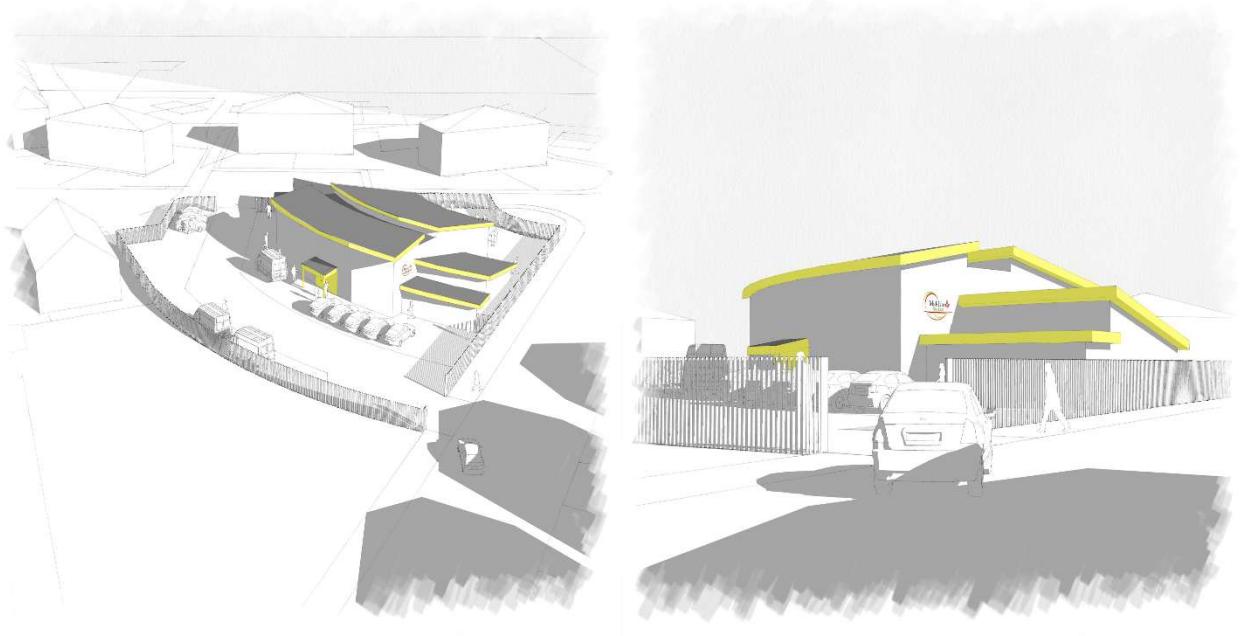


Mid-Lin Day Care Limited

Business Plan 2025/28



client | midlin daycare centre

ajfitchet | architect

project | new daycare centre

Mid-Lin Day Care Limited (A Company Limited by Guarantee) Companies House Registration No. SC247536 and is a Scottish Charity No. SC034269 with Registered Offices at 59 Pitkerro Drive, Dundee DD4 8AT.

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A Future for Mid-Lin Day Care Ltd

Vision & Mission Statement

At Mid-Lin Day Care Limited

- *Our vision is to:*
 - *Alleviate loneliness and improve the health and wellbeing across our communities.*
- *Our mission is to*
 - *Provide access to Day Centre and Community care within Dundee and the surrounding area.*
 - *Work with families, carers and other professionals including our team of volunteers, students and care specialists to develop a comprehensive set of activities centred on each person's specific needs.*
 - *Create a relaxed, warm and engaging environment where community relationships feature strongly.*
- *Our motto is*
 - *We care because you matter*

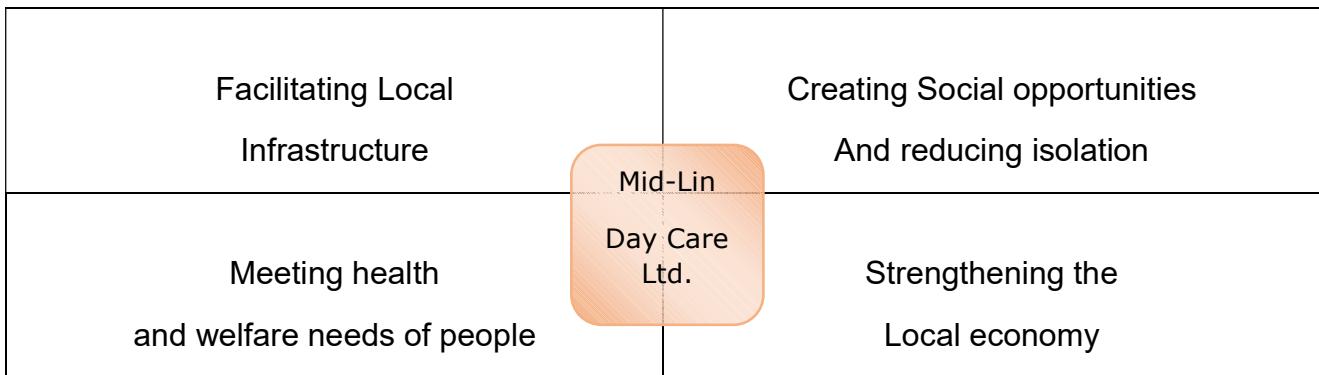
Executive Summary

Mid-Lin Day Care Limited has survived the impact of the pandemic since 2020 and is currently focusing on developing the Day care service to as close to full capacity on a daily basis as possible, as well as continue to develop the capacity and quality of the Outreach service.

Apart from providing modern and the latest innovations in care facilities we will be constructing the new building with renewables and being fuelled by Solar Heat Pumps and Panels or similar products to achieve a zero carbon emissions.

The Board is made up of professionals who have worked or are still employed in many diverse industries. The Board have drawn on expertise of other professionals who have given up their time to give advice and assistance on this ambitious but very essential asset for the local people and the wider community in Dundee.

Key Areas Of Service Delivery



Services Under Themes

It should be noted that many of these services have multiple benefit, bringing people together while dealing with personal issues and they may even have an employment or economic benefit. As a result, the divisions below are services which are planned to be sited where they fit strongest.

Creating Social Opportunities and Reducing Isolation

Some users are very local, some live further afield. If transport is available, there would be scope for a greater number of users. One issue that arose during the research was how the relatively small number who benefit from the Centre do so to find and strengthen relationships with people. It was also acknowledged that there are a large number of isolated individuals who need this opportunity. It was clear that, though many of these are indeed older people who live alone, this traditional view of isolation is different here with adults under 65 who, due to a lack of services and transport combined with on-line activity, find themselves not leaving the house.

In the survey, isolation and loneliness was noted by 50% of respondents as a key issue with lack of transport at 43% exacerbating this.

Our Community

We will develop a suite of social, health and welfare services and activities including seasonal events. These will be organised and managed by the staff and volunteers and information will be distributed across the community utilising hand delivered newsletters, various social media and community noticeboards. This will include;

- Seasonal events, such as Christmas parties, Halloween parties. There will be a particular focus on encouraging inter-generation opportunities so that young children, families and older people can get to know each other in the community. We are keen that these community events will be a vehicle for people supporting each other and creating a mutually supportive community beyond the work of the Centre.
- Pop up café - This will happen periodically, and we will commit to establishing this as the Centre develops and grows. It allows people of all ages and abilities to attend a social gathering where there is always excellent home cooking. It can also be the conduit to access services discreetly. We are particularly mindful of social isolation and feel this a critically important area to develop in a new build.
- Services for age groups - Tots and toddlers provides a gathering space for young parents to get together while their children have a safe space to play. A literacy group building relationships between families becomes a vital mutually supportive community space.
- The proposed sewing and knitting group is for everyone, bringing isolated people together round a purposeful activity.
- A creative artistic group built from the local community including service users will work to showcase what the area offers.



