

## BUSINESS PLAN

### ROUSILLON PARK COMMUNITY SPACE

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PROPOSAL OUTLINING STEPS TO ESTABLISH THE MANAGEMENT OF THE PROPOSED COMMUNITY SPACE TO DEVELOP A SOURCE OF SUSTAINABLE INCOME FOR THE FUTURE

JULY 2013

## 1. Executive Summary

The Roussillon Park proposed space will be a major community asset located in the NE corner of Chichester City centre. The proposed space will be owned by HASTOE a social housing developer and landlord and will be leased to the CCDT.

CCDT will assume responsibility for the management and operation of the proposed space. CCDT will strive to make optimum use of the facilities to enrich the lives of local residents, to foster social inclusion and to encourage participation in the life of the local community.

By assuming responsibility for the proposed space, CCDT will be working to fulfil its charitable aims *“to create a thriving and sustainable community for the benefit of all who live, work and study in (North-East) Chichester”*.

The CCDT will actively seek strategic partnerships and opportunities for joint working with other stakeholders and interested parties and will directly involve the wider community in the running of the proposed space and in determining its overall direction.

The size of the local population and its demographic profile clearly call for a community facility of the size and quality provided by the proposal. The location of the proposed space is well-served by both public and private transport. Recent CDC audits and third sector research has identified a wide-ranging demand for community facilities in the area.

The community space will generate an income stream sufficient to cover the running costs.

## 2. Introduction

Chichester Community Development Trust (The Trust/CDT) has been formed as a charitable social enterprise by the Graylingwell LLP, a joint venture company of Linden Homes Guildford and Affinity Sutton Group.

Chichester CDT is a Company Limited by Guarantee and a registered charity (registered as Chichester Community Development Trust), which provides a sufficiently robust but dynamic organisation structure, which is able to manage and develop the buildings and facilities on behalf of for the benefit of the local community.

Chichester Community Development Trust will plan, manage and deliver a range of project initiatives providing social, economic and environmental benefits to the people of the Chichester District – primarily from NE Chichester through external funding, s106 monies and social enterprise initiatives.

### **The vision for the Trust:**

*“The CCDT aims to create a thriving and sustainable community for the benefit of all who live, work and study in (North-East) Chichester”.*

The Trust has initially focused on the new housing development at Graylingwell with financial support from Linden/Downland Graylingwell LLP. The LLP are looking for the Trust to lead on the development of a successful and integrated community at Graylingwell Park through a sustainable community development approach. This will strengthen social ties, and ultimately support the creation of a cohesive and sustainable community. This will also require engagement with the existing surrounding communities as well as the new residents across tenure, ages, gender, and ethnicity.

To the West of Graylingwell is the Roussillon Park Development. The southern area of a former military barracks and associated buildings are currently being redeveloped in partnership with the Home and Communities Agency (HCA) by Zero C. It is the wish of the HCA, Zero C and Chichester District Council that The Trust responds to the social and recreational needs of future residents of Roussillon Park, particularly with regarding the delivery of community development activities during the first few years and the period of initial occupation by residents.

Roussillon Park is a “highly sustainable and thriving new neighbourhood of around 270 homes” built by Zero C on part of the Roussillon Barracks site.

HASTOE are the Registered Social Landlord working in partnership with Zero C who will own and manage the 40% affordable housing units Phase 1 and phase 1b are now occupied and there is a mix of private and rented occupations to date.

As the development progresses, the focus of the requirements of the CCDT and its work programme will respond to local need and funding agendas/priorities. Programmes will be tailor made to the demographics and needs of the individuals including the wider community of Summersdale and neighbouring areas. From the outset the CCDT will build on past experience at the neighbouring development of Graylingwell Park and current activities include:

- Community engagement and development activities to build “community”
- Access to community activities, particularly for parents and children
- Information and advice to encourage carbon neutral lifestyle amongst residents
- Information on training, adult education and employment support

The existing Roussillon Barracks does not have any buildings that are suitable to be retained and/or could be used for community purposes therefore a provision has been made by Zero C to offer a community space on the ground floor of the shared ownership/rented HASTOE owned building that forms part of the phase 2 of the development.

