

Pennard Community Hub

Business plan

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1. Introduction

This business plan has been produced to accompany a study for Pennard Community Council ('the Council'/'PCC') to explore the viability of creating refurbished facilities at Pennard Park, replacing the current Pavilion building (which houses basic changing facilities) with a Community Hub.

Background and context

The Playing Fields in Pennard are part of the Fields in Trust Scheme being held in perpetuity for the Community. The park play area was recently upgraded to include accessible play equipment so is available to all abilities and the Council is considering proposals for a new skatepark in the near future.

The current Pavilion building housing the park's changing facilities is a 1970s construction and ageing – it is in need of refurbishment.

The idea of a Community Hub came directly from the Community through our participatory budget scheme and engagement with relevant stakeholders, which identified the need for not only replacement changing facilities but something central to the Community as a whole that would provide a meeting place for a variety of groups, both sporting and recreational the suggestion of desk booking also came through as an idea from the same scheme.

The initial vision was for a 'Community Hub' housed in a low-energy / carbon neutral (or even carbon negative) building, built to the highest environmental standards that are viable (ideally Passiv-haus standard).

A small café was also proposed to provide refreshments to visitors to the playing field. The money raised from the café and rental of desk-space, along with hall hire fees, would help run the building, saving the community the on-costs. In addition, it is intended that the space will allow the community to come together in a way that is not currently possible other than on Carnival weekend when a marquee is hired.

This plan should be read in conjunction with the study provided to the Community Council exploring these ideas.

The study concluded that the full 'Community Hub' concept as outlined in the brief is not the recommended approach, but that a refurbished and extended (potentially rebuilt) facility with more modest provisions is required and should be pursued.

This plan outlines the key parameters to consider for the development of that facility.

This plan is purposefully basic in that the recommendation of the accompanying study is that the facility is run by the Community Council to augment existing community provisions in the form of the Community Hall.

Therefore, it will dovetail with the existing operations and approaches already in place with modest additions/amendments outlined herein.

Scope of provision

The proposed facility will contain:

- a multi-functional hall (approximately 10m x 20m subject to design work and with 1.5 storey ceiling height to allow for modest indoor games that do not require very high ceiling heights) with the primary users being the local youth club running several nights a week, but with scope for other ad hoc community users;
- kitchenette to serve the hall that doubles as a kiosk with hatch for serving an outdoor terrace overlooking the (reorganised) sports pitches, which can be used on an 'as needed' basis with temporary staffing on match days;
- segregated changing facilities to modern standards for home/away teams or boys/girls changing facilities, plus a separate referee's room and treatment room (the latter two potentially to be combined subject to more detailed drawings);
- improved ancillary toilets and wash facilities with adequate shower facilities;
- a small office for the Community Council with sufficient space for Councillors to 'hot-desk' and hold a small meeting when required separate to the larger room;
- storage space adequate for the youth club, the Council, the regular sports users and for basic equipment for multi-functional use of the hall (fold-up tables and chairs and basic AV and PA equipment);
- adaptations and improvements to become DDA compliant; and
- sustainability features with the aspiration of achieving Passiv-haus standards and a negative carbon impact.

In addition to the building, improvements to the park are proposed in the main study, to realign pitches, increase informal play activities and connectivity to boost the facilities described.

The kiosk element will be conceived to allow for infrequent use, providing teas/coffees/soft-drinks/pre-packaged snacks with long shelf-lives (including ice creams in summer) on match days and for one-off special events.

There is scope to also add (subject to granting of an alcohol license within likely constrained serving parameters) Pimms/Punch and/or other modest alcohol provision for cricket matches during the summer.

A PRS/PPL license will also allow for the performance of live music and recorded music for special events.

Externally mounted power sockets (suitably IP rated for outdoor connection and RCD protected with managed external access) will permit other hired-in uses such as bouncy castles, additional food vendors where appropriate and PA equipment for other events.

2. Markets and marketing

Markets

The market for the proposed facility is split into the following segments:

Youth club

The youth club currently operates in the Community Hall to the north but have identified that they would benefit from a more regular delivery, which is not possible at the current venue with demand from other users meaning that the existing facilities there and at the nearby Parish Hall are close to capacity. Furthermore, there is likely increased demand to come from the creation of a large new housing estate in Pennard.

Although autonomously run, the Youth Club is funded by the Community Council.

Community sports groups

The cricket club and junior football are current users of the pavilion and will continue to use the facilities – both have identified the need for upgraded changing facilities.

