Services (fleshed out as a Bigger Vision below)
Low Educational achievement	<ul style="list-style-type: none"> • Training and learning in a bespoke learning space • Joint work with the schools on addressing the attainment gap • Community Choices programme • Partnership with Edinburgh University • Training programmes with Lifelong Learning • The organisation (and the future building) is a REHIS accredited centre. • Study Club for low attaining young people • Fun Friday – we work in the schools on a Friday when attendance is low, offering food and entertainment. The last two events say full school attendance.
Poor health	<ul style="list-style-type: none"> • Around the World cooking classes • Walking groups and exercise • Talking therapies and mental health sessions including Mindfulness



	<ul style="list-style-type: none"> • Physical health sessions and surgeries • Support to those with ADHD etc.
Social Isolation - encouraging Community cohesion and integration	<ul style="list-style-type: none"> • Events and social activities • Small support groups • This will be an SVQ centre for volunteering in year two
Family Support and support to children and young people	<ul style="list-style-type: none"> • Peer support for families • Youth drop in • Youth volunteering • CAB giving energy advice to address fuel poverty • Mindfulness sessions
Jobs and employability	<ul style="list-style-type: none"> • Link to learning and training • Vocational volunteering • Hosting job club

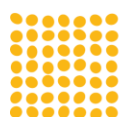
A Bigger Vision

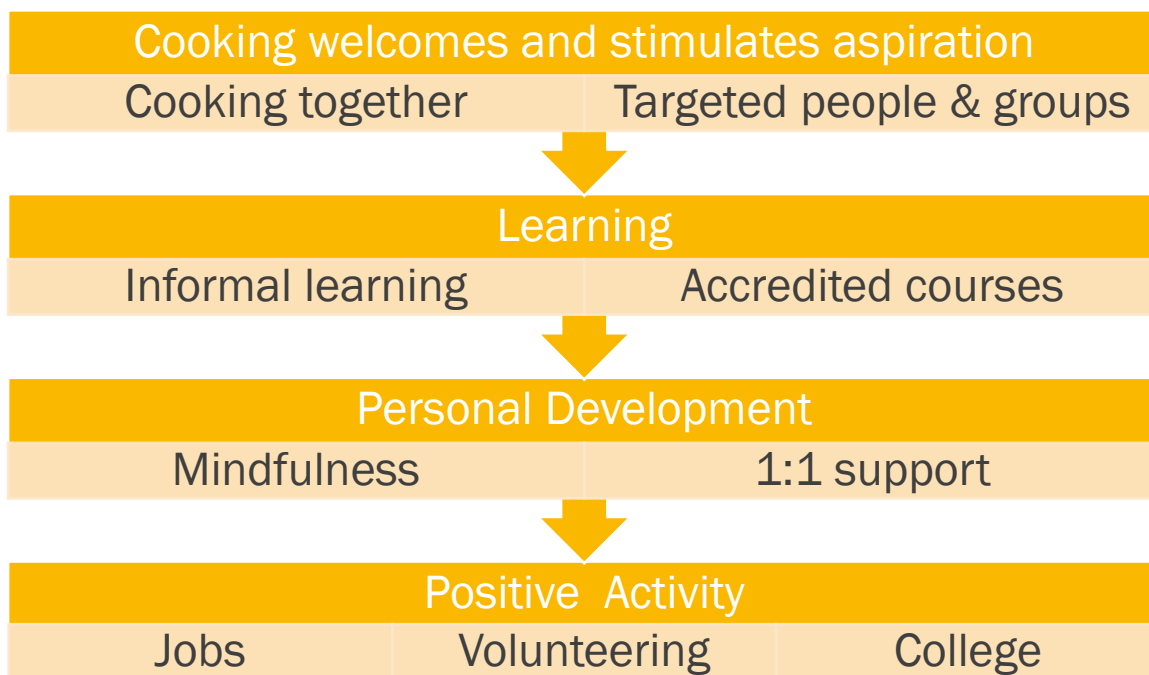
Social housing in the area keeps the need high as there is a very high turnover of people in need allocated by Midlothian Council to Gorebridge.

Food is the welcoming hospitality attractor – the starting point for social change and the way to get people to engage. Cooking is not just about learning to cook a meal, the process is vital to the outcome. We use “one-pot” cooking where the whole group cooks together in one pot, learning not to achieve individual success but to use their different skills to produce something good together. People therefore leave with Equal Worth. We want to change the narrative.

We want to move people from being passive victims to being active contributors. One example is of a small group of young girls who were causing problems in the community, not attending school and having a bad reputation in the town. Teaching them to do face painting and then using them in the Christmas event, turned them from a problem into positive contributors which had a huge impact on how the community saw them and their self-esteem.

Learning is then a vital input to people’s lives. A huge variety of training will be delivered from the Old Police Station and this will change over time. We have a range of partners from Universities to the Council and Third Sector Interface who will work with us to create an attractive curriculum. The life changing journey is set out below that individuals follow;





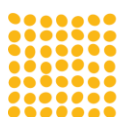
Upward Mobility

Upmo are based in Edinburgh and looking to expand into Midlothian so are keen to establish a base in the region. This will be that base and from here Upmo will provide their core services to young people and young adults with special support needs.

Young people with learning disabilities, severe physical disabilities, autism and multiple needs experience barriers in every aspect of their lives - denying them the opportunities to become active, healthy, working and contributing members of society that can lead to social isolation and crisis situations. People with additional support needs can feel isolated, unsupported, and socially excluded. Many have huge skills, assets and personal attributes that have no opportunity to be realised. Current provision is based on social care which does not meet these people's needs.