### **3. Current Position**

As per the s106 agreement for Graylingwell Park the assets to be transferred into the ownership of the CDT at Graylingwell are planned to be (in order of transfer):

- Graylingwell Chapel (4,478 ft2 refurbishment)
- Community Centre (4,370 ft2 new build)
- Artists Studios (10,280 ft2 refurbishment)
- Water Tower (2,325 ft2 refurbishment)

These facilities are within 5 to 10 minutes walk of the Roussillon Park residents, however none have yet to be transferred and the first (graylongwell Chapel will not be transferred until 2015. In the vicinity of Roussillon Park there exists a local facility - St Michael’s, located on Summersdale Road at the North East corner of the Roussillon development. This hall is owned by the Church of England diocese, but is let out commercially for community purposes. It has recently been upgraded through a Section 106 grant from a nearby small housing development.

Given the existence of the other nearby community facilities, a small neighbourhood based community facility of approx 90 m2 on the development would be appropriate. The facility would be designed for resident meetings, small group activities, parties, etc, and would form an important feature of local community infrastructure designed to complement the other facilities available. Once the venue is established and other facilities (the nearby Graylingwell Chapel) are also available for community use/hire more entrepreneurial uses for the venue could be established running social

enterprises through external funding and grant schemes. The proposal from Zero C is to use the space on the ground floor in block 2.05 at Roussillon Park as a community room for the use of CCDT, Roussillon Park residents, and members of CCDT in the local area.

Proposed usage:

- Education and Training - delivering entry level and accredited learning opportunities for both private residents and Hastoe tenants. Bringing in other learning providers offering a mix of free and paid for courses and activities. Programmes will include employment support, IT, Art based activities and learner led programmes.
- Meeting Space- for community groups/ other providers and residents offering small kitchen area and facilities for basic food preparation and serving
- Events Space - exhibition space/ multi-purpose area used to promote business/services/agencies

### 3.1 Freehold of the room and Proposed lease

ZeroC propose to give the freehold of the space to Hastoe on the understanding that its planning permission allows it to be used for community purposes and that it should be leased to the CCDT for a period of 99 years. Break clauses will be added to the lease at 12 months and at regular intervals throughout the lease period. A lease would be initially drawn up by Nockolds, solicitors for ZeroC, for inspection and approval by all parties.

## 4. Research

### 4.1 SWOT Analysis

#### 1. Strengths

- The CCDT has support within the community and local residents are supportive of the proposed space and usage
- Demand for shared space in the area is high
- The premises are located in walking distance of the city centre and there are good transport links
- As a new build facility the overall fit out will be of high quality
- As a community body the CCDT attracts support and volunteers
- Professional help and guidance has been offered on a pro bono basis
- Able to respond to new initiatives in response to the needs of the sector

#### 2. Weaknesses

- Lack of available parking

- Restrictions of use set by freeholder HASTOE
- Within a residential development therefore noise and activities will need to be monitored and usage reviewed
- Current Staff capacity - Reluctance of staff to work after hours/weekends

### **3. Opportunities**

- Managing the proposed space will enable the CCDT to increase the range of services which it provides
- The CCDT has strong partnerships with local agencies, organisation and providers
- The space will become the first major service within the CCDTs portfolio and will significantly heighten its public profile and increase its visibility
- Volunteers are keen to take an active role – keeping the premises clean and tidy, providing operational cover, thus reducing the running costs of the space.
- Opportunities for external funding - The successful operation of the space will mean that CCDT would be well placed for managing any community facility
- Accessible and well equipped facilities

### **4. Threats**

- The space may not attract sufficient income to cover its costs
- Economic recession
- Funding cuts
- Changes to the priorities of organisations fund external venue hire
- Established local competition – St Michael’s Hall, New Park Centre