Whilst there is scope to increase use of the park to other community sports groups, the business plan presumes that semi-formal/formal users will likely remain similar to current levels, with scope to add senior teams but without expectation that this becomes a certainty.

The community sports groups run autonomously and generate their own income from membership – it is considered unlikely that their income will significantly increase from current levels.

Community Council

The Community Council does not currently have a base for the Clerk and uses the Community Hall for meetings.

Ad hoc community users

The youth club and Community Council will be the principal users of the facility's hall, but there is scope for club meetings by the sporting groups and ad hoc hires from the community as an additional 'spillover' space for hire when the Community and Parish Halls are at capacity or where those halls are too large to accommodate desired uses.

Market research

The accompanying study outlines the rationale for the demand and is not repeated here in detail. In short, whilst the study did not have the resources for a full-scale community market research study, community consultative work was undertaken at

Pennard market and also through a series of one to one interviews using purposive sampling with the key potential user groups above.

That study has determined the recommended uses outlined in this plan.

Competitors

The Community Hall and Parish Hall are already very well used and close to capacity – the latter is not easily accessible on foot for the community that the Pavilion will principally service.

The golf club and pub are used for occasional ad hoc meetings and activities by the user groups identified above, but there is need for some (modest) additional community space as described for the youth club, Community Council and community sports users and none of the other facilities can meet these needs effectively. The facility would be additional.

Marketing

The principal users are a ‘captive audience’ of existing users and known core ‘tenants’ and so the principal approach for marketing is ‘direct sales’ through direct engagement with those known groups. The remaining marketing efforts are twofold:

- firstly, to market the park and its facilities as a whole to additional prospective sports teams and spectators (insofar as capacity exists after existing users are taken into account but there is spare capacity on ‘away’ weekends for current users); and
- secondly, to market the multifunctional space to the wider community for ad hoc uses and also to boost numbers spectating and/or attending for one-off events such as the community carnival.

The building

Design of the building is vitally important to cater to captive audiences on match days – it must ‘talk’ to its surroundings with active frontage facing the pitches, and a terrace with a serving kiosk (with scope for shelter in inclement weather when games still go ahead) to allow viewing undercover.

Website

The park and its facilities will be featured together as part of a wider package of community amenities on an improved PCC website, highlighting community facilities and assets and how they can be used/hired (including pricing and availability) which will allow for online queries for bookings and that will feature a calendar of events.

A series of FAQs online will help to manage queries, with the user-agreement available for review online to further minimise queries.

The website calendar will be structured to allow for username/password access for sporting clubs (which can be monitored and amended by the Council and in line with a written user-agreement) to allow the clubs regularly using the pitches and Pavilion

to upload and amend their own fixture lists, whilst keeping the rest of the website secure for Council-only administrator access. This will reduce the administrative time for the Council to maintain the website whilst maintaining security for the wider site.

Facebook page

Facebook is considered the most effective social media marketing medium for these types of facilities.

A Facebook page will be created / augmented for the Park and facilities to highlight forthcoming fixtures and the facilities on offer. Park users will be encouraged to generate content with sharing/reposting of content on any existing Facebook pages used by sporting teams and other groups.

Ads and promotions

Periodically, the page will be promoted to those within the local community using Facebook's targeted marketing function to those within a certain radius. That will generate 'likes' for the page. Additionally, periodically key events will be directly promoted to similar user groups to further enhance the page.

Content

Regular posts to the page will feature activity in the park (likely sporting fixtures) and tag key groups and individuals with their own Facebook presence and followers to encourage them as 'local influencers' to like/share/repost/comment. When there are no fixtures and/or gaps then local interest stories can be shared (including events and activities in the nearby Community and Parish Halls).

Monitoring and adjusting

Usage and likes of the page will be monitored through the Facebook analytics, which will build a picture of when most users interact and are online. Ads and content will be timed for posting using scheduling features on Facebook so that they appear when the largest number of users is likely to be online. In the early stages, this will be targeted for mid-week evenings at approximately 7pm and then monitored and adjusted for timing as necessary.

Correspondence via Facebook

A page administrator will be appointed from the Council to moderate content and monitor messages, though the message function will be set to auto-reply stating that the account is not regularly monitored and with a perma-link to the relevant page of the website for details and stating that any further queries can be addressed to the Council through the main website contact page. That will reduce the time required for dealing with general correspondence and assist in keeping running costs modest.

Dealing with online conflict

A protocol will be devised for identifying and dealing with any negative comments made in line with a wider social media policy for the Council.

