



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Special Meeting of the Place Committee

Thursday 11 November 2021 at 10:00 am

**The meeting will be held by
video conference (MS Teams)**



Place Committee

The remit of the Place Committee is:

- (1) To determine policies for the environment, development and facilities and assets
- (2) To set standards for service delivery in the above mentioned areas
- (3) To secure best value in the provision of these services
- (4) To monitor performance in the delivery of services including consideration of:
 - quarterly service performance reports
 - inspection or other similar reports
 - financial performance
- (5) To keep under review the impact of the Committee's policies on Clackmannanshire
- (6) To take decisions on applications for Community Asset Transfer.

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacks.gov.uk

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at committees@clacks.gov.uk or by telephone on 01259 452006 or 452004.

3 November 2021

A MEETING of the PLACE COMMITTEE will be held Via MS Teams, on THURSDAY 11 NOVEMBER 2021 at 10:00 AM.



**Pete Leonard
Strategic Director (Place)**

B U S I N E S S

Please note:

As the meeting of the Place Committee falls on Armistice Day, the Committee will pause at **11.00 am** to give attendees the opportunity to observe the two minute silence in remembrance.

	Page no.
1. Apologies	- -
2. Declaration of Interests Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	- -
3. CAT Request –Dollar Civic Centre, Dollar & Adjacent Area - report by Strategic Director (Place) (Copy herewith)	05

Place Committee – Committee Members (Membership 8 - Quorum 4)

Councillors

Wards

Councillor	Craig Holden (Convenor)	4	Clackmannanshire South	SNP
Councillor	Jane McTaggart (Vice Convenor)	3	Clackmannanshire Central	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Denis Coyne	5	Clackmannanshire East	CON

Report to Place Committee

Date of Meeting: 11 November 2021

Subject: CAT Request –Dollar Civic Centre, Dollar & adjacent area

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report seeks a decision in accordance with Part 5 of the Community Empowerment (Scotland) Act 2015 (“the Act”) on the Community Asset Transfer Request (“CAT Request”) made by Dollar Community Development Trust (“DCDT”) for the purchase of the former Civic Centre, Dollar (the “Property) and some adjacent land.

2.0 Recommendations

- 2.1. It is recommended that Committee:
- 2.2. review the application at appendix 1 and the assessment of the application by officers at appendices 2, 3 and 4;
- 2.3. give consideration to the requirements in the Act at sections 82 (3) and (4) and the statutory guidance published in terms of section 96 of the Act – see background paper.
- 2.4. determine the community asset transfer request for the former Civic Centre, Dollar made by DCDT by approving the application on the basis that following their review and consideration, that there are no reasonable grounds for refusal; and
- 2.5. subject to recommendation 2.4 agree to offer both Option 1 and Option 2 for the terms of the sale of the property as detailed in Clause 3.10;
- 2.6. delegate authority to the Clerk, in consultation with the Chair of the Committee, to issue a decision notice in terms of the Act.

3.0 Considerations

Background

- 3.1. Council made a decision in March 2018 to remove Council services from Dollar Civic Centre. It was expected at the time that Education would need the Civic Centre, or the space it occupies, to expand the primary school to

meet the demand created should a new housing development be given planning approval. DCDT were established in 2017 as a limited company. In 2018, DCDT entered into a 3-year lease to occupy the property. The lease continues under *tacit relocation* (year to year basis until terminated by either party) until 30th October 2022.