Upmo will offer an innovative, progressive and sustainable educational and personal development model for young adults with a range of learning and physical disabilities and multiple barriers that offers opportunities to develop potential, and play an equal, inclusive and rewarding role in their local communities. This is a new model of support that merges person centred support (learning, personal development and social care) with place based regeneration and integration. As a result local people with additional support needs will benefit from services including, but not restricted to;

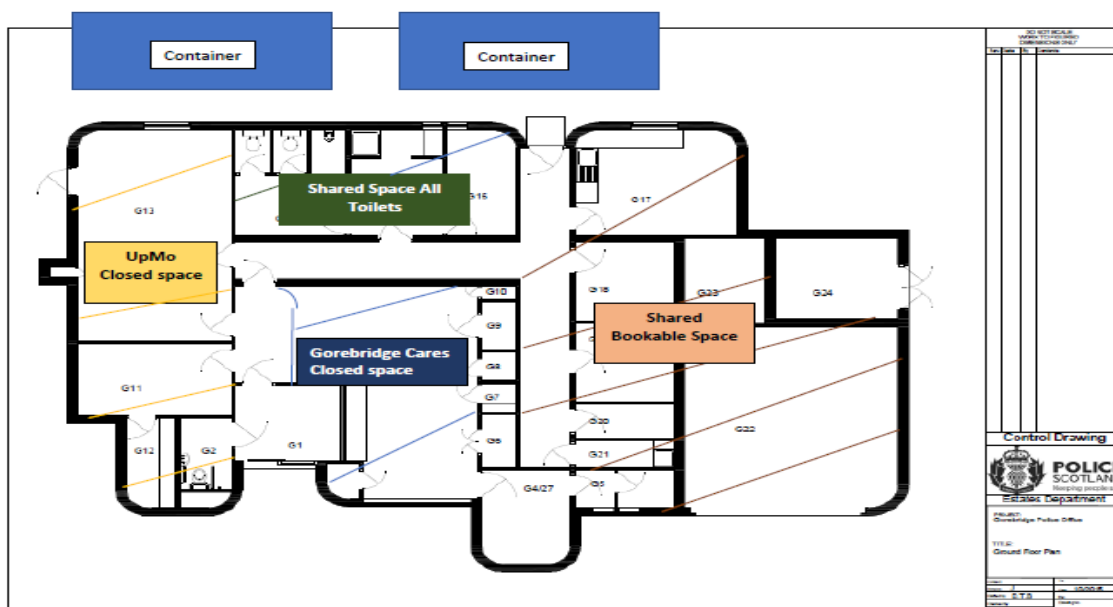
Better Health and Well-being	Skilled Individuals	Integrated and changed community
<ul style="list-style-type: none"> • Exercise • Dance • Sport • Healthy Eating • Art, Music and Drama 	<ul style="list-style-type: none"> • Personal Development Plans • Volunteering • Working in the cafe • Supplying the shop 	<ul style="list-style-type: none"> • Visibility • Cycling and Walking locally • Tours of Upmo



3.3 Development of the Site

The Police Station offers an opportunity to take over an asset that is in need of repair and upgrading but which will be a high quality bespoke space.

We will use a phased approach to achieve the development as noted in this indicative drawing. In addition, Upmo will bring a container for additional space.



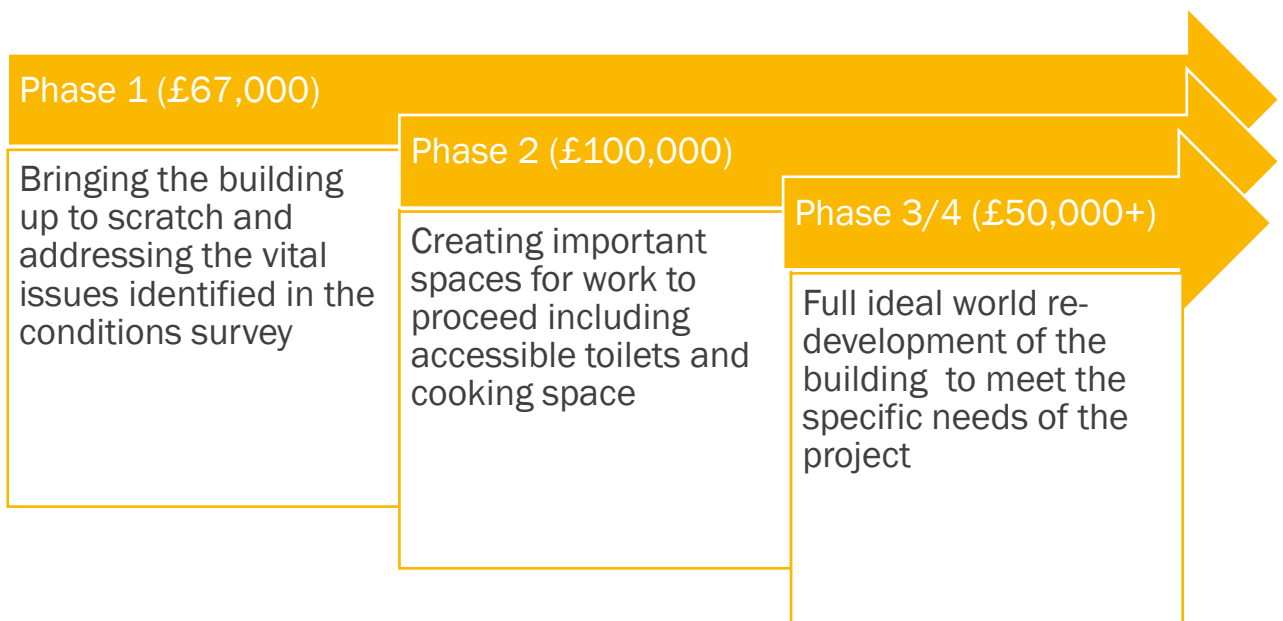
Shared bookable space relates to space booked largely by Upmo but which GCC can use on occasion.