## **4.2 PESTLE - Political (P), Economic (E), Social (S), Technological (T), Legal (L) Environmental (E)**

### **Political**

- Cuts to public sector organisations – reduction in hire budget for outside training/away days etc
- Pressure on CDC to provide new communities with suitable accessible facilities

### **Economic**

- Recession affecting business and knock on effect to external hire budgets
- Competitors offering low cost hire
- Rising unemployment and household budget cuts will affect the ability of individuals to pay for venue hire

### Social

- Unemployment rising – opportunity for back to work and personal development courses at the centre
- Provides a space for the whole community to come together and build as a new and emerging community

### Technological

- Technology is used to improve efficiency in providing online booking system but requires investment and time

### Legal

- VAT implications

### Environmental

- New build facility built by responsible developer – emissions will be low
- Furniture and equipment will be sourced through recycled and up-cycled suppliers including Greenworks and Edu-Care

## 4.3 Competitors

Name and cost to hire	Facilities	Availability	Types of Activity/other relevant information
<b>The Judith Adams Centre – WSCC</b>	N/A	Not available – Age Concern use centre on Sundays, hearing aid clinic monthly, possible monthly chiropody clinic in partnership with Age Concern	Multi-purpose day centre provides services for up to 40 adults and older people a day living in the Western area who have been referred by social services. Centre available ONLY to those who have been assessed as having a need that can be met by the centre.
<b>Basil Shippham £9 -14 per hr commercial £7–11 per hr Community</b>	Ground floor Hall – 80 seated	Occasional for one off bookings	Open for general community use plus over 60s membership facility for local residents

<b>Chichester Rugby Football Club £150 per session not hourly rate avail – bar £75</b>	Upstairs= bar and function space no lift available	Availability but not in season on weekend - Occasional for one off bookings	Expensive. Not affordable for most voluntary groups
<b>Chichester Family Centre</b>	Disabled Access, Kitchen Facilities, Stage	Limited	Church run and limited details available
<b>Newell Centre £9 -14 per hr commercial £7–11 per hr Community</b>	Ground floor large Hall – 180 seated	Occasional for one off bookings	Archery, arts, dance, RNLI, adult education, meetings, Age Concern etc.
<b>St Pancras Church Old Parish Hall</b>	Ground floor Hall - 120 Seated	Limited	The Guides, RBL, Chichester Film & Video Club, U3A, various private bookings
<b>St Paul’s Parish Centre</b>	Ground floor Hall – 80/130 seated	Limited - Church must approve all hirers – no alcohol	Various groups of all ages linked to church, committee meetings, health activity, art, youth club, lunch club, music, Chichester festivities, Cherubs and Spriggs parent & toddler group weekly sessions.
<b>St Georges Centenary Centre</b>	Ground floor Hall adjacent to church – 100 seated with area which can be divided	Occasional for one offs – hirers must be approved by church and follow guidelines	Mainly religious/parish use, music, youth group, tea and chat, VOLG
<b>Vicars Hall – Cathedral £400 per day £200 per day</b>	Hall split over 3 levels – 100 seated. No disabled access	Yes	Expensive, venue for wedding receptions, private parties, utilised (without charge) for festival events and activities. Not affordable for most voluntary groups
<b>Baptist Church No hire fee structure, groups are asked for donation if they can afford to make one.</b>	Main Hall – ground floor worship area plus large lobby 300+ congregation seated.	Very limited for one offs only. No evening availability	Priority given to church related activity – well used for this purpose. Not available to businesses only community groups, no alcohol. Mother & Toddler, Fitness League, Alpha course, youth groups of various ages,
<b>Christ Church Complex structure depending on room and time of day/week.</b>	First Floor Hall – 50 seated plus kitchen Only chairlift for disabled access	50% availability during daytime, 20% evenings for first floor facilities	Brownies, confide counselling service, child contact centre, various other voluntary groups for regular meetings and AGMs No Parking
<b>Orchard Street Church</b>	Ground floor Hall – 100	None	Church related activities, well used by local