Non-relevant content posted by others will be removed or rescheduled so as not to clash with content. Persistent infringements by the same individual will result in

blocking as a last resort. A link to the social media policy on the Council's website will be provided in the 'About' information on the page.

Other social media

Whilst Facebook will be the principal social media route to market, younger people (including through the youth club but also wider community users) are more likely to use Instagram and Tik Tok and other new emerging social media channels.

These are less sophisticated channels for marketing purposes, lacking Facebook's algorithms and targeting (though that may change as the sector rapidly evolves) but some content will be created to enable engagement by a younger demographic.

Hashtags (or equivalent) will be used and linked to wider campaigns e.g. #pennardparklife #lovePennard #lovelylocalpark and similar.

A key principle is to keep the number of social media channels manageable and to ensure regular content, and so other channels will be used sparingly and for reasons of targeting specific demographics if needed.

Print

Posters and flyers and other disposable/short life print media will be used sparingly to align with the Council's declaration of a climate emergency. Posters in the building will encourage 'up-selling' (e.g. to promote to sports club users that the multi-functional room is available for private hire) and to highlight how people can engage digitally with the building on social media/website. Posters and flyers will be designed not to date, so fixture lists will be posted for the year wherever possible, and dates will only be used where necessary.

Special events

One of the most effective methods to showcase the park to the community will be occasional special events, primarily focused in the summer months and arranged not to clash with sports users. The Carnival already focuses on the park – other events will be devised periodically to encourage community engagement (including in their organisation and delivery as well as audience) and a sense of wider ownership and pride in the park as a key community asset. A modest 'loss leading' events budget is included in the financial section. There will also be scope for community groups to fundraise and host their own events at their own full or partial cost to maximise available budgets.

The first such special event will take place upon completion of the refurbished facility as a 'launch' event to showcase and celebrate the changes.

Press releases

Whilst print media is dwindling, and the online demographic for its equivalent is more urban-focused, there remains scope for PR activities where there are special events

and for the launch of the new facility. These will be used sparingly and issue via the Council to the local press.

Park ambassadors

Young people will be principal users and should be recruited as marketing ambassadors to generate social media content and capture good pictures/stories that can be used for marketing purposes. The youth group is well-placed to manage safeguarding issues related to such content and will oversee that activity from time to time and feed appropriate content to be used for marketing purposes.

Customer care

A 'how was your booking' e-survey will be sent to all hirers asking them to answer a small number of simple questions on the hall with any suggestions for improvements. Questions will relate to facilities, cleanliness, ease of booking and likely repeated use plus an open-ended question for any other comments. Aside from the final question, the responses will be 'closed format' ('smiley face' style scales).

Any complaints will be routed through the Council's existing complaints procedures.

3. Governance

The Community Council will own and operate the facility and be responsible for maintenance and upkeep.

The facility will fall within the Community Council's existing processes and procedures and its current policies.

Management of the space

The Council Clerk's office will be based at the building, which will allow weekday supervision of space.

Youth club operation during evenings/weekends will provide supervision of the space at other times. The Youth Club is self-managing and will do so within its own separate budgets.

When nobody is in the building a key code system will be used with prospective hirers to reduce key holder requirements for opening/closing. CCTV internally (aside from within changing spaces/toilets) will help to maintain security.

Users will be expected to leave the space in the condition it was when they entered with a refundable cleaning deposit required.

Cleaning of toilets and general cleaning/upkeep and maintenance will be undertaken through an extension of the current cleaning/maintenance arrangements for the Community Hall and managed in the same way.

Kiosk

The kiosk will be staffed by volunteers. There is scope (notwithstanding occasional alcohol provision that will require separate arrangements) for the kiosk to be conceived as a stand-alone youth social enterprise project that can be run by the youth club – that will be explored separately to this plan.

Otherwise, serving at the facility will be on match days and will recruit a part time (fixed hours) job, which will make for additional employment opportunity suited to young people in the local area.

Stock management will be undertaken at the end of each session and reported back with ordering undertaken centrally in bulk wherever possible to minimise regular administratively time-consuming repeat orders. The regular presence of the Council Clerk on site will make that process swift and simple.

Assessment and management of risk

Health and safety oversight and building risk assessment will align with existing procedures and processes used for the Community Hall.

The Community Council will own the assets, including items such as fire extinguishers and other fire-fighting equipment and any portable electrical items.

Testing of extinguishers, fire alarms and electrical safety will be undertaken annually and aligned with schedules and contracts already in place for the Community Hall.

