

Cottenham Parish Council Village Hall Business Plan – draft 7



Cottenham Village Hall, Recreation Ground, Lambs Lane, Cottenham, CB24 8TA

Prepared by Cottenham Parish Council Village Hall working group

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Contents

1. Summary	3
1.1. Background	3
1.2. Summary of short-term challenges.....	3
1.3. Cottenham Parish Council (CPC)	4
2. Business Plan Objectives.....	5
3. Current Position.....	5
3.1. SWOT Analysis	5
3.2. Community and commercial potential needs	6
3.3. Current and potential users.....	7
3.4. Competitive venues/facilities	7
4. Financial Section.....	8
4.1. CPC budget for 2021/22 relating to Village Hall	8
4.2. Estimated income and running costs for village hall 2021/22	8
4.3. Estimated income and running costs for village hall 2022/23	9
4.4. Further capital expenditure required for fixtures and fittings	10
4.5. Additional sources of funding.....	10
4.6. Summary of short/medium term financial challenges facing CPC w.r.t. the Village Hall	11
4.7. Outline of how VH finances are monitored and managed.....	11
5. Village Hall Management Committee.....	12
6. Marketing.....	12
7. Risk Assessment.....	13
8. Monitoring and Evaluation.....	13
8.1. Financial monitoring.....	13
8.2. Operational monitoring.....	14
9. Action Plan and targets	14
9.1. Action Plan.....	14
9.2. Targets.....	14
APPENDIX 1 – Plans of village hall	16
APPENDIX 2 – similar venues within Cottenham and nearby villages (under development).....	17
APPENDIX 3 – Cottenham Parish Council Budget for 2021/2022	18
APPENDIX 4 – Estimated Income, Expenditure and Net Profit for Village Hall 1/4/21 – 31/3/22	21
APPENDIX 5 – Estimated Income, Expenditure and Net Profit for Village Hall 1/4/22 – 31/3/23	22

1. Summary

1.1. Background

Cottenham's new two-storey Village Hall (VH) is opening with a soft launch in July 2021 due to COVID 19 restrictions. Broadly speaking, the ground floor provides facilities for residents and community groups while the first floor Balcony Room is aimed at providing a high-quality events space for large celebrations and corporate functions.

Cottenham Parish Council (CPC) will maintain and run the VH, developing community and wider uses with a focus on the benefits for Cottenham Parish residents.

Operating the VH facility is complex and this plan sets out a framework with CPC covering maintenance, operating costs, and risk management/compliance/legal responsibilities whilst involving as soon as possible the wider community in the development of the VH usage, marketing and fund raising. The intention is for management of the village hall to be passed to a management committee composed of residents, stakeholders and parish council representatives

This business plan is a working document and will be used to check where we are against our targets and to monitor progress. This draft (5) is still at a nascent stage based on the latest assumptions on running costs and income – future iterations will be based on more accurate updated information.

This plan will be regularly reviewed and updated and our efforts will be reflected within it; initially, it will run for **two** years.

A Marketing Plan, setting out the marketing activities for the VH is being developed in parallel to complement this Business Plan.

1.2. Summary of short-term challenges

The following issues have been identified as important – and are expanded on in this document.

Challenge	Possible solution/ mitigation/response	Comment
COVID restrictions have delayed ability to open, generate income and appoint key tenants such as a bar operator. Also limited capacity at Kids Club has reduced the rent they can afford to pay.	Set up pop-up kiosk and bottle bar operations to generate some use/income/track record for attracting long-term hirers. Encourage interested parties to trial use. Aim to appoint a bar operator by Dec 2021.	Requires some investment in bar equipment and volunteers to man kiosk/bar. Income (limited) likely to be from profit share with community groups. Any commercial tenant/ partner may need a low initial rent.
Estimated running costs of hall higher than budgeted (although still subject to revision)	Investigate utilities over-charge & switch to more competitive suppliers. Obtain firm quotes e.g. cleaning, shutters etc	Monitor closely and monthly
Lower than budgeted income expected 21/22	Increase occupancy % - develop daytime use of GF and events in Balcony Room. Build proportion of regular and repeat users. Capture interest expressed by potential hirers when attending other events at VH.	Segment approach to community & corporate hirers.

	Market Balcony Room to new corporate and events clients (Cambridge?).	
Projected loss in 21/22	All of the above.	Budgeted profit £16k. Likely loss £15k – a difference of over £30k. How do we deal with this and how can we avoid increasing precept for 22/23?
The ‘choice’ slots (weekday evenings in the lower cost ground floor) are booking up well but marketing effort will be required to fill daytime availability and launch the Balcony Room to new users.	Marketing expertise, both high level/strategic and admin level is required to release this potential.	
Burn-out of CPC staff dealing with VH systems, bookings, marketing on top of existing responsibilities.	Employ VH admin/marketing assistance for bookings etc. Selective use of VH marketing consultant to set strategy.	
Original project funding has not included kit out of Balcony Room, GF kitchen, bars, audio visual, hearing loop etc Combined with slower than expected arrival of S106 payments (due to COVID)	Costs need to be covered by expected S106 money. Possibility of PWLB bridging loan e.g. £100k or £200k for 2 years.	SCDC has confirmed S106 money can be spent on kitting out VH (kitchens, audio-visual, furniture etc).
Negativity expressed by small but vocal group of residents about the VH and how it is managed	Involve the community more in running the village hall. Meet with individuals and groups such as sports teams and social club to understand their views and meet their needs where possible. Cultivate VH champions. Demonstrate use/enjoyment of VH.	Community should be working together to make VH a well-used facility to be proud of.