- 3.2. DCDT submitted a CAT Request under the terms of the Act which was validated on 9th June 2020 for the purchase of the Property (see appendix 1). The offer price confirmed on the 18th of September 2021 is £204k. The Council accepted a valuation, commissioned by DCDT, (carried by building surveyors who are registered with RICS) of £356k (based on the current condition of the property) for the building as representing a market valuation of the building. We understand that the Scottish Land Fund (DCDT's funder) requested DCDT to carry out another survey which we have disregarded because the valuation was not carried out by an accredited building surveyor. Based on the above DCDT are seeking a discount of 40% on the market value of the property. DCDT believe that the discount represents the value of the community benefit of the proposal which the Council can take into account in terms of the Act as a contribution towards obtaining best value. Officers are satisfied that the discount being applied by DCDT is a community benefit.
- 3.3. Under the terms of the Act, the Council has six months from the validation date in which to make a decision on the CAT Request. The decision-making timeline is shown in Appendix 5. The timetable for a decision on this CAT request was amended under the terms of the Act with the agreement of the applicant to allow officers to carry out an options appraisal in the hope of identifying an alternative to using the former Civic Centre site for the future expansion of the primary school. Following agreement by the applicant, the deadline for a decision was amended to the 4th of November 2021 to suit the Place Committee meeting schedule, and then subsequently to suit a Special Place Committee meeting to be held on the 11th of November 2021.
- 3.4. An options appraisal was commissioned by the Council via Hubco to identify options for the expansion of educational facilities at Strathdevon Primary School (this included health centre and community facilities). After review of the options appraisal it was recommended that both in terms of community benefit and cost in creating a new community facility within the school not to use the former civic centre building for expansion plans of the school.

Current and Proposed Use of the Building

- 3.5. DCDT currently operate from the property hosting and delivering a wide range of community benefit activities. DCDT are proposing to use ownership of the Property to continue and to expand their operations.

CAT Process – Public Notice

- 3.6. In accordance with the provisions of the Act a public notice of the CAT Request was published on the 19th of June 2020 and the public were invited to make representation. A total of 16 representations were received in support of the proposal, including one from Dollar Community Council. One representation objected on the grounds of the need to expand primary school facilities at the site.

CAT Process - Assessment

3.7. The CAT Request was assessed in accordance with statutory guidance. Dialogue with the applicant was maintained during the assessment process and the full officer analysis of the financial and non-financial benefits of the proposal is in Appendices 2, 3 and 4. A scored assessment using the criteria the Council sets out in its Community Asset Transfer Guidance December 2018 is summarised in para 3.8.

3.8. Scored Assessment

Criteria	Score 1-5	Comments
a. Realistic costings for the project	4	Details costings with cash flow projections over 5 years were provided in the Business Plan submitted as part of the Request.
b. Viability of business plans	4	The five-year business plan sets out how the proposal will operate to deliver outcomes for the community.
c. Appropriateness of funding	5	DCDT have sought funding for the acquisition of the Property from Scottish Land Fund, a Scottish Government-funded grant provider for groups wishing to acquire property. The Business Plan shows income generation and revenue projections for the operation of the proposal.
d. Long term sustainability and succession plans	4	The Business Plan includes plans for the proposal to generate the income it needs to operate.
e. Competence, capability and experience of the community body	3	DCDT is relatively new as an organisation with 2 years' experience managing the facility. Skills and background of current membership indicates collective expertise.
f. Governance arrangements	5	As a Development Trust, the governance arrangements are appropriate.
g. Value of proposed and existing use and level of community benefit	4	The proposed use will deliver ongoing community benefit. The Council has established an alternative to expanding the primary school which does not use the building in question. The Council would lose the option to use the Property to support its response to any future emergency.
h. Impact and risk of project failure. (where 1 is high impact/risk and 5 is low)	3	Key risks and mitigation are set out in the Business Plan and incorporate the effect of Covid. Presuming Covid restrictions are not heightened, risk of project failure is low - medium The impact on the people of the area of loss of the community benefit activity would be high.
Overall score	32/40	

CAT Request Process – Decision Rationale

- 3.9. The Act expects Requests to be approved unless there are reasonable grounds for refusal. The recommendation in para 2.4 above was formulated on the basis that the proposal can contribute to improved community outcomes and adds value to the Council's current use of the property. In particular:-
- 3.9.1. The proposal demonstrates ongoing community benefit which offsets some of the cost to the Council of transferring the asset at a discount;
- 3.9.2. There is evidence of community engagement and community support for the proposal. The options appraisal for the expansion of educational facilities answers community objections on the grounds that the site is needed for the expansion of the primary school;
- 3.9.3. The Scored Assessment in para 3.9 confirms that there are no reasonable grounds for refusal.