A phased approach will be required to achieve the vision.

- Phase 1: Immediate repairs using the likely funding of £50,000 from Midlothian Council Developer’s contributions and £17,00 SLF funds to allow us to move into the premises. These main building repairs are taken from the building survey report and would pay for roof repairs [flat roof], re-wiring, [electrical work], removal of asbestos and same damp proofing and retaining wall repairs. Some interior work.
- Phase 2 Other short term work, including upgrading toilets, cooking and training facilities.
- Phase 3 Carrying out further improvements to the building as per the original survey.
- Phase 4 Investigating longer term development of the building.

It is important to note that a technical design team will required to set out the required spaces and specification which a professional Quantity surveyor will need to cost. The following are very broad estimates based only on the conditions survey and an idea of what will be required.





4. Delivering the Project: Governance & Management

4.1 Legal Structure

The Company has been formed to benefit the community of Gorebridge. It is a SCIO (No SC047443) with 8 Trustees established originally in 2012 and registered as a Charity in May 2017. The Trustees are all local residents who have lived in Gorebridge for many years, who all come from different career backgrounds. There is, in addition, a wide range of volunteers not involved on the board who contribute time and effort to the work.

4.2 Governance

The company has a significant track record in local service delivery. There are 8 board members who are highly motivated and have achieved a significant amount in a very short space of time. They are natural collaborators and are highly passionate about the town of Gorebridge.

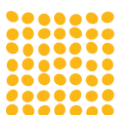
Gorebridge Community Cares will take on the ownership of the property on behalf of the community of Gorebridge and will oversee activity within The Old Police Station. As a relatively new organisation, GCC has strong community control and support but does not have a financial track record, an office, staff or infrastructure. There is however a very strong recent track record of social and community activity.

Basic staff will be recruited to support the day to day facilities management of the police station, allowing the management committee's role to be mostly strategic, with some hands-on responsibilities. We will work closely with key partner Upmo to ensure the success of the project for local people.

Role of the Management Committee

As well as responsibility for strategic management, the board will be responsible for some elements of the operation of the building including:

- Overseeing the purchase and development of the asset, including fundraising as necessary
- Governance of the organisation



- Financial stability – The board have ultimate responsibility for income generation and financial sustainability (the Facilities Manager will support day-to-day financial recording and reporting).
- Monitoring and evaluating impact
- Liaising with funders and completing monitoring reports
- The recruitment and induction of new staff as well as line management.
- Developing and implementing a training plan
- Strategic links – Representation on local and thematic planning groups in Midlothian and liaison with partners.

4.3 Financial Management

An annual budget will be set by the management committee and will be overseen by the Facilities Manager, who will provide a bi-monthly report on actuals versus forecasts setting out any variances and the reasons for these. A suitable accounting system will be needed. This system will allow for regular reporting and will enable the team to evaluate and plan for the future.

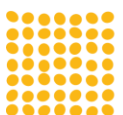
4.4 Staffing

Staffing is kept to a minimum is one core member of staff (and some caretaking and cleaning support) and a further one member of staff who will deliver and arrange health, well-being and community services. This second posts cannot be funded by income generation so will require on-going grants, contracts and service level agreements.

Part time in preparatory year and consolidation year but time increased by 50% in initial year in the building, funded by SLF.

Facilities Manager: to develop and manage the Old Police Station building and oversee community activity and volunteering initiatives.

- Managing the process of developing the building from the vacant space it is into a useable community facility
- Ensure the buildings runs smoothly, is open when it needs to be, is clean and safe, bills are paid and it is looked after and appropriately maintained.
- Operate as caretaker, key holder and emergency contact
- Market the various services to local people
- Identify and implement a property management system to allow bookings on-line
- Coordinate community services and initiatives for the benefit of local people
- Work with the committed to investigate, fund and establish new services based on need
- Recruit volunteers, complete induction training and maintain volunteer records.
- Liaise with partner organisations and funding bodies
- Communicate regularly with the people of Gorebridge and the GCC members (via monthly newsletter or similar)



- Identify and assist with applications to a range of funding bodies

Cleaners / Caretakers

A team of session a staff equivalent to 0.2 FTE will be utilised to clean, prepare, set up, open and shut the facility

They will undertake basic maintenance inside and out, with the support of a team of volunteers and will work with the Facilities Manager to engage external tradespeople to undertake larger repairs and on-going maintenance via contract. This will be kept to a minimum by the use of local volunteers who will contribute in-kind support to the look after the building.

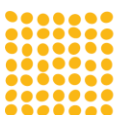
Well-Being Officer (Development Manager with a focus on social change activity)

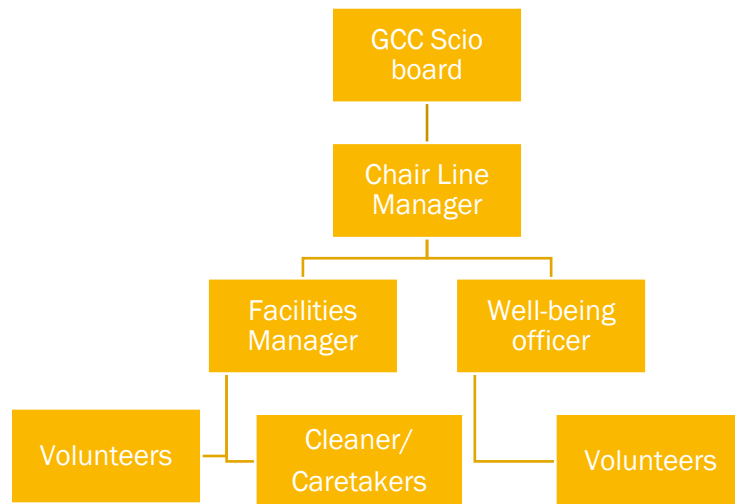
This member of staff will be responsible for the development, coordination, and management of programs delivered from the new centre at the Old Police Station and within the community. They will be expected to be a multi-tasker who can delivery services themselves where possible and co-ordinate the ones they can't.