<b>Free of charge – donations made if groups can afford</b>	standing		community including pre and after school activity.
<b>St Richard's Parish Rooms</b>	Downstairs Hall – seats 60 with tiny kitchen area	Limited – priority to Parish activity and church related – funeral and confirmation gatherings etc.	Pilates, Parent & Toddlers, prayer meetings, confirmation class - all weekly, Bonsai Group, Youth Group - monthly, Various parish meetings/groups – regular meetings.
<b>St Wilfrid's Community Hall £25 organisational fee</b>	Ground floor Hall – 200 standing with small storage facilities	Yes – especially in the afternoons –	Only community facility in Chichester West. Nursery, Brownies, youth group, bingo, keep fit, various volunteer groups
<b>The Venue Revelation Church Coffee Lounge - commercial £175-250 per day 10% discount for charities</b>	Auditorium Theatre style seating – 600 Banqueting – 350 Exams – 200 Standing – 750+	Yes – quite good but not suitable for small meetings	Auditorium well equipped with flexible staging, video, sound and lighting equipment. Used for corporate presentations and parties, seminars and meetings, concert, theatre and music events, exhibitions, private celebrations, SNAP discos.
<b>Friends Meeting House* £14 per session am or pm</b>	Main Room – ground floor 70/80 seated	None	Religious activity, art and education
<b>Swanfield Drive Community Centre  Main Hall £12 per hour</b>	Main Hall – 120+ has badminton court and shower facilities	Limited	Well used by local community. Boxing club, parent and toddler group, youth club, children's discos, dance, private parties, tea pot club – outreach from Waiting list to use IT suite – youth group plus voluntary IT training for the elderly taking place
<b>Council House (CCC) £70 for 3 hrs Assembly room £40 for 3 hrs Old Court room</b>	First Floor – Assembly room - 180 seated plus bar and kitchen area	Yes	Weddings, conferences, exhibitions, seminars, performances.
<b>St Michael's Hall</b>	Hall – 60 seated	Occasional for one off bookings	Owned by St Paul's over flow on Sundays for services, keep fit, art, brownies and guides. Basic facilities and very limited parking
<b>Portfield Community School</b>	Gym/Hall	Only available after school hours – 3.30pm -9.30pm	Facilities lend themselves to education and other school type activities for example dance and music.

<b>Fixed charge per session (am/pm/eve) £26.50</b>		weekdays in term time	School prefers organisations and clubs than individuals.
<b>5<sup>th</sup> Scouts Hall*</b>  <b>TBC</b>	Main Hall – 120/80	None	Absorbed groups from St Georges when their original hall closed. Childcare, scout activities etc. Hoping to develop new facility. No Public Entertainment Licence
<b>8<sup>th</sup> Scouts Hall</b>  <b>TBC</b>	Main Hall – 25/50+	Yes, especially during daytime Mon/Weds/Fri	Good use for scouting activity, Chichester Dance Studio, local high school for girls Difficult to find no parking or direct vehicle access
<b>The Point – Scope West Sussex</b>	N/A	Not available– in use each day for members and some local groups during evenings – often receive requests that cannot be accommodated	Day Centre for 18-45 year olds with physical and sensory disabilities. Open Mon – Fri 9.30am – 5pm. Focus on leisure activities – gym, cookery, crafts etc. and organising outings.
<b>The Wrenford Centre – WSCC</b>	N/A	Not available - out of hours only used by groups relating to the services provided at the centre. Policy currently under review.	A day service for people with a learning difficulty both in the centre and in the community. Mon-Wed 9.00am-4.00pm Thurs-Fri between 9.00am-3.30pm. Community support may sometimes be available outside these hours.
<b>New Park Community Centre</b>  Pricing to follow	One large sports room, dojo, meeting rooms, cinema and various spaces, information centre	Availability but many slots booked and emphasis on sporting activities	Brand new venue in heart of city centre – sport focus with main hall but various groups still meeting/ at classes etc
<b>Florence Park Pavilion</b>  Pricing to follow	One meeting room in sports facility	Limited	New facility built in 2007. It comprises of two changing rooms with showers, two officials changing rooms with toilet and shower, a disabled toilet wet room, internal and external toilets and a meeting room with tea and coffee making facilities. This pavilion is wheelchair accessible.
<b>12<sup>th</sup> Scout Hall</b> <b>TBC</b>	Main Hall	Yes - daytime	Set in playing fields, with car parking, mainly used for scout activity