- Sunday brunch club largely for local people with a focus on health but mostly on reducing isolation and strengthening relationships. The brunch club will meet mid-morning and has a cook making high quality nutritious meals.
- Therapy. There will be adaptable space for therapists in the Centre to meet needs as the demand arises. This can range from aromatherapy to yoga, holistic medicine and massage.
- Hairdressing. An important service for those isolated and less able to travel, hair dressing is a key service for people with poor transport links and mobility issues. This is vital for an individual's personal well-being.

It is important to note that the above will be offered to service users, the local and wider community.

Facilitating a local infrastructure for learning and development.

The Centre will be used to encourage training and learning sessions delivered by outside agencies and our own qualified people. This has been reactive until now and a programme of more proactively organised training will commence.

Coming soon in 2025 will be “Good Egg” advanced child car safety. One member of Mid-Lin has just completed Scottish Government funded “Good Egg” training in Edinburgh which will be offered to the local and wider community.

Community Meetings

The new Centre allows for adaptable meeting space for a range of existing and potentially new groups and other local organisations.

There was demand for the following services identified during the research;

- Scout Group
- Boys/ Girls Brigade
- Dance Group
- Men’s club

We have already progressed these needs by providing space for

- Police Scotland Youth Volunteers
- Andy’s men’s club (starts Jan 2025)
- Meeting space for Friends of Linlathen and Mid Craigie Community group
- Survivors of Bereavement by Suicide (SOBS)

Scouts are currently looking to build a group and are actively looking for adult volunteers.

Strengthening the local economy

Electric charging points will be provided for our vehicles and the local Community.

Charity Shop – collecting a huge amount of clothes, household items and general bric-a-brac to sell on and raise funds. We currently occupy premises in the Wellgate Centre, Dundee and carry out this function successfully.

Mid-Lin hosts a litter hub supported by the Friends of Linlathen and Mid Craigie group which encourages the community to take part in litter picks encouraging pride in their local surroundings. This facility is also used by our Local Primary School “Community Crew” in partnership with Scottish Fire & Rescue.

Recycling – all items for the charity shop are recycled reducing landfill, the litter picked sent to appropriate recycling centres – any waste from the food we cook is recycled by the local authority waste to energy services.

We support staff and local volunteers as members of Local Community Volunteer Groups. The aforementioned Friends of Linlathen and Mid Craigie group and the local Community Events group. We are partners in the Local Community Planning Partnership (LCPP) and

the Linlathen Fairness Initiative (LFI). The LFI is a Scottish Government and Dundee City Council initiative with aims to reduce poverty and inequality within the Linlathen Community.

We have (November 2024) met with Dundee Rugby club, Fairfield Community Sports Trust (both of which are looking to upgrade facilities and community offer) The Yard (disabled children and families), St Ninians Episcopal Church (stay and play mothers group) and the Brooksbank Centre. This has involved great support from Dundee East Communities Team. The aims are to ensure we work in a co-ordinated way to enhance what the community can access without replication in order to give a far broader range of activities to suit all ages and abilities.

Dundee Support Enterprise Network – A third sector charity who support us with appropriate advice and funding opportunities.

Scottish Social Services Council (SSSC)

Care Inspectorate – we are registered with this governing body to ensure good practices and governance across our services

Local Primary School and Nursery – interacting with intergenerational young children, adults and older people with visits to the Centre. This encourages and nurtures relationships across all age groups and neutered respect across all age groups which potentially could reduce anti-social behaviour in the local community.



We partner with the Local Brooksbank Centre where support services can be accessed and publish information in their quarterly newsletter. We also support its hand delivered distribution.

We support young people in placements at the Centre providing work life experiences, which supports moving to employment. This facilitates skills development and jobs as the activity diversifies and increases. Young people come from many of the mainstream Schools across Dundee and we are particularly proud of supporting Rockwell offsite provision. We aim to establish a good working partnership with the new East End Community Campus opening post summer 2025.



Volunteer opportunities

Although we advertise for volunteers we can do so much better in this area. Volunteering can be good for anyone on so many different levels and lead to better outcomes for individuals including joining or re-joining the workforce.

We are committed to strengthening our offer to volunteers and, as of January 2025 we have set up a working party to improve the induction process and promote seeking accreditation with our volunteers.

The photograph below shows one of our young volunteers from offsite education supporting Mid-Lin to provide Christmas food boxes for the families attending our Christmas event last year. Through our intergenerational work we will ensure vulnerable young people gain respect for the older generation. This builds confidence and good social attributes allowing them, in turn, to become effective contributors to our communities and City.



This is our commitment to the surrounding Community and the wider City, a new build that retains the essence of Mid-Lin for our core service users of care, warmth, fun and support. We will reach out to the people in our Community and challenge them to engage, learn and grow. Please note that some services will provide an income stream and some will not. Where not, this will be funded outside of Service users income.

The New Building

The new building is to be two storeys providing multi-use adaptable recreational rooms that can also be used for specialised activities, modern kitchen, accessible toilets, ample storage facilities, good circulation space and a welcoming entrance with reception area, office space, and a multi-functional area that will be part used as a charity shop.

In contrast the existing Centre was built approximately 40 years ago at the same time as the surrounding houses. It is owned by Dundee City Council but leased to and used by Mid-Lin as a Day Care Centre though the original intention was for it to have wider community use, especially in the evenings. The Centre is in very close proximity to adjacent housing. Historically, its main users were school children.

With changes in adult social care, the Centre was closed as a school annexe and offered to the Community. There has been no commitment from Dundee City Council to replace the heating system, but due to a major breakdown the replacement boiler cost was met from Mid-Lin funds. The heating is highly inefficient, and utility bills are high so addressing this is a medium-term priority.

“Without our Centre there would be a lot of lonely people. ‘As well as upgrading the décor and furnishings, the roads in the immediate vicinity of the Centre should be better signposted

We understand that funding is not limitless and is under pressure at the moment. However, the aspiration of the group is to secure as much capital funding as possible to ensure that the new building is attractive and accessible, has an efficient heating system, is energy efficient and looks modern enough to attract visitors as well as local people. Although we are functional and delivering services to a high standard the building is no longer fit for purpose.

Grant funding will be required to set up this enterprise, from a funder such as Climate Challenge Fund or Zero Waste Scotland. The management and board will assess which kind of items are most prevalent over recent years as a basis for which kind of Re-made project this is.

There is significant support for this from local people interested in the concept of recycling and the potential for creating local jobs.

Creating Positive Outcomes through Local Challenges

The 2024 Community Consultation revealed a range of challenges experienced by Local people as well as the wider area. The needs fit with the areas of activity noted above and can be delineated into the following areas.

Lack of services

As reflected in a national survey Mid Craigie/Linlathen is situated in one of the most deprived areas of Dundee, lacking many services which can only be accessed by getting into Dundee City Centre.

Risk of poor health and welfare needs of local people many of whom do not have transport.

Mid-Lin residents aged 65+ are 22.5% of the population, significantly higher than the Scottish average of 18.5% and many of them indicated need for health-related services.

There is a higher number of benefit claimants than the National or Tayside average.

Local Isolation

Isolation and loneliness were experienced by exactly half those we spoke to.

A weak economy with low paid, seasonal and insecure jobs

Many of the comments in the survey and open meetings indicated that though unemployment was low, much of the work is low paid, seasonal and insecure. 27.7% are employed full-time (much less than the Scotland figure of 39.6%). 22.9% however are self-employed compared to a national average of only 7.5% indicating an economy of sole traders who need support to sustain their businesses.