The accompanying study outlines several areas of organisational risk – the Pavilion will fit within the Council's overall existing organisational risk assessment and mitigation processes.

Insurances

The Council's current insurances will cover the park, the building and its contents.

Individual organisations using the facilities will be required to have their own public liability insurance and provide the Council with a copy of this prior to use (excluding ad hoc individual members of the community hiring the multi-functional space for private use).

4. Finance

The Council will oversee and manage the finances for the facility through its existing financial management, banking and accounting arrangements, allocating a cost code to the facility.

There will be some expenditure headings where existing arrangements will be extended to cover the new building where increases to costs may be marginal and/or exceptionally difficult to apportion, in which case a fixed allowance will be made under the cost code for this building.

Payment methods and terms

Payments will be cashless by card where possible and payment must be made in advance without exception with bookings not confirmed until payment has been received in full.

Cancellations policies and refunds will be in line with the same policies for the Community Hall to ensure consistency.

A small safe will be incorporated into the Clerk's office space but no cash will be kept on the premises overnight (other than modest amounts of petty cash if necessary, in line with the Council's finance policies).

Capital

The capital costs for the building are intended to be met in full by external capital grant. The sources of grant funding are to be assessed separately to this plan, not least as the plan is written in the midst of the COVID19 lockdown when many 'usual' funding avenues are unavailable or severely restricted due to repurposing for COVID19 crisis management and/or COVID19 recovery funds.

Subject to a presently unknown impact on the medium to long-term availability of capital funds from COVID19, the proposed facilities would be eligible for external funding.

Procurement of professional fees and building contractors will be undertaken in line with the Council's existing procurement rules, taking into account any special conditions provided by external funding bodies.

Revenue

A 3-year cashflow forecast is provided in Appendix 1.

The cashflows have been benchmarked with other community centres with Sterling Rees accountants, who manage the accounts for many Swansea-based community facilities of similar scale/type.

The assumptions used in devising the cashflow forecasts are summarised in the following section.

Income

Earned income will be derived from a combination of sports teams using the pitches (the principal income stream), kiosk income on match days, and ad hoc hires of the multi-functional room in the newly refurbished facility when it is not in use by the Youth Club or Community Council.

Assumptions used for calculating figures for the cashflow projections are provided below.

Pitch charges

The earned income levels are shown to reflect current users of the park at current pricing levels.

The Council presently charges for use of the pitches (which includes use of the changing facilities) at the following rates:

Current tariff of charges (2020-21 year)

Football	Pennard Ward	Other
Match and training 11 and under	£0	£10
Training juniors 11 – 18	£0	£10
Match juniors 11 – 18	£15	£25
Match seniors 18+	£35	£45
Training seniors 18+	£10	£15
Cricket		
Juniors 11 – 18	£15	£25
Seniors	£28	£40

The Touch Rugby users presently have use of the field free for their first 12 months to encourage take-up.

These fees are retained in the cashflow forecasts – there is minimal present formal use of the park due to COVID19 restrictions and restarting in the autumn and potentially for the whole of the coming winter season may be severely limited, so increases to charges are not suggested in the near future – the goal of recommencing community and sporting activities is paramount and should be prioritised over short-term earned income increases.

In the most recent full year the total annual income from pitch fees was £1099 – this is rounded to £1100 for year 1, divided by number of uses per year and multiplied by the number of matches per month shown in the top row.

A doubling of income from pitch fees is assumed for Year 2 to reflect the improved facilities and the potential for one or more new teams to form and use the park regularly. The same level of pitch income for Year 2 is then carried through to Year 3.

Kiosk income

The kiosk income presumes an average unit sales price of £2, for a period of 3 hours (starting briefly before match start times and finishing once teams are changed and showered) with an average of 25 sales per match split between spectators, plus match participants making purchases after they have changed at the end of the match.

Income is modelled in line with the number of matches shown in the top row of the forecast.

Room hire

The room hire rates are in line with the current (2020-21) hire rate for the small hall in the existing Community Hall, at a rate of £13 per hour for Pennard Ward users or £15 per hour for outside hirers. The former fee is used for all hires for the purposes of the cashflow forecasts and uses are presumed to be low (12 hours per month) given regular use by the Youth Club and Community Council and also given that use will be ad hoc rather than regular as the current Community and Parish Halls, though well-used, do still have some spare capacity (more with the freeing of space/time by the movement of the Youth Club to this facility). It is not possible from the data available to model seasonal variation, so the income is spread evenly through the year.