The will

- Delivery cooking classes, walking groups, learning sessions and other simple services
- Bring in surgeries for example for welfare benefits advice, job club and so on
- Co-ordinate a programme of community learning and training
- Offers and delivers fully accredited REHIS training (the current Manager has just completed the qualification)
- Establish and manage a programme of community events
- Develop and implement programme goals, objectives, and outcome measurements.
- Provide information to the community about what is happening within the centre
- Consult and collaborate with community groups and local residents to devise new programmes of support
- Support the board with funding bids
- Participate in the maintenance and creation of appropriate partnerships and relationships.
- Plan, develop and manage budget fulfilling relevant financial and contractual requirements.
- Ensure that service standards and quality measures of agency/community/client needs and demands are established, implemented and monitored.
- Create and maintain all required files statistics and prepare related reports.
- Support organisations, community groups and the board to access resources and expertise
- Conduct community consultation and engagement

Staffing Structure





4.5 Volunteers

Gorebridge has a strong culture of volunteering, with many people freely giving their time and this was highlighted during the research where a lot of help was given. However, the board are keen that this project does not place too high a strain on the small number of existing volunteers.

We will recruit and train up new people so that it is not seen as the “usual suspects” and will bring in volunteers with specialist skillsets, such as events management, marketing and admin.

4.6 Operation, Policy and Procedures

A full set of basic organisational policies and procedures will be developed and these will be finalised and approved while the old Police Station is being renovated to make sure everything required is in place before the doors open. Policies will cover (but not be restricted to):

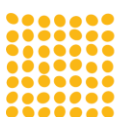
HR, Staffing, Remuneration and Benefits, Volunteer policy, Codes of Conduct for tenants; Recruitment Policy, Health & Safety, Lone Working, Data Protection, Equal Opportunities, Expenses, Travel and Subsistence

We are aware that this will need to be considered in detail. This work will be undertaken by the facilities manager, supported by the Management Committee.

4.7 Monitoring and Evaluation

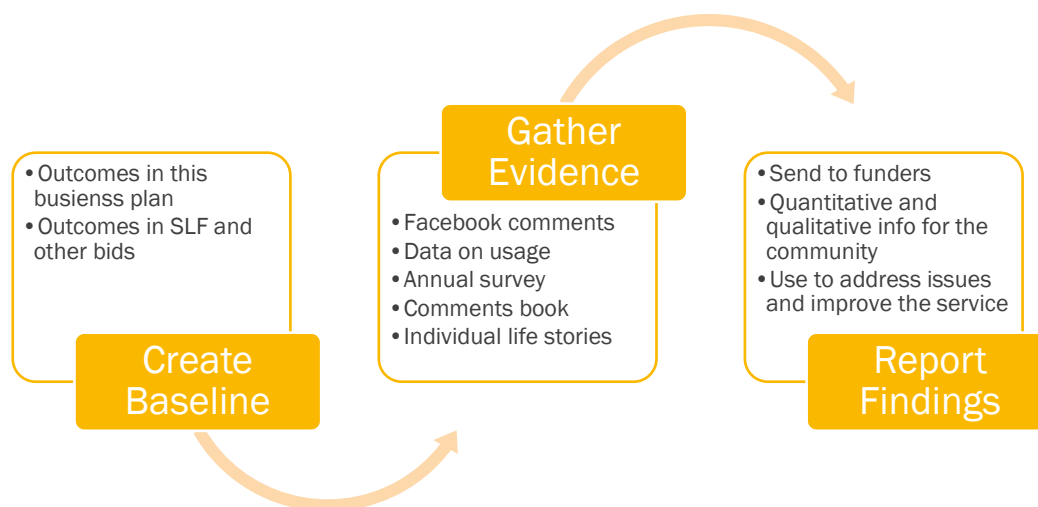
Grant funding for purchase of The Old Police Station will enable us to create a sustainable community-owned asset both meeting local needs and generating income from a core anchor tenant to contribute to running costs. We are aware that because of this, we will have multiple outcomes to achieve. We plan to establish a monitoring and evaluation framework which sets out how we will achieve or exceed these targets.

The Board are committed to monitoring progress towards social and financial targets. We are aware that there will also be unintended impacts aside from those we anticipate. However, we will work to create positive impact under the broad outcomes and milestones set out in this document and agreed in the stage two Scottish Land Fund form. There will also be other outcomes set out in other funding bids in relation to the capital up-grading of the building.



The key audiences who will be directly interested in our monitoring information will be funders, local people who use the building and our immediate stakeholders and partners (such as Midlothian Council and Midlothian Voluntary Action).