<b>Westgate Leisure Centre</b>	CDC Sports, Health and Leisure Facility	Limited	Focus on sports activity including swimming, function room available for hire
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## 5. The Offer

The primary motivation behind CCDTs ambition to assume a leasehold agreement of the proposed space is its wish to provide a well located, quality, thriving community space which will improve the quality of life for the whole local community by seeking to promote the aims of the trust and provide activities that promote: education and training, the Green agenda, personal development, healthy lifestyle, well- being, community engagement, empowerment and social inclusion. To achieve these aims the CCDT will operate the space as a multi-purpose resource.

### ❖ **A Social space**

The space will offer an environment for social activities and social contact for all groups within the local community. The main space will provide a focal point for social activities, It will serve as a meeting place for local residents and for community forums, a place where people will become inspired to try new things and discover how they can become more directly involved in their community.

### ❖ **A space for Education and Training**

As well as being able to provide facilities for learning organisations (Chichester University, Chichester college and Aspire etc), the CCDT will also seek funding to deliver courses and programmes in house. The space will also be made available to HASTOE to deliver its programmes specifically for tenants including back to work programmes, financial inclusion projects and family learning activities.

### ❖ **An Exhibition space**

The space will provide a gallery area for local artists, a space for music and performance, a space for creative workshops and a venue for events.

### ❖ **A Leisure space**

Chichester is host to a large number of clubs and societies many of which are struggling to find appropriate and affordable premises in which to operate. The proposed space will provide an area where these activities can thrive and develop and new groups can also be supported in their start-up phase.

### ❖ **An Information space**

The space will act as a local information point providing details of local groups, activities and services. Its noticeboards will provide publicity for forthcoming events and meetings.

5.1 The marketing strategy will seek to attract business users to hire space and will promote the use of the space for private receptions and functions.

5.2 Voluntary organisations and charities will be encouraged to use the space for fundraising events. Local churches and religious groups may also wish to make use of the facilities provided.

5.3 In operating the proposed space the CCDT will seek to develop partnerships and opportunities for joint working with other local organisations and groups including CDC, New Park Centre, Chichester University, Chichester College, Pallant House Gallery, UAT, WSCC, Records office, Transition Chichester etc...

5.4 The CCDT will be actively encouraging volunteers to take part in the running of the proposed space, to promote community engagement and associated activities, the CCDT will also encourage those groups which make use of its facilities to enlist the service of volunteers.

5.5 It is the belief of the CCDT that the proposed space will be self-financing. Through careful management and pro-active marketing the space available has the capacity to generate an income stream sufficient to cover the running costs.

5.6 The proposed space will be available seven days a week.

## **6. Delivery Plan**

6.1 Stage 1 – Resolution of Key Issues. There are certain key issues which must be resolved in the immediate term before CCDT can enter into an agreement with Zero C to assume management of the proposed space. Elements of the lease must be established including the terms of the occupancy, the respective responsibilities regarding the maintenance and upkeep of the building etc. Service charges to Oracle must also be agreed and formally accepted.

6.2 An effective communications strategy will ensure that the local community is kept informed of developments and will encourage public participation. It will also seek to identify those groups and individuals who will be willing to work with the CCDT in delivering a successful outcome. A second public consultation will be carried out to determine the wishes and aspirations of the local community and residents.

6.3 Set-up - Once the immediate issues have been resolved and a management agreement/lease entered into, then practical steps will be taken to ensure that the space will function appropriately. Volunteers will be appointed to manage the space and ensure its successful operation;

additional equipment - computers, software, furniture etc... - will be purchased and installed. Management accounts will be created, Booking software will be installed and appropriate training given. Entertainment/ music licences will be acquired. Health and safety requirements will be implemented. Service contracts will be implemented (ICT, rubbish removal, security, building maintenance, etc.) Marketing the facilities available and enrolling new users will begin.