Balance of income

No income is shown from the Youth Club as it is 100% funded by the Community Council.

The Youth Club has no expenditure headings as it is an autonomous organisation with a separate income and expenditure forecast.

As identified in the accompanying study, the proposed facility is only going to be viable if the Council provides revenue funding subsidy.

The 'income' from the Community Council is shown at a flat rate, which creates a small surplus. However, whilst this is shown as 'income' from the Community Council, in reality it will not directly pay into this or have a set figure, it will instead need to cover any shortfall between earned income and expenditure from its budgets.

Although relatively modest in terms of the benefits this will achieve for the community, this is still a relatively substantive amount in relation to the Council's annual precept, and so the Council will first need to determine viability of this level of subsidy given that the Youth Club's costs are separately subsidised.

Long-term revenue subsidy from other grant sources is not considered realistic.

Expenditure

The expenditure cost assumptions are summarised below. Where there are existing expenditure costs related to the wider grounds these are included, as the income is for pitch use includes the use of the pavilion and that charging system will continue for sporting users – it is not easy (or necessary) to separate them.

Expenditure costs have, for the most part, been benchmarked with other community facilities of similar size.

Caretaker/cleaning/general maintenance

Caretaking, cleaning and general maintenance of the facility will be an extension of the existing arrangements at the Community Hall. It is benchmarked with similar costs for other similarly sized community facilities.

Kiosk wages

A wage for the kiosk is included at the current (real) UK Living Wage of £9.30 per hour and assumes an average of 3 hours per match and multiplied by the number of matches shown in the top row of the forecasts.

Groundskeeper wages

The groundskeeping costs are unlikely to change from current requirements, and so the present cost of a groundskeeper have been used.

Kiosk stock

Cost price of units will vary from 35% - 40% for some pre-packaged food items, to 50% for some alcohol sales, but very modest costs of 5% to 10% for tea and coffee when purchased in bulk.

An average cost price of 45% has been used for stock costs for simplicity. This is likely relatively high, but also allows for some wastage of some items expiring before sale/being spoiled/damaged by accident at the point of sale.

Breakages allowance

A modest allowance of £100 per annum is provided for lost and broken items from the kitchen/kiosk area.

Cleaning materials

Cleaning materials are costed at £100 per annum – these will be bulk purchased for all community facilities owned and operated by the Community Council.

Insurances

There may be negligible if any increase in insurance costs for the Council in running this facility, in which case this cost heading could be removed, but prior to an assessment of the liabilities for a new facility as described, the insurances are shown in line with stand-alone community facilities elsewhere, inclusive of insurance taxes.

Marketing

The marketing budget is modest and again will combine with other overhead marketing costs for the Community Council across its activities. The amount shown is in line with other comparably sized community facilities.

Professional fees

There may be no increase to existing professional fees to the Council (in which case this too can be removed as a cost heading) but absent of a quotation for this, an allowance is made in line with fees for other similarly sized facilities (primarily for accountancy costs).

Licenses

License costs will depend on the number of square metres of the facility where recorded and live music can be heard, which is determined by application to the PRS/PPL.

A modest allowance for license fees is included presuming that the interior of the building (excluding the changing areas/toilets) is currently the only licensed space for music.

An alcohol license is included based on a modest footprint and limited serving area and serving times with likely restrictive provisions on times at which alcohol can be served.

Office costs

A modest office costs allowance is included for the Community Clerk having a regular office space to cover print toner and stationery. In reality, the existing costs may not increase, and this cost heading could be reduced or removed.

Phone/broadband

Phone and broadband costs are benchmarked with other community facilities with some augmentation to allow for the youth club with the likelihood that many young people frequently using bandwidth. The usage levels presume the only other regular user for phone and broadband will be the Community Council.

Heat, light and water

Utilities are benchmarked with other halls of similar size. This is the most uncertain of the overhead costs as the new facility is intended to meet the highest standards of environmental sustainability and so this could potentially be significantly reduced, potentially even eliminated, with innovative sustainable design standards. Presently, a figure midway between a minimal cost and benchmarks for similarly sized (but not designed to the highest Passiv-Haus standards) facilities.

Water

Water costs are shown separately to heat and light – whilst there may be innovative sustainable solutions to minimize water use, the presence of showers makes it almost certain that there will be waste water.

Presently, the water rates for the facility are £24 per month – this has been increased to £100 a month in anticipation of higher use of showers with the improved facilities.

Absent of more detailed design that provides further information on potential for water conservation this too is very difficult to estimate at this stage and so needs refining once further work is done on design.