Process



Monitoring Community Impact and Volunteering

- Recording numbers and nature of people using the services
- Receiving numbers and nature of people using Upmo services and where they are from
- Numbers of volunteers involved at the various stages of the project and what they are doing
- Impact from surveys, interviews and comments
- Changes to external indicators over time such as SIMD data
- Feedback from volunteers about individual outcomes, such as improved skills or confidence

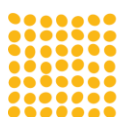
Financial Monitoring

Trading figures will be monitored regularly to help us work towards financial sustainability and generation of income to be reinvested into the facility and new services. Although having a core anchor tenant is positive, finances will need to be monitored closely so that there is not sole dependence on this source of income.

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

1. To help us make the services delivered from the Old Police Station as attractive as possible to the people of Gorebridge, especially those most in need
2. To communicate what we are doing with local stakeholders and the residents of the town.
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

Improving and Developing What We Do



Monitoring local impact will help us ensure we offer a high quality service to the people of Gorebridge. Following feedback from local people, we can adapt and improve our services to ensure that the facility remains valued and well-used.

Key to the monitoring is to identify what is wrong and needs to change. This may mean that targets, need to change once the whole project is operating to full capacity, and this will have to be done in consultation with funders.

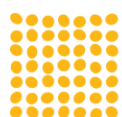
Financial Viability

We understand that financial sustainability through trading can be challenging in an area where there is not a great deal of community wealth and where there is not a massive opportunity for commercial trading. We will use the results of our monitoring and evaluation processes to plan ahead for sustainability by confirming the success of our services. We will use google analytics as well as customer satisfaction surveys with bunkhouse residents. We will compare budget vs actuals and analyse the variances and why these have appeared.

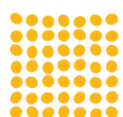
4.8 Partners

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
Upmo	Core anchor tenant and partner in delivering services to young adults with special support needs
Gorebridge Primary School	Joint delivery of learning programmes
University of Edinburgh	Delivery of life-long learning
Queen Margaret University	
Midlothian Community Learning and development	Delivery of learning sessions and support to the board.
Midlothian Voluntary action	Support with fundraising, governance and good practice.
SEAM	Peer support from other like-minded social enterprises
The Beacon	Campus approach, offering complementary space to benefit the community. We have worked closely during the development of this project to ensure partnership not competition. Fundamentally they let excellent

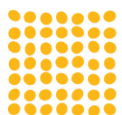


	space to allow community activity to happen, while we provide direct services to local people and groups.
The Library	Learning programmes including children's learning and encouraging reading Use of the 10 pcs in the library. GCC will not purchase computers but will work in partnership with the library to deliver this.
Coalfield Regeneration Trust	Partner in delivery and review of Community Action Plan
Midlothian Council	Strategic support and partner in the CAP
Job Centre Plus	Host of job club
Churches	Partnership delivery of programmes, promotion of core services Linking cooking classes to the foodbank

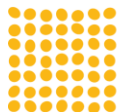


4.9 Risk Mitigation

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
<i>Development process</i>					
Difficulty negotiating the sale of the asset	High	Low	Engagement with current owner very strong and GCC the preferred purchaser from a willing seller. Draft bid into Scottish Land Fund for comment and close relationship with SLF officer	Continue to maintain discussion with current owner and engage appropriate legal support	GCC board
Challenge to set out a persuasive funding package for renovation and upgrading	High	Medium	Phasing the development Initial funding strategy	On-going fundraising strategy Support from MVA and others	GCC board
<i>Delivery phase</i>					
Loss of core anchor tenant	High	Medium	Continue to meet with Upward Mobility Ensure funding in place and liaise with them about design of space	Fundraising strategy and regular meetings Market the space to a new tenant	GCC board
Demand lower than expected for GCC services	Medium	Low	Good evidence from the existing activity and demand identified in research report	Marketing strategy and communication to local people	GCC board Facilities Manager
Loss of Key Personnel, Volunteers and Management board members especially chair	High	Low	Strongly motivated local volunteers	Good terms and conditions for volunteers and staff. Write a succession plan for key board members.	GCC board



				Board and staff away day regularly	
Insufficient reserves to manage cash flow	High	Low	Cash flow with notes and assumptions	Build reserves during initial years. Bid for new grants as they become available	GCC board and facilities manager



5. Marketing and Communication

5.1 Introduction

The marketing and communications strategy will develop an effective means of passing information to and engaging with the local community to ensure that needs are understood and that services are being provided to the right people at the right time.

A register of local organisations and individuals will be maintained in compliance with GDPR regulations and publicity material will be regularly distributed via a mailing list or local database (including but not restricted to members).

5.2 Routes to Market

Breaking our services down into features and benefits will show us how we can reach the target market and focus on key marketing messages.

Generic Routes

- Town and region launch event
- Build data base of interested parties, members and beneficiaries and communicate regularly
- High quality interactive website
- Social media strategy and active presence on twitter etc. GCC has an active social media presence with over 3000 followers on facebook.
- News articles in sector press locally (Midlothian Advertiser)
- News in local bulletins from PTA newsletters to church noticeboard
- Advertising in the library and community notice boards
- Mailing to all umbrella bodies e.g. MVA
- Talks to organisations such as PTAs at the school, church guilds etc.
- Flyer campaign round the town including leafleting at the new Beacon café

5.3 Brand

Gorebridge Community Cares

There is a brand identity already but there will need to be a name and brand for the centre itself that fits within the brand of

the organisation.

There are a range of key selling points that The Old Police Station will call upon to advertise the facilities and the services within it:

- A convenient place for local people
- Community owned and controlled
- Seeking to make the people of Gorebridge healthier and happier – direct social change
- A friendly, community-oriented space, which strives to be inclusive and welcoming for all.



In general, the project will be able to draw on additional selling points:

- Community-owned. The story of local people coming together to buy the building for the community is an inspiring one.
- Social Impact. The project will market itself as a social enterprise that is here to make a difference
- Partnership – setting out a desire to complement other facilities and work with others in the town

We will make full use of online marketing including developing a new website and social media pages for the space.