Mid-Lin aims alongside Community partners to reduce the impact of these challenges by developing the Centre as a community-led project that meets local needs around the four themes used in the services section above.

Main Outcomes

The following are some key outcomes for the project.

A new Centre will enhance the wellbeing of services users within a user-friendly environment and a potential for new groups to be established year on year and, in addition, the Centre will seek to develop new activities at every opportunity

We envisage the following: -

- 25 local people will access high quality volunteering opportunities in the shop and 3 people will secure jobs.
- 30 older people will access weekly opportunities for social interaction to reduce isolation.
- 25 people with mental health issues and feelings of loneliness will improve their lives through accessing the Centre and having smaller designated areas in which to feel comfortable and safe.
- 100 people with poor access to services will report their lives being enhanced by contact with social and welfare services.
- 100 local people will strengthen friendship and relationships through attending social events.

Scottish Land Fund

It is hoped that after numerous communications with the Scottish Land Fund that they will endeavour to assist Mid-Lin with this project which will create a range of outcomes for the community. The Business plan is integral in the process of applying to Dundee City Council for a Community Asset Transfer to acquire the land and building.

Planning Ahead

The following outlines how plans for the new Centre meets the application outcomes, though this will be extended in the application form itself.

1) Our communities will achieve more sustainable economic and/or social development through ownership of land and buildings

Economic: The development of the Centre, facilitated by Mid-Lin owning the asset, will allow us to increase the income generation within the Centre. A new eco-friendly Centre will attract new community initiatives (family/ social groups). We will keep prices affordable; this will facilitate an increase in income. We are projecting an increase in occupancy levels from 30 day service users to ultimately 50 service users by the end of year three of occupancy in the new building. This will substantially increase core income.

The Centre will continue to operate as a day Centre with community social enterprise and employ a small number of additional staff and stimulate the local economy.

Events and other initiatives will generate income and a growth in our activity will grow our local supply chains in terms of catering, publicity and transport so we will be a modest but significant boost to the local economy.

Social: Isolation and lack of services is a key problem in the community particularly among this ageing population but also crucially in families with young children. The project will bring people together around social events, becoming the heart of the area. Ceilidhs, community lunches, film and quiz nights in partnership with a new community transport initiative will grow the number and depth of local involvement. 30% more people will engage, and this will strengthen social capital across the wider area – making this a more resilient community that looks after each other.

We have a good number of young families in the area and need to invest in the infrastructure to ensure they stay and that is likely to include a suitable parent and toddlers' groups with some consideration to the construction of a modest soft play area in the future (potentially a temporary one).

Bringing services into the community, from the lunch club to hairdressers and alternative therapists creates a strong community bonding which the area needs.

2) Our communities will have a stronger role in and control over their own development

Mid-Lin day care is isolated with minimal local services. Dundee City Council have been a good landlord but due to issues of capacity and funding across local authorities, have not engaged in the development of the building. The most important frustration is the changing needs of service users who have become frailer and physically less able. Rather than being in a cycle of not meeting the requirements of referrals we want to be in a place where we have control and can **raise** funds to design and personalise the environment to meet the needs we face. Right now, we don't have the legal power to do that.

Mid-Lin is a third sector charity meeting the needs of adults and older people in and around Dundee. Our project is directed by the suggestions and needs of local people. We have already shown resilience in developing new services. Owning the Centre and operating it as a sustainable facility will strengthen us as an organisation by building our portfolio of assets.

It will generate income, and we are projection modest growth to ensure profit can be redistributed. With a site of our own, we can continue to develop responsive initiatives.

We believe that if the Mid-Lin as a charity own this property with the support of the local community rather than Dundee City Council it will engender a sense of true ownership and will attract more members and a greater number of people to the Board and any governance sub-groups we choose to establish. Right now, it has been a challenge to attract new Board members and responsibility has fallen on a small number of people. There are already indications during the research of the concept of more people wanting to be involved. In the survey, 15 respondents said they would be interested in getting involved as a volunteer. 9 said they would not be interested in volunteering and 13 said they weren't sure. 14 people left their contact details.

3) Our communities own well managed, financially sustainable land and buildings

Future planning indicates that, by ensuring the Centre is available and spaces are adaptable, there will be a great benefit to the local community groups. Building on and co-ordinating with existing community groups and statutory bodies will build resilience, confidence and employability in an area classed with multiple deprivation. We are confident that the greater usage of the building will also ensure, not only greater financial stability but, attract new people to the Centre and community. Building a better community requires everyone in the community to play their part. With more people involved and more users, we will be able to attract new skills in management and governance. As noted above, new enterprise activity will allow the new building to be more financially sustainable and eco-friendly.

Mid-Lin Day Care has a proven history of strong governance.

The Centre has a range of policies and procedures already in place to protect the business and ensure its efficiency. The maintenance of the physical asset will be ensured through reinvesting earned income as well as drawing on the skills of local people.

Delivering the Project

4.1 Governance

Mid-Lin Day Care is a company limited by guarantee without share capital incorporated on 9th April 2003 and a charity Company SC247536 Charity number SC034629

Mid-Lin has 8 directors, with 2 office bearers. The AGM is well advertised and well attended with service users, sponsors, outside agencies and partners.

The members and directors can be anybody over the age of 18 who lives in the UK and there are over 20 members. We have representatives from the local community and wider area on the board to ensure that what we deliver will meet the needs of everyone in the community. We are endeavouring to attract a diversity of people and are looking to recruit specific skills which we hope will attract more young people and families.

We already have robust processes in place reporting on progress and discussions at meetings regarding all our other initiatives, through our Agendas, Minutes and reports from other agencies that we partner. Our board of directors have financial, marketing, nursing, social work and IT experience.

Volunteer and Staff handbooks are in place, and this is overseen by our external HR representative. We have robust policies and procedures in place and Good Governance training for all board members

Strategic Management

The Board is aware of the amount of time, commitment and hard work that will be required to develop and manage this project. Board members meet regularly (every 4 weeks) to discuss progress of the plan, and all decisions are fully discussed, Minuted and approved before implementation. The team who have been involved virtually on a day to day basis meet every two weeks.

Processes and procedures will be reviewed to ensure that they are robust enough to cope with the increased levels of activity and responsibility that will come with managing the facility, our staff and volunteers as Mid-Lin develops and welcomes higher footfall.

4.2 Staffing

The board will have a strategic overview of the running of the building. There are already ten staff members in place so there is an aspiration to secure this staff team rather than grow it into something that is unsustainable. There is a desire to grant fund an Enterprise post that will focus mostly on the development of the New Day Care/Community project but that will need to generate enough income to pay for the post beyond grant funding as it cannot be sustained from Centre income generation.