Security and fire and electrical safety

Security costs presume CCTV provision and fire/electrical maintenance costs – all are benchmarked with other community facilities of similar size and scope.

Grass cutting, vertidain treatment and waste collection

Each of these is an existing cost and unlikely to change and so are included at present expenditure levels.

Maintenance/sinking fund

An allowance is included for depreciation, maintenance and general building upkeep each month. In reality, given that the Community Council is subsidising revenue costs, there will be no outlay and instead a general maintenance/sinking fund for its facilities will be maintained. Nevertheless, it is included here to provide an indication of 'real' costs of the facility.

When more detailed design work is undertaken, provision will be made to include a calculation for an appropriate allowance for this sinking fund and the business plan updated accordingly.

Finance charges

The Community Council already has finance charges from its banking arrangements – a modest allowance of £100 per annum is included for uplift in those charges, though this initiative may not appreciably alter existing costs.

Contingency

A contingency of 10% of expenditure costs is included to provide a margin for error/fluctuations and other (modest) sundry items.

Exclusions

In addition to the above, the following exclusions have been made when preparing the cashflow forecasts:

- no rental (including ground rent) or other service charges are shown as the Council owns the building and capital works are assumed to be fully covered by external capital grant, with no requirement for temporary loan finance considered necessary to cover capital cashflow (capital payment schedules with any capital funders will be structured to negate this);
- no rates are included as the Community Council should be exempt from paying them;
- no VAT is included as the turnover of the facility is below the VAT threshold and cumulatively the facilities owned and operated by the Council are not at this stage considered to exceed the VAT threshold. Specialist VAT advice will be sought to ensure this is correct and to ensure that capital items are treated appropriately for VAT purposes; and
- the Community Council will be subsidising the facility and so in reality no surplus is anticipated, but if any were to be generated it is anticipated that there would be no taxation liabilities. The Community Council will confirm this with its accountants.

Inflation

An inflationary allowance of 3% per annum is included for years 2 and 3 on all income and expenditure headings aside from the Community Council subsidy.

Given the very modest earned income per session, price increases for inflation may be made every few years at higher increases rather than with very small incremental amounts annually, subject to the Council's ability to absorb the increases in expenditure in the interim.

5. Benchmarks and timescales

The following key benchmarks and timescales apply to the project – at the time of writing the medium to long-term impacts of COVID19 are still not fully understood and so there is far more uncertainty over timescales than usual.

It is presumed that the Council will seek external funding for second stage feasibility as they did for this first stage. It is also assumed that the source of funding for second stage feasibility is RDP or equivalent and allows for a swift turnaround on decision as they are locally controlled funds. It is further assumed that these funds have not been too adversely affected by COVID19 impacts and that they remain available in the current financial year ending in March 2021.

Timescales for a full planning application and for completion of the capital works will need to be advised by specialist contractors appointed at the next stage and the timescales below updated accordingly.

Tasks	Estimated completion
Application for second stage feasibility (design) submitted	October 2020
Funding secured for second stage feasibility	November 2020
Brief for design team issued	December 2020
Architects appointed (to include QS and planning advice)	January 2021
Pre-planning consultative phase completed	March 2021
Architect and QS reports completed	April 2021
Submission of capital funding application(s)	May 2021
Decisions on capital funding applications	October 2021
Tender documents issued for contractors	November 2021
Contractors appointed and works begin	January 2022
Completion of works and launch	TBC by contractors