Conditions

- 3.10 As a result of the SLF's stance on Clawback Agreements, title conditions etc detailed below, officers and the applicant want the two options available to them to allow both officers and applicants to continue with a sale of the property in the event of the SLF's refusing Option 1 which would then allow the applicant to proceed with Option 2. Therefore should the Place Committee accept the recommendation in 2.3 then the conditions of the sale will be to offer the two options to the applicant as follows:

3.10.1 Option 1 :

- Agree the sale price of £213,600 (being the 40% discount of market value on the basis that DCDT have evidenced the community benefit) with the usual terms and conditions of the Council for such disposals including a restriction on the use of the property for community benefit;
- No land will transfer to DCDT but a licence to occupy (on the Council's usual terms and conditions) will be granted to occupy some of the land adjacent to the property until final approval of the proposals for expansion of education facilities;
- 10 year Clawback Agreement will be entered into between the Council and DCDT to protect the discount, the Council's legal requirement to achieve best value and the continued community services; and
- Standard Security is granted over the property secure the obligations under the Clawback Agreement;

It should be noted that the Funder may not accept such terms. In the event of this happening then we would look to proceed with Option 2.

3.10.2 Option 2:

- Agree the sale price of £284,800 (being a 20% discount (£71,200) on the basis that DCDT have evidenced community benefit) with the usual terms and conditions of the Council for such disposals;
- No land will transfer to DCDT but a licence to occupy (on the Council's usual terms and conditions) will be granted to occupy some of the land adjacent to the property until final approval of the proposals for expansion of education facilities;
- On the basis that the Council is selling the property for best value then no Clawback Agreement, Standard Security or conditions which need to be applied to the sale.

Please note whilst the Funder does fully fund acquisitions by such community groups the Funder does ask for discount to be requested. As confirmed above Officers believe that DCDT have evidenced the community benefit to allow the 20% discount to be applied. As such, the Funder should be able to provide full funding to DCDT for this acquisition on the basis of Option 2.

CAT Process – Deadline for Decision

- 3.11 In accordance with statutory guidance, the Committee's decision and the reasons for the decision must be reported to DCDT by the new deadline agreed by DCDT and the Council of the 11th of November 2021.

4.0 Sustainability Implications

- 4.1. The recommendations in this report maintain the status quo for service delivery and provide opportunities to safeguard the provision of services to vulnerable residents in a town centre location.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes X

- 5.3. Finance has been consulted and has agreed the financial implications as set out in the report. Yes X

- 5.4. *Staffing* There are no staffing issues directly associated with this decision.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No X

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 - CAT Request

Appendix 2 – Assessment Council considerations

Appendix 3 – Assessment BV

Appendix 4 – Assessment outcomes

Appendix 5 - Timeline

Appendix 5 - Timeline **11.0 Background Papers**

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

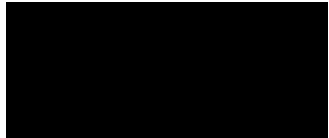
1. Community Empowerment (Scotland) Act 2015 (Section 82)
<https://www.legislation.gov.uk/asp/2015/6/section/82>

2. Equality Impact Assessment

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lesley Baillie	Strategy & Performance Adviser	Ext 2012

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015

ASSET TRANSFER REQUEST FORM

IMPORTANT NOTES:

This is a standard asset transfer request form which can be used to make a request to any relevant authority. Relevant authorities may also provide their own forms in their own style.

You do not need to use this form or a relevant authority's form to make an asset transfer request, but using a form will help you to make sure you include all the required information.

You should read the asset transfer guidance provided by the Scottish Government before making a request. Relevant authorities may also provide additional guidance on their schemes.

You are strongly advised to contact the relevant authority and discuss your proposals with them before making an asset transfer request.

When completed, this form must be sent to the relevant authority which owns or leases the land your request relates to.

This is an asset transfer request made under Part 5 of the Community Empowerment (Scotland) Act 2015.

1. Information about the community transfer body (CTB) making the request

1.1. Name of the CTB making the asset transfer request

Dollar Community Development Trust

1.2. CTB address. This should be the registered address, if you have one.

Postal address:

The Hive

Park Place

Dollar

Postcode: FK14 7EB

1.3. Contact details. Please provide the name and contact address to which correspondence in relation to this asset transfer request should be sent.