The operational roles will be as follows: -

- Mid-Lin Board
- Set strategy
- Appoint an Architect
- Appoint contractors
- Oversee financial sustainability

Management

- Robust Critical Path for New Opening Plan
- Oversee the Centre activity
- Develop new services
- Prepare funding applications
- Manage funding strategy
- Put together monitoring information
- Oversee project planning
- Develop marketing plan
- Reporting
- Developing partnerships and managing relationships

Administration

- General management and administration
- Financial controls and gathering financial data
- Support funding applications
- Be part of the communications strategy and help developing the marketing activity

- Establishing systems and improving procedures including booking procedures.
- Responsible for day-to-day management of the building and managing all bookings
- Paying invoices
- Being first point of contact

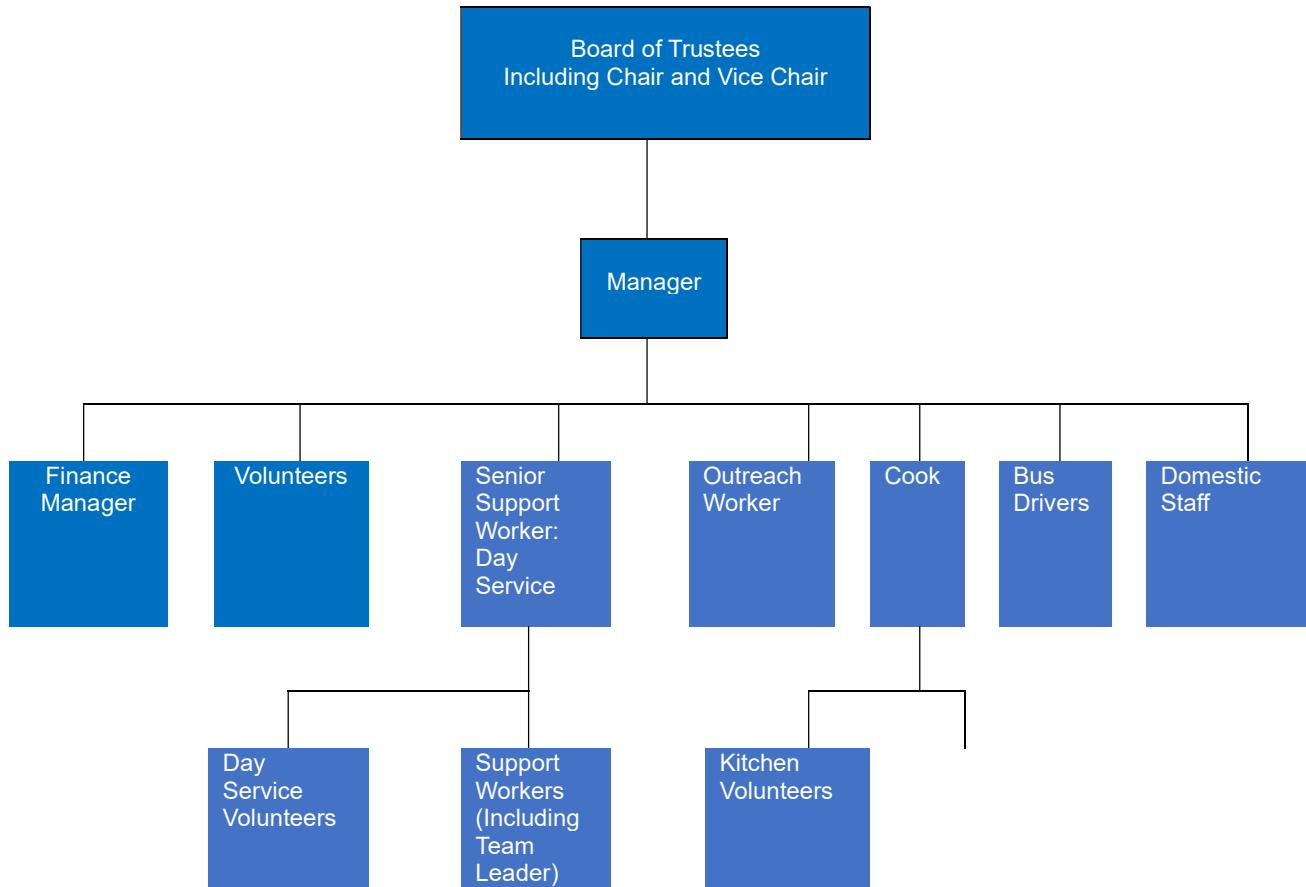
4.3 Volunteers

Volunteers will continue to support the Centre. They will also run social events and help develop projects

They report to the Senior Support Worker who will put them through Volunteer Policy induction training and E- learning training as required, as well as ensuring we recruit new volunteers on an ongoing and regular basis.

The ability to recruit volunteers while avoiding burnout amongst the core volunteer cohort is a real concern. A keyway to address this is to ensure there is a sustainability plan for continuing to fund a small team of staff, while also focussing on creating and supporting a strong well-trained and committed team of volunteers with lead volunteers to support small teams if that is possible.

Organisational chart



Policies and Procedures

We will review our policies and procedures, during the next few board meetings, with help from the local Third Sector Interface. We already have a handbook of policies and will ensure everything is up to date including: -

- Health and Safety Policy
- Data Protection
- Child Protection
- Vulnerable Adult Protection
- Grievance Policy
- Staffing Policy
- Volunteering Policy
- Recruitment and Training Policy
- Environmental Policy
- Equalities Policy
- Fire Prevention Strategy
- Crisis Management

Monitoring and Evaluation

The outputs and outcomes set out in sections of this business plan will form the basis of our vision and where we want to be over time. If we want to evidence hard facts such as increased usage numbers, and soft outcomes such as greater feelings of community and belonging, we will need to deliberately find ways to appropriately record that information.

Evidence will be sought from the following:

- Though permission will need to be sought, we will use photos and videos to evidence
- Number of social hires or activities which can be amplified through Facebook.
- Numbers of people who attend these events
- Numbers and kinds of people attending initiatives (a simple sign in sheet will help with this as well all initiative leaders buying into the gathering of user data.
- Value of income generated by each project by using cost centres for each activity
- We will monitor the impact these projects are making for local people, user, groups, families, and capture this through life stories of those involved; this will be valuable to feedback to funders and stakeholders as well as being a good way to promote what we do at Mid-Lin
- Numbers and nature of volunteers. All volunteers will tell us their aspirations, skills and interests and we can easily track the increase (or otherwise) of volunteers and the depth of their contact with Mid-Lin
- Service User Reviews which will be kept simple and used on a regular basis to elicit views.
- A confidential annual local survey to record wider benefit. This will be to the local community. It will be very simple.
- We will use Facebook and a page on our website to facilitate comments electronically.
- Our marketing plan will agree targets for numbers of followers and numbers of likes etc. on social media.

We Will Use This Information

Improving what We do: Getting feedback, especially quick feedback, will enable us to adjust what we do, do it differently or change timings and approaches

Developing new services: On-going information gathering will identify new services which we can then respond to.

Sharing Learning with others: gathering this data from our customers, clubs, groups, stakeholders and partners will allow us show others what we have achieved.

Responding to funders: We will monitor reports in order to provide information to our funders of our achievements.

4.6 Partner Organisations

Mid-Lin has worked hard to foster strong partnerships with a range of organisations and groups over the years. This consultation has identified a number of these partners providing positive partnership opportunities as shown below:

Partner Organisation	The Partnership Opportunity
Dundee City Council	Delivering a much-needed day service and outreach programme to help to alleviate social isolation and improve health and well being
Rock Solid local charity working in our area with young people.	Working together in relation to transport and assisting each other when they have transport issues.
NHS/ Health and Social Care Partnerships	Continuation and evolution of the funding arrangements that invests in crucial local support such as day and outreach services
Local Schools and Nurseries	Support pupils' placements and volunteer recruitment Intergenerational work

4.7 Risk Mitigation

We have identified the key risks we will face through the build and development phases of our project:

New Build Mid-Lin Day Care Centre Risk Assessment

<u>Description of Risk</u>	<u>Likelihood</u>	<u>Impact</u>	<u>Risk Rating Severity (5) to (1) Unlikely</u>	<u>Control Measures</u>	<u>Contingency Plans</u>	<u>Risk Rating after Control Measures</u>
Insufficient Funds	This could be an issue regarding when funding is not forthcoming	Serious	5	Engaging with Funders and obtaining guarantees of funding	Continually contacting new Funders whilst the project is progressing	2
Specific external factors impacting cashflow	During construction everyday user numbers dwindle	Serious	5	Reassuring users of Mid-Lin's commitment to deliver a quality alternative and the prospect of sharing a facility fit for purpose	Providing good quality service during the construction	1