1.3. Cottenham Parish Council (CPC)

Cottenham is a rural community approximately 6 miles north of Cambridge. It is a large village of around 2600 households and a population of 6600 in 2019 and since then has seen outline planning permission for around 500 additional homes.

CPC has led the development of the new Village Hall construction at Lambs Lane, Cottenham CB24 8TA and owns the VH on behalf of the community. A 50-place Nursery was constructed nearby as part of the same building project. Funding for the project benefits from substantial S106 funding from the recent developments.

The VH is situated on the village recreation ground and is comprised of a hall, lounge bar, Parish Council office, 2 kitchens and toilets on the ground floor and a larger venue room, balcony, bar, kitchen and toilets on the first floor – see Appendix 1 for plan.

The main CPC contact point is through the Clerk who can be contacted at clerk@cottenhampc.org.uk or via phone on 07503 328401.

A full list of Parish Council powers, with references to applicable legislation, is available from the National Association of Local Councils.

2. Business Plan Objectives

The key objectives of this plan are:

In the short term to:

- develop means by which initial income streams can grow so that they cover ongoing operational costs, including a facilities and/or marketing manager.
- phase further investment in equipment and furnishings so as release potential for additional income.
- set targets by which success can be measured.

The broader, longer term objectives are to:

- secure the VH in good order, and on a sound financial footing, for future generations. It will be well run, well maintained, and offer a diverse range of activities and services that support and are relevant to as broad a cross-section of the local community as possible.
- encourage the community to develop a strong sense of ownership of the VH, and consider it a central asset to the area, and a key contributor to quality of life.
- make visitors at the VH feel welcome, enjoy what is on offer there, and recommend it to others.
- ensure that customers, tenants and hirers of the VH feel valued, and think the services on offer are appropriate and represent good value for money.
- build up net income to contribute towards the repayment of loans obtained to construct the VH
- develop the services and facilities offered at the VH to be complementary to other businesses and community groups in Cottenham, such as public houses and the community coffee shop.

3. Current Position

3.1. SWOT Analysis

It is useful to take into account the Strengths, Weaknesses, Opportunities and Threats for the new village hall.

<u>Strengths (internal)</u>	<u>Weaknesses (Internal)</u>
<p>New purpose-built facility (H&S and Equalities Act compliant and capable of zoning). Location at the recreation ground with extensive car/bike parking and the capacity for charging one (initially but potentially more) electric vehicles. Significant existing footfall to area due to visitors to recreation ground and sports training and fixtures. Accessible location from A14, M11, easier than central Cambridge. Pleasant outlook from both floors and view from Balcony Room Impressive event space on 1st floor with potential use for premium corporate events and weddings. Ability to segment users into community groups/families using the lower-priced ground floor and corporate users/celebrations in the higher-priced Balcony Room.</p>	<p>Initial lack of equipment/furnishings to fully exploit the building's potential. For example, two of the three kitchens do not have white goods, and there are no tables or chairs suitable for functions in the Balcony Room. No integral hearing loop. No audio visual equipment which corporate hirers would expect. Hire rates and marketing strategy not fully developed. Initial estimated running costs considerably higher than budgeted for in CPC 2021/22. Current unmet need for a bar operator. Adaptations needed to meet needs of potential hirers? No facilities management plan. No permanently dedicated resource to manage the building and promote VH hiring. Lack of a proper data network (esp. WiFi)</p>

<p>Good sound-proofing and reasonable acoustics. Short walk from disabled parking spaces to entrance. Encouraging levels of interest in hiring VH seen from initial enquiries.</p>	<p>Dealing with enquiries/marketing becoming an unacceptable additional workload for current CPC staff and incurring additional cost to CPC. Planning permission requires hours of operation to cease at midnight (23.00 for sale of alcohol) – will potentially restrict function hire.</p>
<p><u>Opportunities (external)</u> No comparable facility in Cottenham. 'Wow' factor of Balcony Room with potential for premium corporate/wedding hire Potential to attract new users including from outside Cottenham Potential to promote greater community involvement VH management committee structure to include blend of Parish Councillors and Cottenham residents Potential for sponsorship, gifts, grants to kit out the VH. Potential to put in place a drop in Coffee bar operation possibly through partnering/working with an existing coffee bar operator. Target people/businesses priced out of central Cambridge. Partner with Barkers/Enjoy or other local caterers to provide tea/coffee/light refreshments for corporate events. Partner with mobile bar operations.</p>	<p><u>Threats (external)</u> Impact of COVID-19 restrictions on a) timing of income from housing developments in the village (£106 money); b) ability to develop income streams in time to pay back loans/reduce precept Price competition from poorer quality venues Bar operator not identified after initial Expression of Interest exercise. Potential operators are prioritising re-building their existing businesses following COVID and Sports and Social Club are unwilling to take on running the bar. Deterioration of relationship with users of old VH could lead to loss of community goodwill. Need to avoid trading income from land owned by George V Playing Field charity. Reputational damage from being seen as taking from other community facilities Continued COVID restrictions on activities in the venue</p>

In the period when we did not have a Village Hall we lost the relationship and trade of the Sports & Social Club and Day Centre (weekly lunch club for older residents).