Appendix 1 – Cashflow forecasts from opening of building

Cash flow forecast for First Year

	Budget for the year	April	May	June	July	August	September	October	November	December	January	February	March	Total
No of Home Matches		2	2	2	2	2	2	2	2	1	1	2	2	22
Income														
Pitch hire fees	1,100	100	100	100	100	100	100	100	100	50	50	100	100	1100
Hall Hire	1,872	156	156	156	156	156	156	156	156	156	156	156	156	1872
Kiosk income	1,100	100	100	100	100	100	100	100	100	50	50	100	100	1100
Community Council subsidy	13,800	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13800
Total Income	17,872	1,506	1,506	1,506	1,506	1,506	1,506	1,506	1,506	1,406	1,406	1,506	1,506	17872
Expenses														0
Caretaker & Cleaning Wages	1,934	161	161	161	161	161	161	161	161	161	161	161	161	1934
Groundskeeper Wage (existing cost)	2,040	170	170	170	170	170	170	170	170	170	170	170	170	2040
Kiosk Wages	614	56	56	56	56	56	56	56	56	28	28	56	56	614
Kiosk Stock	495	45	45	45	45	45	45	45	45	23	23	45	45	495
Crockery Etc	100	8	8	8	8	8	8	8	8	8	8	8	8	100
Cleaning Materials	100	8	8	8	8	8	8	8	8	8	8	8	8	100
Insurance	980	82	82	82	82	82	82	82	82	82	82	82	82	980
Marketing	250	21	21	21	21	21	21	21	21	21	21	21	21	250
Professional Fees	400	33	33	33	33	33	33	33	33	33	33	33	33	400
Music License	150	13	13	13	13	13	13	13	13	13	13	13	13	150
Alcohol License	190	16	16	16	16	16	16	16	16	16	16	16	16	190
Office Costs	100	8	8	8	8	8	8	8	8	8	8	8	8	100
Telephone & Broadband	320	27	27	27	27	27	27	27	27	27	27	27	27	320
Heat & Light	3,000	250	250	250	250	250	250	250	250	250	250	250	250	3000
Water	1,200	100	100	100	100	100	100	100	100	100	100	100	100	1200
Security	750	63	63	63	63	63	63	63	63	63	63	63	63	750
Fire & Electrical Safety	200	17	17	17	17	17	17	17	17	17	17	17	17	200
Grass cutting (existing cost)	856	71	71	71	71	71	71	71	71	71	71	71	71	856
Vertidain treatment (existing cost)	980	82	82	82	82	82	82	82	82	82	82	82	82	980
Waste collection (existing cost)	876	73	73	73	73	73	73	73	73	73	73	73	73	876
Maintenance	500	42	42	42	42	42	42	42	42	42	42	42	42	500
Bank Charges	100	8	8	8	8	8	8	8	8	8	8	8	8	100
Sundries / Contingency (10%)	1,614	134	134	134	134	134	134	134	134	134	134	134	134	1614
Total out	17,749	1,487	1,487	1,487	1,487	1,487	1,487	1,487	1,487	1,437	1,437	1,487	1,487	17749
Net in or out	123	19	19	19	19	19	19	19	19	- 31	- 31	19	19	
Cash balance at the start of the month		-	19	37	56	74	93	111	130	148	117	86	105	
Cash balance at the end of the month		19	37	56	74	93	111	130	148	117	86	105	123	

Cash flow forecast for Second Year

	Budget for the year	April	May	June	July	August	September	October	November	December	January	February	March	Total
No of Home Matches		4	4	4	4	4	4	4	4	2	2	4	4	44
Income														
Pitch hire fees	2,266	206	206	206	206	206	206	206	206	103	103	206	206	2266
Hall Hire	1,928	161	161	161	161	161	161	161	161	161	161	161	161	1928
Kiosk income	2,266	206	206	206	206	206	206	206	206	103	103	206	206	2266
Community Council subsidy	13,800	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13800
Total Income	20,260	1,723	1,723	1,723	1,723	1,723	1,723	1,723	1,723	1,517	1,517	1,723	1,723	20260
Expenses														0
Caretaker & Cleaning Wages	1,992	166	166	166	166	166	166	166	166	166	166	166	166	1992
Groundskeeper Wage (existing cost)	2,101	175	175	175	175	175	175	175	175	175	175	175	175	2101
Kiosk Wages	1,264	115	115	115	115	115	115	115	115	57	57	115	115	1264
Kiosk Stock	1,020	93	93	93	93	93	93	93	93	46	46	93	93	1020
Crockery Etc	103	9	9	9	9	9	9	9	9	9	9	9	9	103
Cleaning Materials	103	9	9	9	9	9	9	9	9	9	9	9	9	103
Insurance	1,009	84	84	84	84	84	84	84	84	84	84	84	84	1009
Marketing	258	21	21	21	21	21	21	21	21	21	21	21	21	258
Professional Fees	412	34	34	34	34	34	34	34	34	34	34	34	34	412
Music License	155	13	13	13	13	13	13	13	13	13	13	13	13	155
Alcohol License	196	16	16	16	16	16	16	16	16	16	16	16	16	196
Office Costs	103	9	9	9	9	9	9	9	9	9	9	9	9	103
Telephone & Broadband	330	27	27	27	27	27	27	27	27	27	27	27	27	330
Heat & Light	3,090	258	258	258	258	258	258	258	258	258	258	258	258	3090
Water	1,236	103	103	103	103	103	103	103	103	103	103	103	103	1236
Security	773	64	64	64	64	64	64	64	64	64	64	64	64	773
Fire & Electrical Safety	206	17	17	17	17	17	17	17	17	17	17	17	17	206
Grass cutting (existing cost)	882	73	73	73	73	73	73	73	73	73	73	73	73	882
Vertidain treatment (existing cost)	1,009	84	84	84	84	84	84	84	84	84	84	84	84	1009
Waste collection (existing cost)	902	75	75	75	75	75	75	75	75	75	75	75	75	902
Maintenance	515	43	43	43	43	43	43	43	43	43	43	43	43	515
Bank Charges	103	9	9	9	9	9	9	9	9	9	9	9	9	103
Sundries / Contingency (10%)	1,776	148	148	148	148	148	148	148	148	148	148	148	148	1776
Total out	19,537	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,542	1,542	1,645	1,645	19537
Net in or out	723	77	77	77	77	77	77	77	77	- 25	- 25	77	77	
Cash balance at the start of the month		123	201	278	355	432	510	587	664	741	716	691	769	
Cash balance at the end of the month		201	278	355	432	510	587	664	741	716	691	769	846	