<u>Description of Risk</u>	<u>Likelihood</u>	<u>Impact</u>	<u>Risk Rating Severity (5) to (1) Unlikely</u>	<u>Control Measures</u>	<u>Contingency Plans</u>	<u>Risk Rating after Control Measures</u>
Government or Local Legislation	New Government or Local legislation that might have a detrimental effect on the project	Serious	5	This may be totally out of our control however a change in legislation is unlikely	We would have ample pre-warning of any changes and would react accordingly	2
Loss of key personnel	Professional advisers decide to withdraw their support	Moderate	4	Mid-Lin senior management have the contacts and resources to invite new professionals to fill any void	Mid-Lin have already identified new Board members	1
Engagement of Contractors who cannot deliver	Due diligence will hopefully mitigate the likelihood of this occurring	Moderate	3	References and background checks will be carried out and in particular previous work carried out by potential contractors to be analysed	Due to the tender process there will be other options to engage other suitable contractors	2
Contractors going into bankruptcy	The viability of the Main Contractor and their yearly accounts will be examined prior to awarding the contract	Serious	5	Due diligence will be carried out in respect of all companies who tender for the project	More than one contractor will be invited to tender for the contract and they would be possibly approached to take over the project	4
Contractors walking offsite	It is possible that industrial action could be taken by employees resulting in the project being delayed	<u>Moderate</u>	4	We will endeavour to engage a reputable main contractor with a proven record of good employee relationships	The Main Contractor will be responsible for supplying new personnel if required for the project to progress with minimum delay	2
Arson	This crime is always a possibility given various scenarios of potential perpetrators	Moderate	4	Security will be employed and the site will be securely fenced off	Provisions will be in place to negate a long delay to the project by having a robust supply chain	2
Theft of equipment or materials	This maybe an issue if it is an internal issue	Low	2	There will be tight security 24/7 on the site	The Main Contractor and sub-contractors will have this issue contained in their risk assessment	2

Description of Risk	Likelihood	Impact	Risk Rating Severity (5) to (1) Unlikely	Control Measures	Contingency Plans	Risk Rating after Control Measures
Loss of staff and being unable to recruit/or re-engage key carers	Staff may look for alternative employment due to the lengthy period of time to complete the project	Moderate	3	It is envisaged that staff will be kept on when temporary premises are acquired	Staff recruitment for the new premises will begin in a timely manner and will see an increase in personnel. Mid-Lin will be a preferred employer in the Care Sector	1
The discovery of Asbestos prior to or during demolition	Unless a thorough survey is carried out this may impact significantly on costs and delays to demolition and ultimately construction	Serious	5	An Asbestos Survey will be carried out by a competent company and guarantees obtained	Due to the fact that a comprehensive survey identifying if any Asbestos is present and it is removed this will not significantly impact a delay to the project	2
Contamination	There is always the chance that there may be contamination below the existing foundations	Moderate	4	This may not become apparent until demolition as commenced	Experts will be engaged to deal with the issue if necessary	2
Renewable energy	Solar panels may not be sufficient enough to provide the new day care centre with all the energy that is requires to function effectively	Moderate	4	Heat source pumps may be required to enhance the output of energy	Survey's will be carried out to ensure this is achievable	2
Negative effect of local community	During demolition and construction there may be some disruption to the movement of local residents and vehicular access	Moderate	4	There will be engagement with the local residents to any anticipated disruption to access to homes	Contractors will ahead of any anticipated disruption to pedestrians or vehicles inform by traffic information signs so no disruption is at a minimum so a seamless movement of residents and their vehicles is kept in place	1
Effect on local economy	It is unlikely to have a negative effect on the local community	Low	2	There is no intention to make any economic changes locally	N/A	1

Description of Risk	Likelihood	Impact	Risk Rating Severity (5) to (1) Unlikely	Control Measures	Contingency Plans	Risk Rating after Control Measures
Effect of the local environment	There will be little impact on the environment	Low	2	The project will in fact improve the environment	Mid-Lin are committed to continually improving the local environment	1

Marketing

Mid-Lin has a close association with D.C. Thomson & Co Ltd a renowned publishing company.

5.1 Marketing Context

We have lower usage than we would like. Our Centre is not in the most visible and accessible of locations. As a result, communication with local people is vital to achieving our outcomes. In the future we will want visitors to come and hear about our services perhaps attend events, most of the effort will be put into attracting more local people to use the space and what happens in it.

The marketing strategy will at its core, develop an effective means of communicating and consulting with the local community to ensure that its needs and interests are understood, and that services and facilities being provided reflect the needs of local people. This will aim to ensure local people also know what is offered at the Centre and what is on. Physical and electronic signposts should drive people here.

Marketing will also be vital to reach “external” customers to promote the commercial aspects of what the Centre has to offer. This will include people from the wider area attending concerts and events and purchasing from our charity shop.

Full use will be made of the range of communication tools people here use to ensure all potential users are aware of the facilities available. Promotion will be carried out through social media, local press and radio and use will be made of our dedicated website.

A register of local organisations and individuals will be maintained, and publicity material will be regularly distributed via a mailing list or customer database. Use will be made of public noticeboards which are located around the area, and we will also make use of community groups’ newsletters as well as sharing information through their social media posts.

Marketing Strategy

2025/26	2026/27	2027/28
<ul style="list-style-type: none"> • Planning Phase • Market Research and Pilot of activities • Agree marketing objectives • Devise programme of ongoing market research – to clearly define services and customer needs as well as to inform marketing communications strategy • Devise communications strategy • Design newsletters/ digital communications • Define services – features and benefits • Develop website – including online bookings • Devise communications plan • Clearly identify different customer groups – profile and needs • Develop Brand • Clarify main marketing messages • Build and Improve stakeholder relations • Build partnerships • Identify networking events • Clarify monitoring tools for sales income/ targets 	<ul style="list-style-type: none"> • Roll out of activities • Operating • Agree marketing objectives and sales targets for each activity • Arrange official opening event • Go live with Website • Roll out social media strategy • Build brand awareness • Advertising in newsletters • Use of other Facebook pages • Continue to improve stakeholder relations • Increase social media posts/ shares – general • Weekly blogs, posts on Facebook and/or Twitter • Conduct customer satisfaction survey • Build brand awareness • Quarterly newsletters • Customer satisfaction survey • Review marketing budget • Develop database of customers 	<ul style="list-style-type: none"> • Increasing Footfall and Income • Review potential to extend offering • Agree marketing objectives and sales targets for each activity • Develop communications strategy • Develop social media plan • Quarterly newsletters • Weekly blogs, posts on Facebook and/or Twitter • Review marketing and sales targets – all activities

Marketing Communications Plan

The key communications tools underpinning our marketing strategy are shown in the table below:

Service: All services and initiatives Target Market local people of Mid Cragie and Linlathen	Communications: <ul style="list-style-type: none">• Devise social media plan, with regular tweets and Facebook posts• Newsletter• PR campaign• Website promoting• Database of local people by post and email used regularly to give updates• Deals and promotions on events• Initiatives such as “volunteer of the week”, “today’s news” to show up to date activity and impact• A sign at the end of the road
Service: Events and use charity shop and other activities relevant to wider community Target Market Wider Linlathen population	Communications: <ul style="list-style-type: none">• Devise social media plan, with regular tweets and Facebook posts shared beyond the area• Information distributed by partners• Flyers in School bags and via parent’s council• Periodic stories in the Courier and Evening Telegraph and local community newspapers

Key Messaging

In all of our marketing information targeting locals and businesses we will clearly identify the key assets that Mid-Lin has to offer:

- Improved environment
- Engaging community
- Welcome all sections of the community
- A place to flourish whilst growing old
- A place to bring up children

Branding

Mid-Lin has a strong brand and a distinctive recognisable logo. We will consider whether to develop a sub-brand identity for the Centre itself, within this brand architecture so that it is clearly linked to a Care Centre community establishment

The brand is beyond the logo and will include the following key factors:

- Vision – why the Centre exists and how local people and the wider community will benefit from its work.
- Position statement – how “Mid-Lin” “about the Centre” “wants its users to feel and think about Centre and their experience here.
- Unique selling point – what makes the Mid-Lin “About the Centre” different to other halls in the area. .
- Brand attributes – a list of attributes that affect its beliefs and brand personality.
- Messaging tone – high level tone of voice and the kind of words we use in Facebook posts, on the website etc.
- Elevator pitch – a 60 second statement selling what Mid-Lin Centre offers that all staff and volunteers can buy into.
- Tagline – brief statement reflecting our brand.