3.2. Community and commercial potential needs

Cottenham is a growing community with disproportionately fewer residents in the 20-40 age range and a higher percentage of older people. However, c500 new homes are being constructed and there is an expectation that this will increase the proportion of 20-40 year olds and children within the village. This presents an opportunity for increased demand for VH usage and the needs of this section of the village population need to be understood and catered for as part of the marketing strategy whilst also blending in established and new demand from existing residents.

The Neighbourhood Plan survey involving 973 respondents carried out in 2016 found that 77% or residents felt that improving leisure and recreation facilities was important.

Cottenham's recently adopted Neighbourhood Plan includes Policy COH/4-2: Multi-purpose Village Hall which states:

- Proposals for the development of a multi-purpose Village Hall adjacent to the Primary School within the development framework will be supported where the overall design:
- a) maintains or increases the availability of sports pitches, and
 - b) is imaginative and original so as to extend and renew the distinctive character and traditions of Cottenham's built environment, and

- c) includes communications infrastructure, including Wi-Fi and printing technology, to facilitate small business or community group drop-in working in a central village location, and
- d) encourages pedestrian access, and contributes to safer traffic movements by inclusion of appropriate on-site parking and site access improvements

3.3. Current and potential users

Ground floor	Balcony Room
<p>Anchor tenant(s) Cambridge Kids Club Bar operator (in due course)</p> <p>Local/community groups: Guides, WI, Cambridge Bird Group Fen Edge Archaeology Soc, Fen Edge Orchestra, Village Society (hopefully eventually a Youth group)</p> <p>Exercise/Sport Kettlebells, Lovefit, KPA Dance</p> <p>Music/Singing Singing for fun Sing and Sign</p> <p>Children’s parties</p> <p>Public meetings CPC meetings and office, Polling station</p>	<p>Events/functions Comedy Night Ploughing Society</p> <p>Corporate events Training courses Team meetings Exhibitions Conferences (in due course)</p> <p>Celebrations Individuals hiring for Celebrations/Parties Wakes Weddings (in due course)</p>

3.4. Competitive venues/facilities

A list services of facilities which the VH is in competition with along with differentiating factors is being prepared as a desk exercise and the latest draft is set out at Appendix 2. On the face of it, the main competition in terms of size of rooms and amount of car-parking is at Cottenham Village College. As the range of services and facilities offered at the village hall grows the competition could extend to local hotels and conference venues.

4. Financial Section

4.1. CPC budget for 2021/22 relating to Village Hall

The annual budget set by CPC in January 2021 for the 2021/22 financial year is shown in Appendix 3. The relevant figures for the Village Hall are:

CPC budget for 2021/22	
Income	£
Cambridge Kids club	13,800
Income from Village Hall Bar & Lounge	0
Income from Village Hall Main Hall	11,500
Income from Office Space	4,500
Income from Event Space	0
TOTAL INCOME	29,800
Expenses	
Village Hall Cleaning costs	6,000
Village Hall Cleaning costs - Materials	261
Village Hall Service Charges	5,000
Vill Hall Water/Sewerage	3,000
Village Hall Electricity	2,000
Village Hall staff costs	0
Village Hall LPG	0
TOTAL RUNNING COSTS	16,261

(There is also a budget of £7051 allowed for insurance for all CPC activities – some of which could be added to the VH budget for 21/22).

Since the 21/22 budget was set the Village Hall has been completed. CPC staff and councillors are learning more about the ongoing running costs at a more sophisticated and informed level than was considered when setting the original budget.

4.2. Estimated income and running costs for village hall 2021/22

The provisional estimate for projected income and running costs for 2021/22 are set out in Appendix 4 and summarised below. NB several aspects of the running costs are not yet known as we are obtaining further information and quotes. This is particularly relevant to utilities (electricity and gas) and shutter maintenance. In general, our policy has been to be reasonably pessimistic – or at least to avoid unsupported optimism. Consequently, these estimates are under constant revision at this stage. The income estimates are based on existing enquiries and reasonable expectations of occupancy and event frequency. The occupancy rate of the venue, particularly the Balcony Room, is key to determining net income. Following the most recent delay in removing COVID restrictions they have had to be revised downwards again.

Latest estimated income and expenses for village hall 21/22		
	Estimate	CPC budget 21/22
Income	£	£
Ground floor	9,860	
Balcony room	2,700	
Kids Club	8,548	
Office rent	4,500	
Bar income (estimate)	2,000	

TOTAL	27,608	29,800
Expenditure		
Running costs (building)	36,546	
Marketing resource	5,000	
*Annual provision for replacement	3,700	
TOTAL	45,246	13,261
PROFIT	-17,638	16,539

It is clear from the table above that although the potential income is similar to what was budgeted (albeit composed differently), the running costs are expected to be considerably higher than had been allowed for. This is one of the main challenges to successful future operation of the village hall. Although the operating costs are being actively examined with a view to reducing them, it is unlikely that they will reduce to anything like the budgeted level: the key to future profitability therefore lies in increasing income.

*We have made an allowance for replacement of furnishings & equipment (normally referred to as depreciation) which is based on the cost of such investment and the likely lifespan. This is aimed at ensuring there will be funds available when replacements are needed. However, it is not a cash outflow so the loss in cash terms will be less by that amount.