Cash flow forecast for Third Year

	Budget for the year	April	May	June	July	August	September	October	November	December	January	February	March	Total
No of Home Matches		4	4	4	4	4	4	4	4	2	2	4	4	44
Income														
Pitch hire fees	2,334	212	212	212	212	212	212	212	212	106	106	212	212	2334
Hall Hire	1,986	166	166	166	166	166	166	166	166	166	166	166	166	1986
Kiosk income	2,334	212	212	212	212	212	212	212	212	106	106	212	212	2334
Community Council subsidy	13,800	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13800
Total Income	20,454	1,740	1,740	1,740	1,740	1,740	1,740	1,740	1,740	1,528	1,528	1,740	1,740	20454
Expenses														0
Caretaker & Cleaning Wages	2,052	171	171	171	171	171	171	171	171	171	171	171	171	2052
Groundskeeper Wage (existing cost)	2,164	180	180	180	180	180	180	180	180	180	180	180	180	2164
Kiosk Wages	1,302	118	118	118	118	118	118	118	118	59	59	118	118	1302
Kiosk Stock	1,050	95	95	95	95	95	95	95	95	48	48	95	95	1050
Crockery Etc	106	9	9	9	9	9	9	9	9	9	9	9	9	106
Cleaning Materials	106	9	9	9	9	9	9	9	9	9	9	9	9	106
Insurance	1,040	87	87	87	87	87	87	87	87	87	87	87	87	1040
Marketing	265	22	22	22	22	22	22	22	22	22	22	22	22	265
Professional Fees	424	35	35	35	35	35	35	35	35	35	35	35	35	424
Music License	159	13	13	13	13	13	13	13	13	13	13	13	13	159
Alcohol License	202	17	17	17	17	17	17	17	17	17	17	17	17	202
Office Costs	106	9	9	9	9	9	9	9	9	9	9	9	9	106
Telephone & Broadband	339	28	28	28	28	28	28	28	28	28	28	28	28	339
Heat & Light	3,183	265	265	265	265	265	265	265	265	265	265	265	265	3183
Water	1,273	106	106	106	106	106	106	106	106	106	106	106	106	1273
Security	796	66	66	66	66	66	66	66	66	66	66	66	66	796
Fire & Electrical Safety	212	18	18	18	18	18	18	18	18	18	18	18	18	212
Grass cutting (existing cost)	908	76	76	76	76	76	76	76	76	76	76	76	76	908
Vertidain treatment (existing cost)	1,040	87	87	87	87	87	87	87	87	87	87	87	87	1040
Waste collection (existing cost)	929	77	77	77	77	77	77	77	77	77	77	77	77	929
Maintenance	530	44	44	44	44	44	44	44	44	44	44	44	44	530
Bank Charges	107	9	9	9	9	9	9	9	9	9	9	9	9	107
Sundries / Contingency (10%)	1,829	152	152	152	152	152	152	152	152	152	152	152	152	1829
Total out	20,124	1,695	1,695	1,695	1,695	1,695	1,695	1,695	1,695	1,588	1,588	1,695	1,695	20124
Net in or out	330	45	45	45	45	45	45	45	45	- 60	- 60	45	45	
Cash balance at the start of the month		846	891	936	981	1,026	1,071	1,116	1,161	1,206	1,146	1,086	1,131	
Cash balance at the end of the month		891	936	981	1,026	1,071	1,116	1,161	1,206	1,146	1,086	1,131	1,176	