Finance

2024/25

Mid-Lin Day Care has seen a significant increase in service user numbers across both the Day Care Centre and Outreach services since financial year 2022/23. It is evident that there is a demand for the services offered by Mid-Lin Day Care. A healthy number of referrals continue to come from local agencies within the Health & Social Care Partnership as well as from family members and the local/wider community.

We have continued to seek core funding and new money to increase the number of care staff employees and to ensure that we can accommodate the increase in service users wishing to use the services provided.

Summary of Surplus/(Deficit) for three years from 31 March 2022.

Surplus/(Deficit) for the year ending 31 March	Projected		Actual	
	2025		2024	
	£	£	£	£
Overall Surplus/(Deficit) in accounts	(35,219)		40121	(3,965)
Donations received last week of March	15000		15000	
Donations awarded last week of March	22500		22500	
Adjusted Surplus/(Deficit) for year	2,281		2621	

Projected Income and Expenditure for the year ending 31 March 2025

	Projected	
	12 months	
	31/03/25	
	Total	
	£	
Income:		
Donations	21446	
Client Contributions	207890	
Grants	63123	
Fundraising Income	5551	
Shop Income	13445	
Other Trading Activities	760	
Investments	1432	
Other Income	46	
	<u>313693</u>	
Expenditure:		
Direct costs		
Subscriptions	1711	
Motor Expenses	30954	
Heat & Light	13397	
Water	6896	
Provisions	15043	
Rent	1	
Rates	697	
Volunteer & staff support and training costs	4659	
Insurance	6238	
Games and Activities	9619	
Depreciation	12108	
Wages and Salaries	200284	
Support costs		
Print, postage and stationery	4133	
Telephone and IT costs	8227	
Repairs and maintenance	15687	
Cleaning	2940	
Legal and professional fees	7041	
Sundry Expenses	389	
Bank charges and interest	612	
Fundraising Costs	2436	
Governance Costs		
Accountancy Fees and Governance Costs	4907	
Contingency Fund	934	
	<u>348912</u>	
Profit/(Loss) for year	<u>-35219</u>	

Planning Forecast

This three year plan has been prepared taking into account an increase in service user numbers as awareness of the services provided continues to grow within the wider community and other care providers. In addition to this, the relocation of the service to other premises as the new building is constructed, and the impact this may have on service user numbers has also been factored in. A summary of the projected cash flows is shown below, with the detailed cash flows in appendix.

Summary of Projected Cash Flow for 2025/26

Mid-Lin Day Care will continue to operate within the current Day Centre.

	2025	2025	2025	2025	2025	2025	2025	2025	2025	2026	2026	2026
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	£	£	£	£	£	£	£	£	£	£	£	£
Current Account Bank balances at start of month	51687	51291	52134	52542	56056	56608	55529	58952	60634	53611	47712	42103
Movement for the month (A)	-396	842	409	3,514	552	-1,079	3,423	1,682	-7,023	-5,899	-5,609	2,437
Current Account Bank balances at end of month	51291	52134	52542	56056	56608	55529	58952	60634	53611	47712	42103	44540
Separate Reserve Bank Account (£50k Target)	41400	41679	41679	41679	41679	41679	41679	41960	41960	41960	41960	41960

Summary of Projected Cash Flow for 2026/27

Mid-Lin Day Care will relocate to other premises, maintaining the services provided and service user numbers.

	Year 2 Relocated												
	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2027	2027	2027
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	£	£	£	£	£	£	£	£	£	£	£	£	£
Current Account Bank balances at start of month	44540	45411	45841	45776	50425	50543	48184	50664	51308	44319	37926	30224	
Movement for the month (A)	871	430	-65	4,649	118	-2,359	2,480	644	-6,990	-6,393	-7,702	2,131	
Current Account Bank balances at end of month	45411	45841	45776	50425	50543	48184	50664	51308	44319	37926	30224	32355	
Separate Reserve Bank Account (£50k Target)	41960	42243	42243	42243	42243	42243	42243	42528	42528	42528	42528	42528	

Summary of Projected Cash Flow for 2027/28

Mid-Lin Day Care will move into the new building during this year, starting to grow the service user numbers as the year progresses.

	Year 3 New Build												
	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2028	2028	2028
	Apr	May	June	July	August	Sep	Oct	Nov	Dec	Jan	Feb	March	
	£	£	£	£	£	£	£	£	£	£	£	£	£
Current Account Bank balances at start of month	32355	33922	32532	33866	39928	41927	41850	46496	47116	41912	37391	31899	
Movement for the month (A)	1,566	-1,390	1,334	6,062	1,999	-77	4,647	620	-5,204	-4,521	-5,493	5,481	
Current Account Bank balances at end of month	33922	32532	33866	39928	41927	41850	46496	47116	41912	37391	31899	37380	
Separate Reserve Bank Account (£50k Target)	42528	42815	42815	42815	42815	42815	42815	43104	43104	43104	43104	43104	

Operational budgets have been prepared based on the above. Funding grants and donations are continually sought. Cash flow is continually monitored throughout the year.

Income

Mid-Lin Day Care's largest source of income is the fee that is charged to its service users. Due to legislative changes which will significantly increase employee costs along with energy price rises and inflationary increases, it is proposed that the service user fee will increase from the 2024/25 fees as follows:

Financial Year	2024/25	2025/26	2026/27	2027/28
Day Centre: Full Day	£37.00	£40.00	£40.00	£44.00
Day Centre: Half Day	£22.00	£24.00	£24.00	£27.00
Outreach Service: 1 hour	£20.00	£22.00	£23.00	£24.00

In 2026/27, the aim is to maintain the service user fee for the Day Centre as the service is relocated. This represents good value for money. Further competitive assessments will be made throughout this period and fee structure reviewed.

As we provide a statutory service, Dundee City Council provide a general funding grant annually. Paid monthly in instalments, this grant covers approximately 17% of our routine expenditure. It has been assumed that we will continue to receive this grant.

The Charity Shop has been trading since February 2023 and this venture will continue for the foreseeable future.

It is assumed that we will continue to receive donations of approximately £20,000 each year.

Trading income has been included in 2027/28, for letting out space to the community.

Based on this plan it is expected that the Income will be circa £365,000 (2025/26); £374,000 (2026/27); and £410,000 (2027/28).

Expenditure

The effects of legislative changes to employee costs, energy price increases and inflationary increases have been factored into the operational costs. These are constantly reviewed and where appropriate, contracts being renewed go out to competitive tender.

A contingency amount has been included to cover unexpected costs and/or maintenance to the building and buses. Funding will be sought where possible to offset any of these costs.