4.3. Estimated income and running costs for village hall 2022/23

Looking ahead to the next financial year, 2022/23, it is expected that the Village Hall will break even and even make a modest profit. This is based on the anticipation that COVID restrictions will no longer restrict income and that there will be a marketing/facilities management resource available to develop income to become closer to its potential. The full figures and assumptions are set out in Appendix 5 and shown in summary below.

Essentially, the running costs remain the same while involvement of marketing expertise is anticipated to unlock income, particularly for the Balcony Room and a permanent bar operator is expected to provide rental income in the region of £8,000 (although it is hoped it could be more).

Latest estimated income and expenses for village hall 22/23 compared with 21/22		
	22/23 budget £	21/22 estimate £
Income		
Ground floor	22,800	9,860
Balcony room	28,800	2,700
Kids Club	13,000	8,548
Office rent	4,500	4,500
Bar income	8,000	2,000
TOTAL	77,100	27,608
Expenditure		
Running costs (building)	36,546	36,546
Marketing personnel	30,000	5,000
Annual provision for replacement	3,700	3,700
TOTAL	70,246	45,246
PROFIT	6,854	-17,638

4.4. Further capital expenditure required for fixtures and fittings

Some fixtures and fittings have already been purchased: enough tables and chairs for the ground floor to allow meetings of up to 50 people and the ground floor kitchenette has been fitted with white goods. However, additional investment in IT/audio-visual equipment, kitchens and furniture is required for all the facilities to be fully functional and in particular to enable the high-revenue generating Balcony Room to come on stream.

In addition, with the absence of a permanent bar operator there needs to be some additional investment in chillers, glasses and bar stock if any income is to be generated from the bar(s) in 2021.

We have obtained written confirmation from SCDC that the S106 funds can be spent on fixtures and fittings for the village hall – not just the bricks and mortar – which has helped greatly with the phasing of further investment to equip the village hall and hence unlock its income potential.

Estimates for further investment requirements			
	Expenditure £	Years' life	Annual provision for replacement £
Additional kit out of ground floor	14,000	10	1,400
Additional kit out of 1st floor	14,000	10	1,400
Bar kit out	2,000	5	400
Hearing loop & audio	5,000	5	500
TOTAL	35,000		3,700

[Also needs budget allocated for upgrading network and WiFi]

4.5. Additional sources of funding

Funding from grant-awarding bodies such as Cambridgeshire Community Foundation, National Lottery and Fen Edge Community Association are being actively explored. An application to SCDC Community Chest for COVID screens has been successful. Sustainable Cottenham obtained funding from the National Lottery Communities Fund for 25 chairs and 5 tables which they have made available for CPC use at the Village Hall.

100 Club is another source of funding which is being considered. 100 tickets at £10 would bring in £1000 minus prize money of £350.

Sponsorship opportunities are also being discussed within the working party, particularly directed at the developers who will be actively marketing houses over the next year or so (Redrow and Tilia) and therefore likely to welcome publicity. Items being considered for sponsorship:

- TV screens - £4k (balcony room + lobby - this figure includes cables, wall mounts, installation, cover etc.)
- Balcony Room kitchen - £2300 (oven, cooker hood, dishwasher, undercounter fridge, undercounter freezer)
- Lounge kitchen - £2600 (range oven, cooker hood, dishwasher, x2 fridge freezers)

In return we can offer a sponsorship package including: free room hire; credit on our FB pages and website; credit in the village newsletter; 12 months free advertising on the lobby TV (this TV could be used to say what's on & advertise) and, if they sponsor the balcony TVs, free adverts at events.

Loans from the Public Works Loan Board (PWLB) totalling £2.8 million were obtained in November 2019 and are being repaid over 30 years at the rate of £141,838 per year (split between 2 half-yearly payments comprising principle and interest). These loan repayments are budgeted for and are largely covered from the CPC "supplementary" precept as evidenced in the CPC 21/22 budget finance cost line of £141,838. There is a possibility of obtaining another short term (2 year?) loan from the PWLB to bridge the period before the arrival of S106 money delayed by COVID (due to

building work being suspended for several weeks in 2020). Additional interest payments of £3000 have been budgeted for in 2021/22).

Rules applying to Parish Councils prevent the use of low/zero interest loans from ‘angel investors’ - whether private individuals or local businesses.

4.6. Summary of short/medium term financial challenges facing CPC w.r.t. the Village Hall

Challenge	Possible solution/ mitigation/response	Comment
COVID restrictions have delayed ability to open, generate income and appoint key tenants such as bar operator. Also limited capacity at Kids Club has reduced the rent they can afford to pay	Set up pop-up kiosk and bottle bar operations to generate some use/income/track record for attracting long-term hirers. Encourage interested parties to trial use. Aim to appoint a bar operator by Dec 2021.	Requires some investment in bar equipment and volunteers to man kiosk/bar. Income (limited) likely to be from profit share with community groups. Any commercial tenant/ partner is likely to need a low initial rent.
Estimated running costs of hall higher than budgeted (although still subject to revision)	Investigate utilities over-charge & switch to more competitive supplier. Obtain firm quotes e.g. cleaning, shutters etc	Monitor closely and monthly
Lower than budgeted income expected 21/22	Increase occupancy % - develop daytime use of GF and events in Balcony Room. Build proportion of regular and repeat users. Capture interest expressed by potential hirers when attending other events. Market Balcony Room to new corporate and events clients (Cambridge?).	Segment approach to community & corporate.
Projected loss in 21/22	All of the above.	Budgeted profit £16k. Likely loss approx £15k – a difference of over £30k. How do we deal with this and how can we avoid increasing precept for 22/23?
Original project funding has not included kit out of Balcony Room, GF kitchen, bars, audio visual, hearing loop etc Combined with slower than expected arrival of S106 payments (due to COVID)	Costs need to be covered by expected S106 money. PWLB bridging loan e.g. £100k or £200k for 2 years.	SCDC has confirmed S106 money can be spent on kitting out VH (kitchens, audio-visual, furniture etc).