Contact name: Stephen Roe

Postal address:

[REDACTED]

[REDACTED]

[REDACTED]

Postcode: [REDACTED]

Telephone: [REDACTED]

email: [REDACTED]

X We agree that correspondence in relation to this asset transfer request may be sent by email to the email address given above. *(Please tick to indicate agreement)*

You can ask the relevant authority to stop sending correspondence by email, or change the email address, by telling them at any time, as long as 5 working days' notice is given.

1.4. Please mark an "X" in the relevant box to confirm the type of CTB and its official number, if it has one.

	Company, and its company number is	X 563463
	Scottish Charitable Incorporated Organisation (SCIO), and its charity number is	
	Community Benefit Society (BenCom), and its registered number is	
	Unincorporated organisation (no number)	

1.5.

1.5.

Please attach a copy of the CTB's constitution, articles of association or registered rules.

1.5. Has the organisation been individually designated as a community transfer body by the Scottish Ministers?

No

Yes

Please give the title and date of the designation order:

1.6. Does the organisation fall within a class of bodies which has been designated as community transfer bodies by the Scottish Ministers?

No

Yes x

If yes what class of bodies does it fall within?

Community controlled body

2. Information about the land and rights requested

2.1. Please identify the land to which this asset transfer request relates.

You should provide a street address or grid reference and any name by which the land or building is known. If you have identified the land on the relevant authority's register of land, please enter the details listed there.

It may be helpful to provide one or more maps or drawings to show the boundaries of the land requested. If you are requesting part of a piece of land, you must give a full description of the boundaries of the area to which your request relates. If you are requesting part of a building, please make clear what area you require. A drawing may be helpful.

The Hive (Dollar Civic Centre), Park Place, Dollar FK14 7AA Map ref (Easting): 296446 Map ref (Northing) 697828 Estates Planning No: DOL389

2.2. Please provide the UPRN (Unique Property Reference Number), if known.

If the property has a UPRN you will find it in the relevant authority's register of land.

UPRN :000035012698

Type of request, payment and conditions

2.3. Please tick what type of request is being made:

<input type="checkbox"/>	for ownership (under section 79(2)(a)) - go to section 3A
X	for lease (under section 79(2)(b)(i)) – go to section 3B
<input type="checkbox"/>	for other rights (section 79(2)(b)(ii)) - go to section 3C
Request for ownership	
at price are you prepared to pay for the land requested? :	

Proposed price: £ 153,000

Please attach a note setting out any other terms and conditions you wish to apply to the request.

3B – request for lease

What is the length of lease you are requesting?

How much rent are you prepared to pay? Please make clear whether this is per year or per month.

Proposed rent: £ per

Please attach a note setting out any other terms and conditions you wish to be included in the lease, or to apply to the request in any other way.

3C – request for other rights

What are the rights you are requesting?

Do you propose to make any payment for these rights?

Yes

No

If yes, how much are you prepared to pay? Please make clear what period this would cover, for example per week, per month, per day?

Proposed payment: £ per

Please attach a note setting out any other terms and conditions you wish to apply to the request.

3. Community Proposal

- 3.1. Please set out the reasons for making the request and how the land or building will be used.

This should explain the objectives of your project, why there is a need for it, any development or changes you plan to make to the land or building, and any activities that will take place there.

The building and its grounds were declared surplus to Clackmannanshire Council's requirements in 2018 and were offered for community use. The Trust's objective is to secure the building and its grounds for the community as otherwise the building would be mothballed and potentially demolished and the grounds allowed to become overgrown and unfit for activity.

The building is modern (constructed c1996), in good overall condition and, importantly, is the only fully accessible venue for public use in Dollar. The grounds, extending to approx 1 hectare, are arguably the most important community green space in Dollar used for a variety of community events (gala, winter festival, annual duck race, school sports days), daily recreational and sports use by Strathdevon School during good weather and a variety of informal sports activities.

The Trust will maintain the building and grounds, improve efficiency in the short term by installing LED lighting and insulation, extending car parking, and improving accessibility by providing hearing assistance. In the medium to longer term, the Trust plans to make the building carbon neutral by improving efficiency further through either air source or ground source heating and off-setting planting. This will make the building a showpiece for the area.