The overall costs broadly breakdown into:

- Direct labour for operating the services 62%
- Cost for service (food/transport etc) 27%
- Indirect costs 11%

Benefits and incentives are claimed through the tax system and government programmes which include:

- Gift Aid
- VAT reduction, where appropriate
- Network Support Grant (previously the Bus Service Operators Grant)
- Business and water rates exemptions, dependant on income levels

Assets

Mid-Lin Day Care is located, currently, in a rented property at 59 Pitkerro Drive. Our landlord, Dundee City Council (DCC), charges a peppercorn rent of £1.00 per annum. A new lease has now been signed in July 2024. Mid-Lin have now accepted responsibility for all repairs to the building and grounds.

We currently own outright our 2 minibuses, and a people carrier which provide the capacity to maintain a reliable transport service for our service users.

Although small, we also have a reasonably well-equipped kitchen and laundry facilities that meet the needs of the service. The interior of the building has recently been redecorated, and the outside decking and gardens have been revamped.

Funding will be sought and fundraising activities will be undertaken to replace and update assets including computing equipment.

We are actively engaged in contacting and establishing positive partnerships with a number of Funders. An example of these are below and the list is not exhaustive.

The Northwood Trust, The Woolfson Trust, The Bank of Scotland (Empower), Garfield Weston Foundation, The Robertson Trust, The Henry Smith Charity.

Appendices

Appendix 1, 2 & 3. Projected Cash Flows for Mid-Lin Day Care Centre 2025/2028

Appendix 4. Projected Cash Flow for New Building Capital Project 2025/2028

(Please note that the demolition costs of the existing building are included in the Principal Contractors costs. Attached to the application are two quotations for the demolition works).

Projected Cash Flow for 2025-26	2025	2025	2025	2025	2025	2025	2025	2025	2025	2026	2026	2026	2025-26
	April	May	June	July	August	Sep	Oct	Nov	Dec	Jan	Feb	March	
Income:	£	£	£	£	£	£	£	£	£	£	£	£	£
Donations	5000	0	0	5000	0	0	5000	0	0	0	0	0	5000
Client Contributions	19186	22409	22966	22213	23596	21603	23261	23250	20475	20595	20647	20931	261130
Grants	4831	7192	4831	4992	4992	4831	4992	8739	5209	5209	4705	5209	65736
Fundraising Income	0	0	1000	0	0	1000	0	0	1000	0	0	750	3750
Shop Income	1400	1750	1400	1400	1750	1400	1750	1400	1050	0	0	1400	14700
Other Trading Activities	0	0	0	0	0	0	0	0	0	0	0	0	0
	30417	31352	30197	33605	30338	28834	35003	33389	27734	25804	25352	33290	365316
Expenditure:													
Direct costs													
Subscriptions	0	188	188	188	188	188	188	188	188	188	188	0	1880
Motor Expenses	1991	2684	2290	2385	2290	2337	2385	2243	2241	2241	1897	1992	26976
Heat & Light	1183	1561	986	951	901	911	1004	1131	1262	1355	1592	1520	14355
Water	910	910	910	410	410	410	410	410	410	410	410	410	6420
Provisions	1654	2098	2098	2003	2193	2003	2098	2193	1907	1905	1906	1907	23965
Rent & Rates	75	75	75	75	75	75	75	75	75	75	0	0	750
Volunteer & staff support and training costs	524	524	524	524	524	524	524	524	524	524	524	524	6291
Insurance	470	470	470	470	470	470	277	0	1043	494	494	494	5622
Games and Activities	827	1049	1049	1001	1097	1001	1049	1097	954	953	953	954	11982
Wages and Salaries	18637	17784	17784	17784	17784	18649	20057	20057	20057	20057	20057	20057	228769
Support costs													
Print, postage and stationery	680	171	170	702	190	206	732	153	165	712	156	156	4192
Telephone and IT costs	619	619	619	619	619	621	621	621	1353	878	621	621	8429
Repairs and maintenance	1625	294	661	1188	876	323	294	849	251	150	150	323	6983
Cleaning	257	257	257	257	257	257	257	257	257	257	257	257	3087
Legal and professional fees	525	525	525	525	525	804	551	551	551	551	551	551	6731
Sundry Expenses	8	11	133	8	11	133	11	8	131	0	0	133	588
Contingency	827	1049	1049	1001	1097	1001	1049	1097	954	953	953	954	11982
Governance Costs													
Accountancy Fees and Governance Costs	0	240	0	0	280	0	0	253	2434	0	253	0	3460
	30813	30509	29788	30091	29786	29914	31581	31707	34757	31703	30961	30853	372463
Cash movement for the period (A)	-396	842	409	3,514	552	-1,079	3,423	1,682	-7,023	-5,899	-5,609	2,437	
Current Account Bank balances at start of month	51687	51291	52134	52542	56056	56608	55529	58952	60634	53611	47712	42103	
Movement for the month (A)	-396	842	409	3,514	552	-1,079	3,423	1,682	-7,023	-5,899	-5,609	2,437	
Current Account Bank balances at end of month	51291	52134	52542	56056	56608	55529	58952	60634	53611	47712	42103	44540	
Separate Reserve Bank Account (£50k Target)	41400	41679	41679	41679	41679	41679	41679	41960	41960	41960	41960	41960	

Projected Cash Flow for 2026-27	2026	2026	2026	2026	2026	2026	2026	2026	2026	2027	2027	2027	2026-27
	April	May	June	July	August	Sep	Oct	Nov	Dec	Jan	Feb	March	
Income:	£	£	£	£	£	£	£	£	£	£	£	£	£
Donations	5000	0	0	5000	0	0	5000	0	0	0	0	5000	20000
Client Contributions	22937	22139	22535	22915	23588	21611	23007	22799	21691	21472	19254	21192	265141
Grants	5041	7409	5041	5209	5209	5041	5209	9023	5436	5436	4910	5436	68401
Fundraising Income	0	0	1000	0	0	1000	0	0	1000	0	0	1000	4000
Shop Income	1540	1925	1540	1925	1540	1540	1925	1540	1155	0	0	1540	16170
Other Trading Activities	0	0	0	0	0	0	0	0	0	0	0	0	0
	34518	31474	30117	35049	30338	29193	35142	33362	29281	26908	24164	34167	373712
Expenditure:													
Direct costs													
Subscriptions	0	188	188	188	188	188	188	188	188	188	188	0	1880
Motor Expenses	2039	2755	2423	2467	2375	2423	2419	2375	2419	2231	1947	2091	27963
Heat & Light	1243	1639	1035	998	946	956	1054	1188	1325	1422	1671	1596	15073
Water	431	431	431	431	431	431	431	431	431	431	431	431	5166
Provisions	2099	2096	2003	2099	2192	2003	2099	2096	2003	2096	1715	1907	24409
Rent & Rates	75	75	75	75	75	75	75	75	75	75	0	0	750
Volunteer & staff support and training costs	526	526	526	526	526	526	526	526	526	526	526	526	6316
Insurance	494	494	494	494	494	494	291	0	1067	518	518	518	5876
Games and Activities	1049	1048	1002	1050	1096	1002	1050	1048	1002	1048	858	954	12204
Wages and Salaries	20906	18658	18658	18658	18658	20143	21055	21055	21055	21055	21055	21055	242013
Support costs													
Print, postage and stationery	690	181	180	713	201	218	744	161	175	723	165	165	4315
Telephone and IT costs	619	619	619	619	619	621	621	621	1353	891	621	621	8444
Repairs and maintenance	1598	200	585	200	200	230	200	783	230	200	200	230	4856
Cleaning	270	270	270	270	270	270	270	270	270	270	270	270	3241
Legal and professional fees	551	551	551	551	551	830	578	578	578	578	578	578	7053
Sundry Expenses	9	12	140	12	9	140	12	9	138	0	0	140	622
Contingency	1049	1048	1002	1050	1096	1002	1050	1048	1002	1048	858	954	12204
Governance Costs													0
Accountancy Fees and Governance Costs	0	253	0	0	293	0	0	266	2434	0	266	0	3511
	33647	31043	30182	30400	30220	31551	32662	32718	36271	33301	31866	32036	385896
Cash movement for the period (A)													
	871	430	-65	4,649	118	-2,359	2,480	644	-6,990	-6,393	-7,702	2,131	
Current Account Bank balances at start of month	44540	45411	45841	45776	50425	50543	48184	50664	51308	44319	37926	30224	
Movement for the month (A)	871	430	-65	4,649	118	-2,359	2,480	644	-6,990	-6,393	-7,702	2,131	
Current Account Bank balances at end of month	45411	45841	45776	50425	50543	48184	50664	51308	44319	37926	30224	32355	
Separate Reserve Bank Account (£50k Target)	41960	42243	42243	42243	42243	42243	42243	42528	42528	42528	42528	42528	