6.4 Stage 3 – Launch. Once the staff and infrastructure are in place, the CCDT will begin operations. Take-up will increase in line with the marketing strategy. A launch event will take place.

6.5 Stage 4 – Full Operation. A clearer understanding of revenue streams and running costs will be available and the budget for 2014/2015 will be compiled accordingly.

6.6 GANTT Project Management Chart

First 12 months GANTT chart showing project delivery timelines and key milestones:

Task	Business Planning July 2013	Phase 1 - Planning August to October 2013			Phase 2 - Start up November 2013 to February 2014				Phase 3 - Launch March 2014 - June 2014			
Market Research												
Business Plan												
Project Plan												
Finance												
Draft Budget												
Cash flow												
Premises and spec												
Agree & Fixtures/Fittings												
IT and Equipment												
Health & Safety												
Telephone												
Legal Regulations												
Lease agreed and signed												
Name												

Governance													
Recruitment													
Volunteer coordinator													
Volunteer key holder													
Cleaner													
Service providers (H&S etc)													
Marketing													
Printed materials created													
Website pages created													
Advertising rolled out													
PR campaign launched													
Processes and Systems													
Booking systems created													
Hiring agreement created													
Staff/ volunteers training													
Risk assessment in place													
Milestones and Deliverables													
Community Space open													
Volunteers in post													
Services in post													
Hiring of facility begins													
evaluation of satisfaction													

## 7. Marketing

7.1 The key features of the proposed space will be highlighted in its marketing strategy: Accessibility. The space is close to bus stops and is within walking distance of the city centre and the proposed space meets disability requirements with its one level, adapted toilets and facilities. Research carried out has identified that there is significant demand for community facilities in the area.

7.2 Full use will be made of a range of communication channels to ensure all potential users are aware of the facilities available. Promotion will be carried out through the local media and use will be made of the CCDT website and online social networking services including a facebook page and twitter account. A register of local organisations will be maintained and publicity materials will be regularly distributed via a mailing list and through email.

7.3 The marketing strategy will include an effective means of communicating and consultation with the local community to ensure that its needs and interests are understood and that services and facilities being provided by the CCDT reflect the changing needs of the local population. Statistical records will be maintained to monitor usage, improve performance and inform the marketing strategy.

7.4 The CCDT has a proven track record and established vehicle for community engagement and this will integrate well with the activities of the proposed space.

## **8. Management and Governance**

8.1 The administration of the proposed space will be under the direct management of the CCDT.

8.2 To administer the community facilities, CCDT will work with its current staff (Board, Organisational Management Group, Trust Director, 2 x community Development officers and recruited volunteers). Tasks and responsibilities will be shared and allocated including:

- Managing the proposed space
- Marketing the space to raise its profile and income and developing local services and activities
- Implementing the aims and objectives of the Business Plan
- Assisting with the financial management
- Ensuring effective maintenance of the building
- Ensuring the building is safe and secure at all times
- Supporting volunteers and volunteer involvement
- Working with local partners to ensure activities fit with others provided in the area and developing close working relationships with key local partners

8.3 Volunteers - A number of volunteers, both individual and through groups, are expected to participate in the running of the proposed space. The work of volunteers will be co-ordinated through the existing staff team and community development officers.

8.4 The Organisational Management Group (OMG) (comprising members of the local community, CCDT Board, partners and stakeholders) will be constituted and will meet regularly to discuss the operation of the Centre, responses to change requirements and other initiatives and opportunities as they arise.

## 9. Booking system

Awaiting quote from 3 suppliers re online system linked to CCDT website via RP space – links made to Rousillion Life also to book

## 10. Business Rates and VAT implications

To be advised by HMRC and valuation pending - with charitable discount applied by CDC – meeting to take place with local solicitors and advisor re VAT and rates

The hiring out of a building for a fee is normally a business activity and the fees received are normally exempt from VAT. However, if a charity (as landlord) has opted to tax the building it must treat the fees received as standard-rated. But, if the person hiring the building (or part of a building) from the charity is: Another charity who intends to use it for a relevant charitable purpose (for use as a village hall or similarly, or for a non-business purpose) the option to tax will generally not apply.