4.7. Outline of how VH finances are monitored and managed

Currently the actual and budgeted income and costs are monitored at least monthly and in practice weekly by the Responsible Financial Officer (RFO), members of the VH working party. These are reported to the Finance, Legal and Admin Committee (FLAC) and Full Council.

CPC’s views on how best to structure this reporting are welcomed – see also later sections on Risk Assessment, Monitoring and Evaluation.

5. Village Hall Management Committee

The intention is to set up a VH Management Committee to run the Village Hall on a day-to-day basis. The Committee will be composed of Parish Council representatives, CPC staff, representatives from stakeholders (tenants and other hirers) and residents. Examples of different management arrangements for village and community halls will be researched.

The responsibilities for the Management Committee are expected to include oversight of:

- hiring arrangements
- marketing activity, website, development of relationship with users and wider community
- facility management (opening/closing, cleaning etc)
- staff training and development
- organisation of volunteers

The timetable and details of arrangements for setting up this structure are still being formulated. CP's views on how best to structure this on-going arrangement, particularly the financial arrangements and timetable are welcomed.

6. Marketing

The strategy and actions for marketing the Village Hall are covered in a separate and complementary Village Hall Marketing Plan which is in the process of being drafted.

It will outline areas for potential marketing such as:

- The wider village/community e.g. the young; families with children, rec sports users/clubs
- Other local groups and clubs – e.g. book groups, gardening clubs, sports clubs
- Private individuals – e.g. for parties, weddings, dinners, and other family function
- Businesses – e.g. for training events, conferences, workshops, meetings, functions
- Event organisers – wedding planners, party organisers

It has become apparent that although CPC staff may have the skills to become more involved in the marketing of the Village Hall, they do not currently have any capacity to do so beyond the short term. In addition, there is already a cost being incurred by CPC for this activity in the form of additional hours worked by the Parish Clerk and indirectly by the Assistant Clerk and RFO. Based on the two months since the VH handover, this is estimated to be £60-£100 per week (equivalent to £3,000 - £5,000 per year).

The 'choice' slots (weekday evenings in the lower cost ground floor) are booking up well but marketing effort will be required to fill daytime availability and launch the Balcony Room to new users. Without additional resources this risks burn-out of CPC staff dealing with VH systems, bookings, marketing on top of existing responsibilities.

To ensure that appropriate marketing activity is developed in the short term it is proposed that CPC obtain marketing expertise via a short term part-time contract arrangement. This may well be a combination of admin/marketing assistance for bookings etc. and selective use of VH marketing consultant to set strategy.

The latest Village Hall budgets include a provision for additional marketing personnel of £5,000 for 2021/22 and £30,000 for 2022/23. The £5,000 for the current year has not been budgeted for in the CPC annual budget so would require additional approval but can be justified by:

- reducing the cost of existing staff overtime
- mitigating the risk of staff burnout and ill health.

7. Risk Assessment

Risk identified	Action taken to mitigate risk
Continued depressed income because of COVID and/or economic downturn	Reduce hire rates to encourage some use. Apply for state support e.g. rate relief, grant, furlough, if possible. Look at use as COVID facility, not sure what but maybe local surge test centre, facility where meetings need to be held but they need lots of space. Mothball VH to reduce costs to a minimum. Offer facilities at cost price if a loss leader for future business and they wouldn't otherwise be used.
Over-reliance on key individuals in management of VH	Spread training/skills/processes across team to enable substitution in case of illness/departure. Avoid over reliance on 1 person, currently Chris.
Unable to obtain additional PWLB loan to staddle late arrival of S106 funds	Increase precept. Update cashflow forecast and financial positions regularly. Make plans accordingly, may need PC and FLAC meetings.
Unable to appoint bar operator by end 21/22	Continue with community run bottle bar. Contact wider range of local bars/pubs to obtain interest. Ask marketing contractor for ideas.
Not enough bookings due to it being a new and lesser-known facility	Marketing push locally and further afield commercially. And further ahead time wise for big events.
Lack of cleaning supplies or staff	Could be hard to come by if pandemic escalates again. Good lines of communication with the cleaning team and clerk's team to adjust if supplies or self isolation risk VH operations.
Building issues such as snagging or failure of significant fabric or facility of building	Snagging, report and log time taken to do so Aim to build up reserves for repairs and maintenance. Keep maintenance up to date so small problems are dealt with before they become big or urgent. Includes asking users to notify us of any defects they come across.

8. Monitoring and Evaluation

8.1. Financial monitoring

FLAC will review the VH financial position, initially monthly on the basis of a report from the RFO. This report will include an assessment of trends and analysis of income and expenditure against budgets, and will report any emerging issues or trends.

The RFO will recommend any action needed to address issues arising and review the cost effectiveness of utilities contracts.

In due course, the Management Committee will keep under regular review the hire charges with recommendations to Community and Leisure facilities Committee (CALF) or Parish Council.