The Trust has leased the building and grounds since January 2019 and established a wide range of community uses already: regular activities (yoga, pilates, karate, Italian, dance classes, Brownies) and occasional activities (summer gala and winter festival, children's parties, fundraising activities, community litter pick, beer festival, meetings of community groups). With the closure of the public library, we have developed a community library, open 3 half days per week. Though there has been a temporary hiatus in our activities because of the Covid -19 pandemic we are still planning to introduce a dementia friendly community cafe this year, engaging many more elderly people and building relationships with volunteers, many of them young people. We also plan to use the Hive as a base for an "eco team", mainly comprising young people, who will focus on environmental sustainability and promote a tree planting scheme. "Summer Get Togethers" for children and parents were very popular last year and, though may not be possible this year, we should be able to re-introduce similar activity in the future and we intend still to follow up with toy exchanges and other events. Pre-school and Primary 1-3 children have attended the community library for story telling, further assisting inter-generational learning.

For the future, we are now well placed to develop services for elderly people, teenagers and young families, many of whom were previously not much engaged in the community, with an expanding network of volunteers. It is worth emphasising that the Hive is the only fully accessible building for public events in the community making it ideal for activities which include elderly and disabled people.

Benefits of the proposal

3.2. Please set out the benefits that you consider will arise if the request is agreed to.

This section should explain how the project will benefit your community, and others. Please refer to the guidance on how the relevant authority will consider the benefits of a request.

As described above, the Hive is at the centre of community activity within Dollar. The benefits of its acquisition by the Trust and hence the security of its continuing provision include a significant role in:

(Note this is fully described in section 3 of the Business Plan)

Community inclusiveness

- already a fully accessible meeting place for a wide range of community groups and public meetings and events, continuing to build on this towards full 7 day usage.
- a community library run by volunteers
- a place run by the community for the community encouraging involvement and volunteering.

Health and well being

- an accessible venue for sports and health related activities
- a meeting place to address social isolation: both informal and formal e.g.library, various classes and activities, social events
- activities targeted at older people, especially those with dementia and life long conditions to encourage participation, healthy exercise, companionship and helping avoid falls and accidents
- activities which encourage intergenerational learning and support from e.g. storytelling by library volunteers to school children; the involvement of young people from Scouts and Guides in a community cafe
- volunteering opportunities which can tackle isolation, give new purpose and feelings of well being

Environmental

- a focal point for campaigning and particularly for eco youth teams meeting at the Hive and working in its grounds
- development of a model building with a neutral carbon footprint

Economic, Financial, Fiscal

- creating a community service which raises funds from a wide range of lets and fundraising activity which are then invested in the community
- attracting grants from charitable trusts, climate change funds etc.

- attracting community investment through community shares
- promoting local business and local products at galas and winter festivals and other events
- providing employment for a development officer and potentially future employees
- contracting with local trades and businesses for maintenance, catering etc.
- providing savings for the Council from maintenance and security of building and grounds

Learning

- setting up a computer coding class run by senior pupils for younger ones
- establishing a digital champions scheme with CTSi

Restrictions on use of the land

- 3.3. If there are any restrictions on the use or development of the land, please explain how your project will comply with these.

Restrictions might include, amongst others, environmental designations such as a Site of Special Scientific Interest (SSI), heritage designations such as listed building status, controls on contaminated land or planning restrictions.

None known

Negative consequences

- 3.4. What negative consequences (if any) may occur if your request is agreed to? How would you propose to minimise these?

You should consider any potential negative consequences for the local economy, environment, or any group of people, and explain how you could reduce these.

Impact on other premises (competitors).

We have researched all the other premises which are available for public hire in Dollar (please see the matrix detailing this in our business plan paragraph 2.3). None offer the full accessibility of the Hive. Our rates are similar - therefore, we are not under-cutting or offering an unfair advantage. Moreover, we have now been operating the Hive for 18 months and there is no evidence we have taken business away from any other venue. We also work collaboratively with others i.e we would signpost to another provider if we were unable to offer accommodation and this is generally reciprocated.

Noise or nuisance in the neighbourhood

The Hive has been in use for over 20 years for a variety of events, however, the Trust has considerably increased usage. The only complaints received, to date, concern the burglar alarm operating in very windy weather and misdirected mail.