## 11. Income and Expenditure Forecast

This forecast provides the estimated financial position following the first full year's operation:

	Apr-14 Budget	May-14 Budget	Jun-14 Budget	Jul-14 Budget	Aug-14 Budget	Sep-14 Budget	Oct-14 Budget	Nov-14 Budget	Dec-14 Budget	Jan-15 Budget	Feb-15 Budget	Mar-15 Budget	April 14 - Mar 15 Budget
<b>INCOME</b>													
CCDT activities with room hire	195	195	195	195	195	195	195	195	195	195	195	195	2340
Residents bookings	65	65	65	65	65	65	65	65	65	65	65	65	780
External bookings	100	150	200	260	300	350	400	500	650	650	650	650	4860



Regular group bookings evening	390	390	390	390	390	390	390	390	390	390	390	390	390	4680
Children's Parties	346	346	346	346	346	346	346	346	346	346	346	346	346	4152
Exhibition/corporate use	300	300	300	300	300	300	300	300	300	300	300	300	300	3600
<b>TOTAL INCOME</b>	<b>1396</b>	<b>1446</b>	<b>1496</b>	<b>1556</b>	<b>1596</b>	<b>1646</b>	<b>1696</b>	<b>1796</b>	<b>1946</b>	<b>1946</b>	<b>1946</b>	<b>1946</b>	<b>1946</b>	<b>20412</b>
<b>DIRECT EXPENDITURE</b>														
Volunteer Training	25	25	25	25	25	25	25	25	25	25	25	25	25	150
Volunteer Expenses	50	50	50	50	50	50	50	50	50	50	50	50	50	300
														0
<b>TOTAL DIRECT EXPENDITURE</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>450</b>
<b>GROSS PROFIT</b>	<b>1321</b>	<b>1371</b>	<b>1421</b>	<b>1481</b>	<b>1521</b>	<b>1571</b>	<b>1621</b>	<b>1721</b>	<b>1871</b>	<b>1871</b>	<b>1871</b>	<b>1871</b>	<b>1871</b>	<b>19962</b>
<b>OVERHEADS</b>														
Estate Service Charges	576	0	0	0	0	0	0	0	0	0	0	0	0	576
Business Rates														0
Water	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Electricity	100	100	100	100	100	100	100	100	100	100	100	100	100	1200
Phone	25	25	25	25	25	25	25	25	25	25	25	25	25	300
Window Cleaning	20	20	20	20	20	20	20	20	20	20	20	20	20	240
Music Licence	350	0	0	0	0	0	0	0	0	0	0	0	0	350
Cleaning and toilet bin empty	125	125	125	125	125	125	125	125	125	125	125	125	125	1500
Waste disposal	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Alarm maintenance	150	0	0	0	0	0	0	0	0	0	0	0	0	150
H&S, Fire alarm maintenance	150	0	0	0	0	0	150	0	0	0	0	0	0	300
PAT testing & risk assessments	100	0	0	0	0	0	100	0	0	0	0	0	0	200

Building's and contents insurance	500	0	0	0	0	0	0	0	0	0	0	0	0	500
Marketing & PR	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Booking System														0
Kitchen & WC sundries	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Legal and professional advice	250	0	0	0	0	0	0	0	0	0	0	0	0	250
Stationary & postage	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Contingency	200	200	200	200	200	200	200	200	200	200	200	200	200	2400
<b>TOTAL OVERHEAD EXPENDITURE</b>	<b>771</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>10966</b>
<b>NET PROFIT</b>	<b>550</b>	<b>1176</b>	<b>1226</b>	<b>1286</b>	<b>1326</b>	<b>1376</b>	<b>1426</b>	<b>1526</b>	<b>1676</b>	<b>1676</b>	<b>1676</b>	<b>1676</b>	<b>1676</b>	<b>8996</b>