FLAC, via RFO, will provide quarterly financial reports to the Parish Council or more frequently at the discretion of the Chair of FLAC or the Chair of the Parish Council.

The RFO will monitor and recommend any action needed, to FLAC, addressing issues arising from the cost effectiveness of utilities contracts.

Annual report for the community linked to Parish AGM.

8.2. Operational monitoring

Operational running of the VH and building maintenance will be monitored by the staff member or contractor with Facilities Management responsibilities, with oversight by the Management Committee and CALF. This includes a regular review the level of bookings, and feedback received from customers.

Monthly review of the marketing plan for initial 6 months then quarterly reviews by Management Committee and oversight by CALF. Lead person for marketing proposed as Christine Ward and eventually moving to events/facility manager.

Surveying each user quarterly in year 1 then annually by CALF.

9. Action Plan and targets

9.1. Action Plan

An Action Plan will be developed from the Business Plan, outlining who should be doing what by when and desired outcome. Eventually, this will be “owned” by Management Committee reporting through to CALF/FLAC for oversight and consideration of financial costs and benefits. The areas to be covered are likely to include:

- stewardship and management of building (Management Committee/CALF)
- maintenance and improvements to VH (Management Committee/CALF)
- develop new customers and monitor feedback (management committee/CALF)
- marketing and advocacy for VH (Marketing lead with support from Management Committee)
- supporting the community and local economy (Management committee/CALF/Full PC)
- create a budget line to allocate surplus funds derived from operating income to contribute towards replacements items for VH. Any such surplus created in a year would then need the authorisation of the Parish Council, through its budget setting processes, to allocate such monies towards replacement items in the next financial year

9.2. Targets

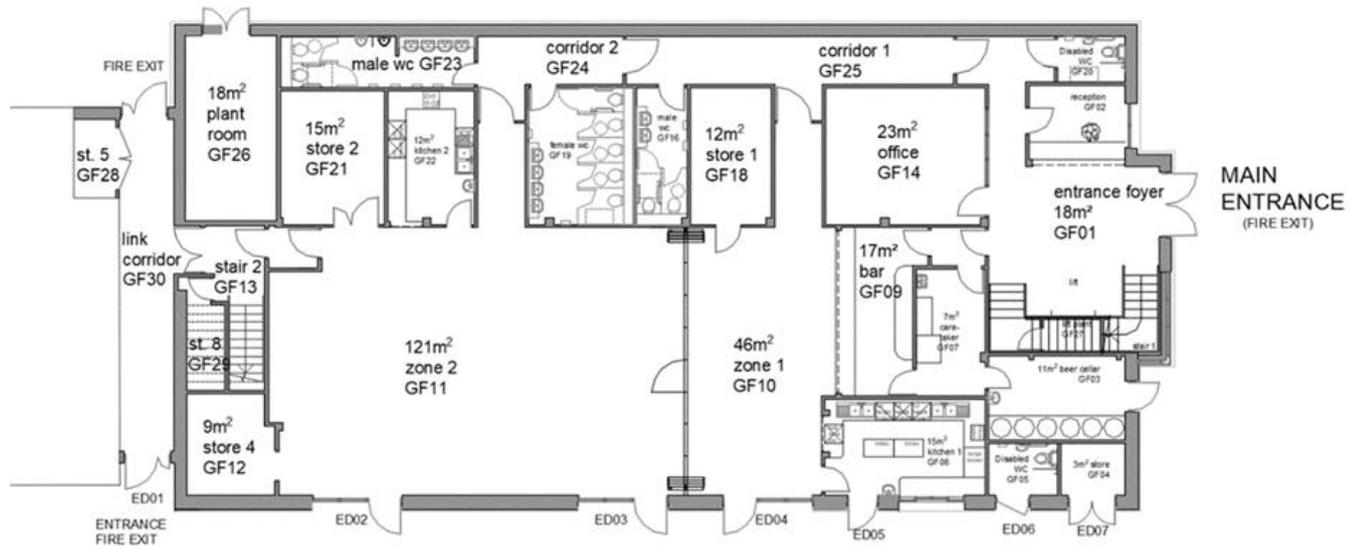
It is important for a Business Plan to set targets and strategies and scheduling for achieving and monitoring them. The VH working group’s initial thoughts are set out below and need considerable further development. Views and advice from FLAC would be most welcome.

Target	How	By when	Responsibility
Break even on running costs v. income	Close monitoring of utilities and other contracts.	End of 2022/23	Management Committee, FLAC, CPC staff
Achieve 50% occupancy rates for ground floor rooms and Balcony Room	Use marketing expertise to tap into community for regular hire and corporate/function hirers for premium hires.	End of 2022/23	Management Committee, marketing personnel, CPC staff
Profit of £10,000 per year	Use marketing expertise to tap into community for regular hire and corporate/function hirers for premium hires.	End of 2023/24	Management Committee, FLAC, CPC staff