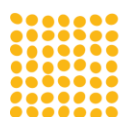
Alongside digital marketing, we will produce paper leaflets, distributed through local partners.

The brand identity of the Old Police Station will need to be agreed and then rolled out.

5.4 Marketing Strategy

A full marketing and communications strategy will be created by the Facilities Manager. The initial strategy below gives an indication of how The Old Police Station could reach local people. Although the project will benefit from the existing uptake of services that simply don't have a base and have been peripatetic.

Launch year	Growth	Consolidation
Secure a brand and web developer	Agree marketing objectives and targets for beneficiaries	Review uptake of services
Develop Brand and launch website	Build brand awareness amongst the people of Gorebridge	Review all service user feedback
Build and improve customer database to create a network of people (starting with members and existing service recipients)	Establish early demand built on existing service use	Quarterly newsletters via MailChimp, blogs, posts on Facebook and/or Twitter
High-profile stories in local press and presence at events	Extend number and range of members and services users and build database	Conduct user and local satisfaction survey
Display board in Gorebridge Library	Joint marketing with Upmo	Periodic seasonal events and promotions
Flyers handed out at local organisations from the Beacon to schools and churches	Embed stories in all local press	
Carry out a launch event	Build facebook presence	



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. Our vision for The Old Police Station is of a viable social enterprise that generates sufficient income to cover costs. The nature of the project is such that we are not estimating significant profit to re-invest in other new work, but are targeting self-sufficiency.

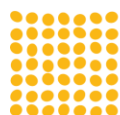
We realise that to get a project like this started, grant funding will be required for capital purchase and development. Cash flow projections indicate that this project should be financially sustainable; however, we will be seeking grant funding to help with start-up costs like branding and marketing, and to contribute to the initial years of the Facilities Manager.

Item	Amount	Source of Funding	Amount
Purchase			
Acquisition of property	Valuation £180,000	Scottish Land Fund	£170,000
	Purchase price £170,000	Discounted from purchase price	£10,000
Legal fees for conveyancing and insurance	£3,000 and £1000 for insurance	Scottish Land Fund	£3000
		Scottish Land Fund	£1000
Renovation¹			
Refurbishment Phase 1 Immediate repairs using the likely funding of £50,000 from Midlothian Council Developer's contributions and SLF to allow us to move into the premises. These main building repairs are taken from the building survey report and would pay for roof repairs [flat roof], re- wiring, [electrical work], removal of asbestos and same damp proofing and retaining wall repairs. Some interior work.	Circa £67,000	Midlothian Section 75 planning gain	£50,000
		Scottish Land Fund	£17,000
Refurbishment Phase			£67,000

¹ NB : An architect led design team working to a clear brief will be required to produce a costed design to meet the needs of the enterprise



Item	Amount	Source of Funding	Amount
Phase 2 Other short term work, including upgrading toilets, cooking and training facilities.	£100,000 (estimate)	Garfield Weston	£50,000
		Climate Challenge Fund	£50,000
		Robertson Trust	£20,000
Phase 3 Carrying out further improvements to the building as per the original survey.	£50,000 (estimate)	Possible contribution from Community Led Medium from the Big Lottery	£23,000
		Bank of Scotland	£59,000
Phase 4 Investigating longer term development of the building.	As per Community need		
Furniture and equipment	£25,000	Henry Smith and others	£25,000
Revenue			
Contribution to salary and start-up costs		Scottish Land Fund	£35,000
		Midlothian Fund	£50,250 over three years - £16,750 in pre-development year to match with £20,000 of SLF
		Big Lottery Community Led Medium	£50,000
Additional funding			
Website, brand and marketing materials	£5000	Awards for all or similar	£5000



6.2 Costs for Year Prior to Re-development

As set out in 6.1 building works would be undertaken on a phased approach.

Gorebridge Development Manager costs during building development						
Income						
Midlothian Council Grant	£16,750					
SLF Contribution	£20,000					
Total	£36,750					
Expenditure						
Salary	£20,000	4 days a week at £25,000FTE				
NI	£1,597					
Pension	£1,000					
Expenses	£1,200					
Stationary and printing	£3,000					
Insurance	£500					
Marketing and publicity	£453					
Room hire and catering	£1,000					
Training and conferences	£2,000					
Rent	£3,000					
IT and equipment	£3,000					
Total	£36,750					

6.3 VAT and Corporation Tax

Cash flow projections show the project not reaching the VAT threshold so it does not need to register for VAT but saving VAT on capital costs may require the group to opt to tax to reduce the grant requirement. This may have an impact on long term sustainability. A full VAT assessment will be undertaken at the next stage.

In normal social enterprise trading, a commercial trading subsidiary will not pay any 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).

6.4 Income Generation and Sustainability

Early financial modelling has been undertaken to understand some of the key costs involved in this development

Income streams will be;

- Upward Mobility as a core anchor tenant
- Room hire (minimal due to other facilities offering this)
- REHIS Training
- Grants, contracts and service level agreements in relation to addressing deprivation and health



Full three year cash flows are attached at appendix 1. Five years can be shown, but the model is very simple and years four and five largely replicate year three.

The need for grants and contracts is largely related to the funding of the Well-being Officer. If these grants are lost, the centre can operate in a fully sustainable way with volunteers and local people delivering services. The organisation has just secured £16,750 from Midlothian Council per year for three and this is factored into years one and two of the cash flow leaving the requirement for only a small revenue grant top up. Year three shows a move away from grants towards contracts.