Projected Cash Flow for 2027-28	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2028	2028	2028	2027-28
	April	May	June	July	August	Sep	Oct	Nov	Dec	Jan	Feb	March		
Income:	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Donations	5000	0	0	5000	0	0	5000	0	0	0	0	0	5000	20000
Client Contributions	23934	23600	24773	25068	26320	25907	25658	25423	25348	24044	22350	25487	297911	
Grants	5260	5436	5260	5436	5436	5260	5436	7119	5672	5672	5123	5672	66782	
Fundraising Income	0	0	1000	0	0	1000	0	0	1000	0	0	1000	4000	
Shop Income	2125	1700	1700	2125	1700	1700	2125	1700	1275	0	0	1700	17850	
Other Trading Activities	0	0	0	0	0	0	500	500	500	500	500	500	3000	
	36319	30736	32733	37628	33456	33867	38719	34742	33795	30216	27973	39359	409543	
Expenditure:														
Direct costs														
Subscriptions	0	188	188	188	188	188	188	188	188	188	188	188	0	1880
Motor Expenses	2154	2990	2625	2650	2708	2654	2609	2668	2637	2449	2223	2331	30700	
Heat & Light	1305	1721	1087	1048	993	1004	1107	1247	1391	1493	1755	1676	15827	
Water	452	452	452	452	452	452	452	452	452	452	452	452	452	5424
Provisions	2195	2204	2204	2310	2364	2476	2368	2284	2397	2339	1958	2343	27441	
Rent & Rates	75	75	75	75	75	75	75	75	75	75	0	0	750	
Volunteer & staff support and training costs	526	526	526	526	526	526	526	526	526	526	526	526	526	6316
Insurance	518	518	518	518	518	518	306	0	1112	544	544	544	544	6157
Games and Activities	1098	1102	1102	1155	1182	1238	1184	1142	1198	1170	979	1171	13721	
Wages and Salaries	22001	19631	19631	19631	19631	21806	22166	22166	22166	22166	22166	22166	22166	255324
Support costs														
Print, postage and stationery	700	191	191	724	212	230	757	171	185	735	174	174	4445	
Telephone and IT costs	638	638	638	638	638	640	640	640	1372	923	640	640	8683	
Repairs and maintenance	1668	200	603	200	200	230	200	812	230	200	200	230	4973	
Cleaning	284	284	284	284	284	284	284	284	284	284	284	284	3403	
Legal and professional fees	578	578	578	578	578	857	607	607	607	607	607	607	7392	
Sundry Expenses	13	10	148	13	10	148	13	10	145	0	0	148	657	
Contingency	549	551	551	577	591	619	592	571	599	585	490	586	6860	
Governance Costs														0
Accountancy Fees and Governance Costs	0	266	0	0	306	0	0	279	3434	0	279	0	4565	
	34753	32126	31400	31566	31457	33944	34072	34122	38998	34737	33466	33878	404518	
Cash movement for the period (A)														5,481
Current Account Bank balances at start of month	32355	33922	32532	33866	39928	41927	41850	46496	47116	41912	37391	31899		
Movement for the month (A)	1,566	-1,390	1,334	6,062	1,999	-77	4,647	620	-5,204	-4,521	-5,493	5,481		
Current Account Bank balances at end of month	33922	32532	33866	39928	41927	41850	46496	47116	41912	37391	31899	37380		
Separate Reserve Bank Account (£50k Target)	42528	42815	42815	42815	42815	42815	42815	43104	43104	43104	43104	43104		

Projected Cash Flow for the New Building Capital Project

	Project	Year 1: Financial Year to 31/03/26																				
		2025		2025		2025		2025		2025		2025		2026		2026						
		Total	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	£	£	£	£	£	£	£
Expenditure:																						
Architect: AJ Fitchet Architect	76200		1920	1920	3840	3840	0	0	19200	0	12000	13800	0	0	0	56520						
Land Surveyor: Douglas Land Surveys	1800		0	1800	0	0	0	0	0	0	0	0	0	0	0	0	1800					
Civil/Drainage Engineer	7800		0	0	0	0	0	600	0	0	3600	3600	0	0	0	7800						
Structural Engineer	19800		0	0	0	0	0	1800	0	0	9000	9000	0	0	0	19800						
Electrical Engineer	19200		0	0	0	0	0	1200	0	0	9000	9000	0	0	0	19200						
Mechanical Engineer	8400		0	0	0	0	0	1200	0	0	3600	3600	0	0	0	8400						
Energy Consultant	2400		0	0	0	0	0	0	0	0	0	2400	0	0	0	2400						
Quantity Surveyor	23640		0	0	0	3000	0	0	1800	0	0	0	0	0	5400	10200						
Principal Designer	6000		0	0	3600	0	0	0	0	0	0	0	0	0	1800	5400						
Principal Contractor	1920000		0	0	0	0	0	0	0	0	0	0	0	0	0	0						
Local Authority	11100		0	0	0	1500	0	0	3100	0	0	6500	0	0	0	11100						
Legal Fees	2400		2400	0	0	0	0	0	0	0	0	0	0	0	0	2400						
Fittings, Furnishings and Equipment	480000		0	0	0	0	0	0	0	0	0	0	0	0	0	0						
Totals	2578740		4320	3720	7440	8340	0	4800	24100	0	37200	47900	0	7200	145020							

	Year 2: Financial Year to 31/03/27												Year 3: Financial Year to 31/03/28									
	2026		2026		2026		2026		2026		2026		2027		2027		2027					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Apr	May	Jun	Total	£	£	£	£	£
Expenditure:																						
Architect: AJ Fitchet Architect	0	1200	1200	2400	1200	1200	1200	1200	1200	1200	1200	1200	14400	1440	3840	0	5280					
Land Surveyor: Douglas Land Surveys	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Civil/Drainage Engineer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Structural Engineer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Electrical Engineer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Mechanical Engineer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Energy Consultant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Quantity Surveyor	0	0	960	1920	960	960	960	960	960	960	960	960	10560	960	960	960	2880					
Principal Designer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	600	0	600					
Principal Contractor	0	0	0	168000	288000	132000	120000	120000	132000	132000	132000	132000	1488000	120000	156000	156000	432000					
Local Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Legal Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Fittings, Furnishings and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	480000	480000					
Totals	0	1200	170160	292320	134160	122160	122160	134160	134160	134160	134160	134160	1512960	122400	161400	636960	920760					