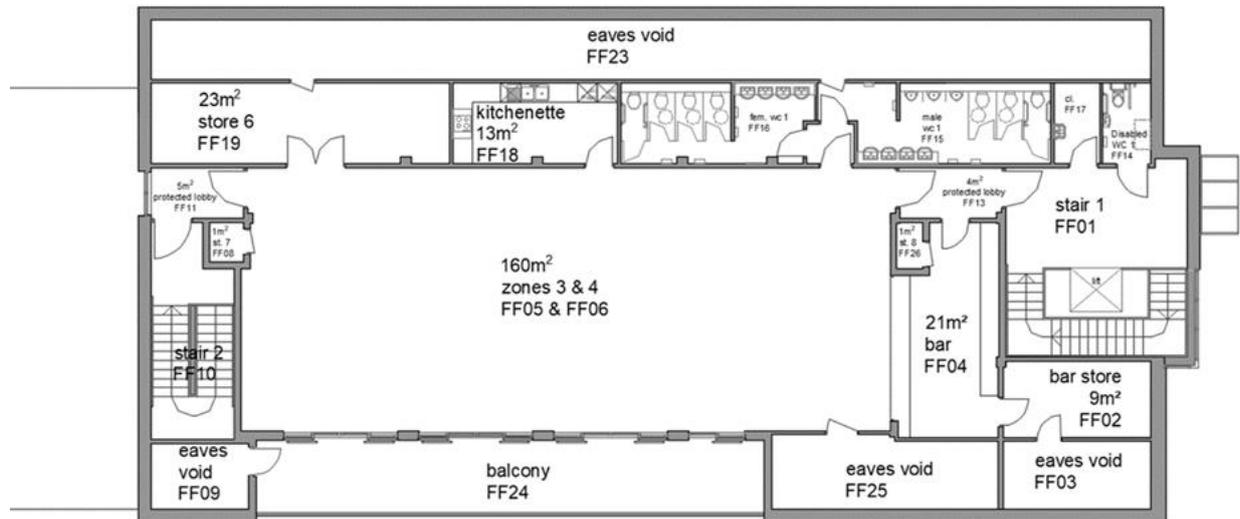
Achieve 75% occupancy rates for ground floor rooms and Balcony Room	Use marketing expertise to tap into community for regular hire and corporate/function hirers for premium hires.	End of 2023/24	Management Committee, marketing personnel, CPC staff
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APPENDIX 1 – Plans of village hall

Ground floor



First floor



APPENDIX 2 – similar venues within Cottenham and nearby villages (under development)

Room	Description & approx. capacity* theatre style	Charges	Comments
Cottenham Village College	Main hall 300 Atrium 200	Main hall £45/hour Atrium £45/hour Event package (multiple) £75/hour	Extensive car-parking
Cottenham All Saints Church Hall			
Cottenham Community Centre		Hall £18.50/hour Studio £15/hour Coffee shop £30/hour for private events or £24 for classes	No parking
Cottenham Club			Only open limited days
Cottenham British Legion Hall			
Rampton Village Hall	Main hall 120 Mtg room 10	£20/12 weekend after 6pm £12 daytime until 6pm £200 weekend	
Landbeach Village Hall	Hall 100 Lounge 60	Hall & Lounge £23/hour (£27 after 6pm) £24/£28 for commercial Weddings £420 all day	
Histon Village Hall			
Histon St Andrews Centre	Hall 1 150 Hall 2 75 Upstairs Hall 20-30 Upstairs mtg rm 3	Hall 1 £30/hour Hall 2 £23.40/hour Upstairs Hall £17.70 Upstairs mtg rm £9.20	Kitchen extra £9 35% discount for charities, 25% discount for residents, 10% discount for block bookings No parking
Legion Hall Histon			
Willingham Plough Hall		£32/hour Morning/afternoon £80 Whole day £120	
Over Community Centre – Hall		£30/hour conference rate £22/hour general rate £220 wedding	Catering available. Café daytime and bar until 10.30pm
Arbury Community Centre	Larger than CVH?	£16.15	
Oakington Pavilion			
William Collyn Hall Girton	Hall 136 Scrine Room 8	Hall £20/hour Room £10/hour	Reduced rates for residents

APPENDIX 3 – Cottenham Parish Council Budget for 2021/2022

Budget for Cottenham Parish Council April 1st 2021 - March 31st 2022

	£
Cultural, Environmental and Planning	
Memorial/Open Spaces	954
Tree Works	3168
Ditches and Ponds	1000
Balancing pond/Little cut	1000
Recreation Ground General costs	4390
Groundsman fees	41797
TOTAL	52309
Community Facilities	
Pavilion Cleaning Materials	115
Pavilion Labour (from salaries)	5557
Pavilion Water/Sewerage	2500
Pavilion Electricity	2000
Pavilion LPG	3587
Pavilion Maintenance	3656
Recreation ground building maintenance costs	464
Village Hall Cleaning costs	6000
Village Hall Cleaning costs - Materials	261
Village Hall Service Charges	5000
Vill Hall Water/Sewerage	3000
Village Hall Electricity	2000
Village Hall staff costs	0
Village Hall LPG	0
Xmas Concert costs	2000
Remembrance Wreath/Event	500
Difibrillator maintenance	0
Youth Provision	10000
Play Area	1500
TOTAL	48140
Donations & Grants	
TOTAL	5000
Highways, Footpaths and Lighting	
2021-22 Highways budget	5000
Traffic Survey	1431
Footway Lighting electricity	1523
Highway jetting	0
TOTAL	7954
Democratic Representation	
TOTAL	0
Corporate Management	
Staff & Member costs	
Gross Wages	62000
Employers N.I	4000
Employers Pensions	2155
Members Expenses	300
Clerks Expenses	250