The summary in the table below shows the gradual growth away from grants towards trading though there is limited ability to generate income beyond service delivery. Year one has input from SLF revenue funding to support the project as it moves into the building. In year two expenditure reverts down.

	Year 1	Year 2	Year 3	Total
Income				
Trading Income	£48,426	£55,851	£70,851	£175,128
Grant, SLA and fundraising	£48,750	£32,000	£14,000	£94,750
% sustainability	50%	64%	84%	
Total Income	£97,176	£87,851	£84,851	£269,878
Expenditure	£91,424	£69,476	£71,182	£232,083
Surplus	£5,751	£18,375	£13,669	£37,795

Model without Well-being Officer

This still requires a small level of grants and contracts to remain sustainable which would need to be delivered by volunteers. This would be a challenge.

	Year 1	Year 2	Year 3	Total
Income				
Trading Income	£28,426	£35,851	£35,851	£100,128
Grant, SLA and fundraising	£2,000	£2,000	£4,000	£8,000
% sustainability	93%	95%	90%	
Total Income	£30,426	£37,851	£39,851	£108,128
Expenditure	£41,365	£41,392	£42,012	£124,770
Surplus	-£10,940	-£3,541	-£2,161	-£16,642



Appendix 1 : Cash Flow Projections

Staff posts	Salary	NI	pension	Portion	Total
Facilities Manager	£22,000	£1,873	£660	0.50	£12,267
Well-being Officer	£25,000	£2,287	£750	1.00	£28,037
Cleaner / Caretakers	£17,000	£1,183	£510	0.20	£3,739
Total	£64,000	£5,344	£1,920		£44,043

Gorebridge Development Manager costs during building development

Income					
Midlothian Council Grant	£16,750				
SLF Contribution	£20,000				
Total	£36,750				
Expenditure					
Salary	£20,000	4 days a week at £25,000FTE			
NI	£1,597				
Pension	£1,000				
Expenses	£1,200				
Stationary and printing	£3,000				
Insurance	£500				
Marketing and publicity	£453				
Room hire and catering	£1,000				
Training and conferences	£2,000				
Rent	£3,000				
IT and equipment	£3,000				
Total	£36,750				

Gorebridge Police Station Cash flow year one following renovation														
		2020												
	Assumptions	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
		5	4	4	5	4	4	5	4	5	4	4	4	
Grants														
Service Level Agreements	Related to health or employability	£10,000												£10,000
Fundraising		2,000							2,000					4,000
Grants (incl £16,750 from Midlothian Council)	Funds Well-being Officer and programmes	12,000						12,000						£24,000
Total Grant and Subsidy and contract		£24,000	£0		£0			£12,000			£0			£36,000
Contracts	Competitively tendered	£20,000												£20,000
Community Groups and Room Hire														
Anchor tenant	Upmo - say 1000sq ft x £12	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Medium room average price per hour	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	
Small room ave price per hour	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	
Maximum hours available	84	84	84	84	84	84	84	84	84	84	84	84	84	
Occupancy	Low as there is minimal free space	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	
Income from REHIS (corporate)	£200 x 10 people x 3 courses			£2,000				£2,000			£2,000			£6,000
Income from REHIS (community)	£100 x 10 people x 3 courses				£1,000				£1,000		£1,000			£3,000
Income from Room Rentals		£714	£571	£571	£714	£571	£571	£714	£571	£714	£571	£571	£571	£7,426
total Trading income		£21,714	£1,571	£3,571	£2,714	£1,571	£3,571	£2,714	£1,571	£3,714	£2,571	£1,571	£1,571	£48,426
Total Income		£45,714	£1,571	£3,571	£2,714	£1,571	£3,571	£14,714	£1,571	£3,714	£2,571	£1,571	£1,571	£84,426
Overhead Expenses														
Costs of training	£25 per head for stationery and certificate			£250	£250			£250	£250		£250	£250		£1,500
Staffing	Link to staffing sheet	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£44,043
Advertising	Use of word of mouth and social media mainly	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Rates	Rateable value £16,900 x 48p x 80% relief	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£1,620
Water Rates	Estimate	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Gas / Electric	Estimate	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,200
Phone and internet	Estimate	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Insurance	Needs quote following works	£3,000												£3,000
Stationery, postage & Printing		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	10 volunteers x 5 visits x £1.50	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Professional and accountancy fees	Estimate only												£2,500	£2,500
Repairs & Maintenance	Not major repairs and upgrade	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Security alarm and other contracts	Estimate	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Cleaning materials and refuse collection	Estimate	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440
Misc		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Overheads		£8,200	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£7,700	£69,403
Total Expenditure		£8,200	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£7,700	£69,403
Operating Profit		£37,514	-£3,629	-£1,879	-£2,736	-£3,629	-£1,879	£9,264	-£3,629	-£1,736	-£2,879	-£3,629	-£6,129	£15,023
Balance		£37,514	£33,885	£32,006	£29,269	£25,640	£23,761	£33,025	£29,396	£27,660	£24,781	£21,152	£15,023	