#### Notes on income/expenditure:

##### Income:

- CCDT activities with room hire = 3hrs per week @ £15 per hour = 1 booking
- Residents' bookings = 2hrs per day @ £7.50 per hour x 1 day = 1 booking
- External bookings = 2 hrs per day @ £15 per hour x 3 days p/w = 3 bookings
- Regular group bookings evening = 2 hrs per day @ £15 per hour x 3 days p/w = 3 bookings
- Childrens Parties = 2 per week x 3 hrs @ £40 total = 2 bookings
- Exhibition/corporate use = 2 days per month @ £150 = 4 bookings

(Assumes 1 booking am, 1 booking pm, 1 booking eveing - 3 x 7 = 21 bookings available = 66% occupancy in year 1 2014/15)

##### Expenditure

- The figures for the major items of expenditure (utilities, washroom services, security and internal building maintenance) have been provided by the estate management company Oracle and will fall outside the service charges.
- The figures for insurance, rubbish removal, advertising and depreciation (the provision for replacing fixtures and fittings) are guideline estimates which will be refined as business planning progresses.
- Awaiting rates for Business rates from HMRC and CDC charitable discount

- Awaiting quotes for booking system
- When forecasting the income from room hire, the following have been assumed: The current pricing structure used by the CCDT for the hire of the Merton Centre will continue. This offer hire to residents at 50% at which it offers them to commercial/private organisation.

## **12. Evaluation**

Evaluation will be carried out with all hirers/users of the space to ascertain how satisfied they were with the space, the booking service and overall experience. Evaluation data can be collected in many ways: questionnaires, one-to-one interviews, focus groups etc. However for busy individuals/professionals with a events/activities to evaluate, from a variety of different providers, cost, efficiency and effectiveness are important considerations. Questionnaires provide an easy way to distribute a standard set of questions, the response format lends itself to easy data collation and analysis, and is cost-effective to administer.

### **Evaluation questions**

- How would you rate the initial contact you had?
- How effective was the booking system offered?
- How would you rate the transition from the point of booking to use?
- How would you rate the facility lighting and heating?
- How would you rate the facilities furniture and equipment?
- How would you rate the kitchen facilities?
- Would you use the facility again in the future?
- Would you recommend the CCDT?
- How could the facility be improved?

## **13. Key Performance Indicators**

The following Key Performance Indicators (KPIs) should be realised after 12 months of operation:

- Marketing campaign established and rolled out
- Public consultation event held
- 10 private sector organisation engaged to booking proposed space
- 10 public/voluntary sectors organisation engaged to booking proposed space

- 40 residents engaged to booking proposed space
- 90% venue feedback evaluations completed
- Hirer satisfaction:
  - 80% positive feedback received
  - 80% of hirers would recommend booking the space
  - 80% of hirers would book the space again
- 50% Retained hirers (repeat business)
- 35% Word of mouth/ recommendations
- 100% of written complaints received responded to by Trust Director within 48hrs (working hours) of receipt

#### 14. Risk Analysis

Risk	Low- High	Solution
Lack of Usage reduction in rents and hire	High	Consolidate existing provision Identify new Markets particularly at quiet times Keep rents and hires affordable Consultation with users
Need for key member of staff/ volunteers	High	Volunteer strategy in pace – work with Skill-share Sussex to post volunteer opportunities and utilising existing volunteer bank
Competition	Low to Medium	Regular Review of Market Community Consultation re new services Feedback and evaluation from Customers Being Aware of competition

#### 15. Conclusion

With the support of all key stakeholders and the identified need for a modern community facility in Chichester there is little doubt that this proposed space will not only provide a high quality facility for Rousillon residents as well as other groups and individuals but also the required level of income to be sustainable. Through consultation with the users and being responsive to feedback, CCDT will be able to continue to meet it's charitable objectives whilst developing the space over the years to maintain its use and financial viability.