Training	684
Administration	
Advertising	1000
Printing	200
Postage	29
Telephone	140
Website maintenance	216
Office Stationery	385
Firesafe office hardware & software	1913
Shredding	302
Facility Costs	
Office Rent	4500
Water rates	2504
Village Green Electricity	300
Rates SCDC	9000
Professional Fees	
Legal fees	1980
Professional Fees	3978
Auditing fees	3300
Subscriptions	1000
TOTAL	100136
Finance Costs	
Village Hall/Nursery Loan repayments	141838
Short- term Loan interest	3000
Goode Bequest from Church & Causeway donation	1500
Dissenters Cemetery Grant from Church & Causeway donation	1500
Bank charges	619
Insurance	7051
TOTAL	155508
Other	
Neighbourhood Plan	1000
TOTAL	1000
Income from Facility users	
Income - Cricket Club	0
Income - Ladybirds Rent	6798
Income - Football club (CUFC)	0
Income - Football club (COLTS)	0
Income - Rugby club	0
Income - Tennis club	150
Skate Park	103
Cottenham Bowls Club	1442
Aerobics Instructors	515
Cambridge Kids club	13800
Income - Hire of Green/Recreation ground	515
Income from Pavilion booking (Club room)	800
Income from Village Hall Bar & Lounge	0
Income from Village Hall Main Hall	11500

Income from Office Space	4500
Income from Event Space	0
Income from Nursery	15000
Town Ground Rent	340
Sponsorship	5150
Recouped Utility costs	1545
Bank interest received	515
Church & Causeway	3000
Landing Stage rent	0
Income from EV chargers	100
Ditches & Drains fees	5000
TOTAL	70773
Expenses summary	
Cultural, Environmental and Planning	52309
Community Facilities	48140
Donations and Grants	5000
Highways, Footpaths and Lighting	7954
Democratic Representation	0
Corporate Management	100136
Finance Costs	155508
Other	1000
	370047
Income Summary	70773
Precept for 2021/2022	299,274

APPENDIX 4 – Estimated Income, Expenditure and Net Profit for Village Hall 1/4/21 – 31/3/22

Income	£/hour rental	hrs per event	Events/period	No. periods	Period	Description	£	£	Allowed in CPC budget 21/22 £
Hall weekly - 1 hours	20	1	7.0	28	week	SingFF, S & S, Dance, Kettlebells, Guides	3,920		
Hall weekly - 2 hours	20	2	3.0	28	week	Dance, WI coffee	3,360		
Hall monthly - 1 hours	20	1	1.0	7	month		140		11500
Hall monthly - 2 hours	20	2	3.0	7	month	VillSoc, Bird, FEAG	840		
Hall Children's parties 2hr	20	2	2.0	8	month		640		
Hall Children's parties 3hr	20	3	2.0	8	month		960		
Balcony - dinners/parties	60	5	1.5	6	month		2,700		
Kids club	23	7	4.3	12	month		8,548		13800
Office rent (CPC budget)							4,500		4500
Bar income							2,000		
Total Income								27,608	29,800
Expenditure									
Electricity	500	/month		12			6,000		2000
Gas	250	/month		12			3,000		0
Water	100	/month		12			1,200		
Sewerage	100	/month		12			1,200		
Rates							7,300		
Insurance							2,775		
Alarm							1,300		
Voice & data	66.5	/month		12			798		5000
Fire extinguishers							300		
Boiler service							300		
CCTV service							100		
Shutter service							1,200		
Sanitary waste							800		
Salto							500		
Cleaning & facilities fees	500	/month					6,000		6261
Building maintenance	250	/month					3,000		
Licences: TV, PPL etc							673		
Legionella risk assessment and checks?							100		
Marketing resource							5,000		
Annual provision for replacement							3,700		
Total Expenditure								45,246	13,261
Profit								(£17,638)	£16,539

APPENDIX 5 – Estimated Income, Expenditure and Net Profit for Village Hall 1/4/22 – 31/3/23

Income	£/hour rental	hrs per event	Events/period	No. periods	Period	Description	£	£
Hall weekly - 1 hours	20	1	7.0	28	week	SingFF, S & S, Dance, Kettlebells, Guides	8,400	
Hall weekly - 2 hours	20	2	3.0	28	week	Dance, WI coffee	8,400	
Hall monthly - 1 hours	20	1	1.0	7	month		1,000	
Hall monthly - 2 hours	20	2	3.0	7	month	VillSoc, Bird, FEAG	2,000	
Hall Children's parties 2hr	20	2	2.0	8	month		1,200	
Hall Children's parties 3hr	20	3	2.0	8	month		1,800	
Balcony - dinners/parties	60	5	1.5	6	month		28,800	
Kids club	23	7	4.3	12	month		13,000	
Office rent (CPC budget)							4,500	
Bar income							8,000	
Total Income								77,100
Expenditure								
Electricity	500	/month		12			6,000	
Gas	250	/month		12			3,000	
Water	100	/month		12			1,200	
Sewerage	100	/month		12			1,200	
Rates							7,300	
Insurance							2,775	
Alarm							1,300	
Voice & data	66.5	/month		12			798	
Fire extinguishers							300	
Boiler service							300	
CCTV service							100	
Shutter service							1,200	
Sanitary waste							800	
Salto							500	
Cleaning & facilities fees	500	/month					6,000	
Building maintenance	250	/month					3,000	
Licences: TV, PPL etc							673	
Legionella risk assessment and checks?							100	
Marketing personnel							30,000	
Annual provision for replacement							3,700	
Total Expenditure								70,246
Profit								£6,854