Gorebridge Police Station Cash flow year two														
		2020												
Assumptions	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals	
	5	4	4	5	4	4	5	4	5	4	4	4		
Grants														
Service Level Agreements	Related to health or employability	£10,000											£10,000	
Fundraising		2,000							2,000				4,000	
Grants (incl £16,750 from Midlothian Council)	Reduction in grants	10,000						10,000					£20,000	
Total Grant and Subsidy and contract		£22,000	£0		£0			£10,000			£0		£32,000	
Contracts	Competitively tendered	£20,000											£20,000	
Community Groups and Room Hire														
Anchor tenant	Upmo - say 1000sq ft x £12	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Medium room average price per hour	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	
Small room ave price per hour	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	
Maximum hours available	84	84	84	84	84	84	84	84	84	84	84	84	84	
Occupancy	Increase to 20% usage where this levels	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Income from REHIS (corporate)	£200 x 10 people x 3 courses			£2,000				£2,000			£2,000			£6,000
Income from REHIS (community)	£100 x 10 people x 3 courses				£1,000				£1,000			£1,000		£3,000
Income from Room Rentals		£1,428	£1,142	£1,142	£1,428	£1,142	£1,142	£1,428	£1,142	£1,428	£1,142	£1,142	£1,142	£14,851
total Trading income		£22,428	£2,142	£4,142	£3,428	£2,142	£4,142	£3,428	£2,142	£4,428	£3,142	£2,142	£2,142	£55,851
Total Income		£44,428	£2,142	£4,142	£3,428	£2,142	£4,142	£13,428	£2,142	£4,428	£3,142	£2,142	£2,142	£87,851
Overhead Expenses														
Costs of training	£25 per head for stationery and certificate			£250	£250		£250	£250		£250	£250			£1,500
Staffing	2% cost of living rise. Reduces again	£3,744	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£3,670	£44,116
Advertising	Use of word of mouth and social media mainly	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Rates	Rateable value £16,900 x 48p x 80% relief	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£1,620
Water Rates	Estimate	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Gas / Electric	Estimate	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,200
Phone and internet	Estimate	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Insurance	Needs quote following works	£3,000												£3,000
Stationery, postage & Printing		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	10 volunteers x 5 visits x £1.50	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Professional and accountancy fees	Estimate only												£2,500	£2,500
Repairs & Maintenance	Not major repairs and upgrade	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Security alarm and other contracts	Estimate	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Cleaning materials and refuse collection	Estimate	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440
Misc		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Overheads		£8,274	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£7,700	£69,476
Total Expenditure		£8,274	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£5,450	£5,450	£5,200	£7,700	£69,476
Operating Profit		£36,154	-£3,058	-£1,308	-£2,022	-£3,058	-£1,308	£7,978	-£3,058	-£1,022	-£2,308	-£3,058	-£5,558	£18,375
Balance		£36,154	£33,097	£31,789	£29,766	£26,709	£25,401	£33,378	£30,321	£29,298	£26,991	£23,933	£18,375	

Gorebridge Police Station Cash flow year three														
		2020												
	Assumptions	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
		5	4	4	5	4	4	5	4	5	4	4	4	
Grants														
Service Level Agreements	Related to health or employability	£10,000												£10,000
Fundraising		2,000							2,000					4,000
Grants	End of Gants													£0
Total Grant and Subsidy and contract		£12,000	£0		£0			£0	£2,000		£0			£14,000
Contracts	Increase in contracts	£35,000												£35,000
Community Groups and Room Hire														
Anchor tenant	Upmo - say 1000sq ft x £12	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Medium room average price per hour	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	
Small room ave price per hour	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	£7.00	
Maximum hours available	84	84	84	84	84	84	84	84	84	84	84	84	84	
Occupancy	Increase to 20% usage where this levels	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Income from REHIS (corporate)	£200 x 10 people x 3 courses			£2,000				£2,000			£2,000			£6,000
Income from REHIS (community)	£100 x 10 people x 3 courses				£1,000				£1,000		£1,000			£3,000
Income from Room Rentals		£1,428	£1,142	£1,142	£1,428	£1,142	£1,142	£1,428	£1,142	£1,428	£1,142	£1,142	£1,142	£14,851
total Trading income		£37,428	£2,142	£4,142	£3,428	£2,142	£4,142	£3,428	£2,142	£4,428	£3,142	£2,142	£2,142	£70,851
Total Income		£49,428	£2,142	£4,142	£3,428	£2,142	£4,142	£3,428	£4,142	£4,428	£3,142	£2,142	£2,142	£84,851
Overhead Expenses														
Costs of training	£25 per head for stationery and certificate			£250	£250		£250	£250		£250	£250			£1,500
Staffing	2% cost of living rise	£3,819	£3,819	£3,819	£3,819	£3,819	£3,819	£3,819	£3,819	£3,819	£3,819	£3,819	£3,819	£45,822
Advertising	Use of word of mouth and social media mainly	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Rates	Rateable value £16,900 x 48p x 80% relief	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£135	£1,620
Water Rates	Estimate	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Gas / Electric	Estimate	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£600	£7,200
Phone and internet	Estimate	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Insurance	Needs quote following works	£3,000												£3,000
Stationery, postage & Printing		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	10 volunteers x 5 visits x £1.50	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Professional and accountancy fees	Estimate only												£2,500	£2,500
Repairs & Maintenance	Not major repairs and upgrade	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Security alarm and other contracts	Estimate	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Cleaning materials and refuse collection	Estimate	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440
Misc		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Overheads		£8,349	£5,349	£5,599	£5,599	£5,349	£5,599	£5,599	£5,349	£5,599	£5,599	£5,349	£7,849	£71,182
Total Expenditure		£8,349	£5,349	£5,599	£5,599	£5,349	£5,599	£5,599	£5,349	£5,599	£5,599	£5,349	£7,849	£71,182
Operating Profit		£41,079	-£3,206	-£1,456	-£2,171	-£3,206	-£1,456	-£2,171	-£1,206	-£1,171	-£2,456	-£3,206	-£5,706	£13,669
Balance		£41,079	£37,873	£36,417	£34,247	£31,041	£29,584	£27,414	£26,208	£25,037	£22,581	£19,375	£13,669	