Both have been addressed. We are careful to restrict evening events to a close time of 11.00pm to mitigate any disturbance from music playing or coming and going of vehicles, though the Hive is more than 40 metres from the nearest residential property.

Adding to parking congestion

Parking is a major issue within Dollar, however, the Hive has its own car park which will accommodate 12 vehicles including 3 spaces for disabled people and 4 spaces for EVs. It is our intention to mitigate the effect of increase parking requirements with additional overflow for a further 7 vehicles subject to planning consent.

Competing with local business

The Trust is not planning any activities which are currently provided by local business. The community cafe will cater for people mostly unable to use the existing cafes in Dollar.

Capacity to deliver

3.5. Please show how your organisation will be able to manage the project and achieve your objectives.

This could include the skills and experience of members of the organisation, any track record of previous projects, whether you intend to use professional advisers, etc.

The Trust board is elected from within the membership and all are either local residents or have a close association with Dollar. Whilst some turnover of trustees will occur (one third retire annually but are eligible for re-election), to date the Trust has attracted trustees with a range of relevant skills and experience. The current board comprises individuals with skills and experience in management at an executive level, charity management, accountancy (chartered accountant), training, sports management, children's services, land management, and health and safety. Please refer to Appendix 2 of the Business Plan for brief cvs of the board members.

The Trust's development officer has over 10 years experience of community and charity development and research and evaluation.

The Trust can also call upon pro bono support from its membership when required such as legal, banking, engineering assistance.

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4. Level and nature of support

4.1. Please provide details of the level and nature of support for the request, from your community and, if relevant, from others.

This could include information on the proportion of your community who are involved with the request, how you have engaged with your community beyond the members of your organisation and what their response has been. You should also show how you have engaged with any other communities that may be affected by your proposals.

The Trust was formed following a community-wide consultation in 2016 entitled Dollar Futures, The resulting community action plan culminated in a public meeting in May 2016 where over 400 members of the community asked that a Development Trusts be formed. This work started in August 2016 with an interim board being brought together.

The Hive Community survey (detailed report in paragraph 2.2 of Business Plan) ran from January to March 2020. It was widely advertised online and hard copies were available from inside the Hive. They were also distributed to community groups within Dollar and the local primary school. There were 166 responses. Almost all the respondents (96%) believe the Hive is an asset to Dollar and has the potential to be even more. One quotation said: *The Hive has really grown as the hub of the town. It has encouraged a community spirit and is fast becoming the heart of Dollar.*

5. Funding

- 5.1. Please outline how you propose to fund the price or rent you are prepared to pay for the land, and your proposed use of the land.

You should show your calculations of the costs associated with the transfer of the land or building and your future use of it, including any redevelopment, ongoing maintenance and the costs of your activities. All proposed income and investment

should be identified, including volunteering and donations. If you intend to apply for grants or loans you should demonstrate that your proposals are eligible for the relevant scheme, according to the guidance available for applicants.

The Trust has involved the Scottish Land Fund throughout this process. We will apply for a grant for £153,000 from SLF. It is probable that we will attract 80% of this, given that this is the average grant awarded. The remaining £30,000 will be raised through community subscription.

The Hive will continue to be used as the principal community centre for Dollar. We intend to invest in the building and the land to provide further facilities for the community including an outdoor gym. We will also invest in improving the energy efficiency of the site including installing ground-sourced heat pump, PV Cells and improve the insulation of the building. These projects are designed to be demonstration projects for the community to encourage the adoption of CO₂ reduction activities.

Signature


Two office-bearers (board members, charity trustees or committee members) of the community transfer body must sign the form. They must provide their full names and home addresses for the purposes of prevention and detection of fraud.

This form and supporting documents will be made available online for any interested person to read and comment on. Personal information will be redacted before the form is made available.

We, the undersigned on behalf of the community transfer body as noted at section 1, make an asset transfer request as specified in this form.


We declare that the information provided in this form and any accompanying documents is accurate to the best of our knowledge.

Name Stephen Roe

Address 

Date 1/06/20

Position Chair and Board Director, Dollar Community Development Trust.

Signature 

Name Norman Dunning

Address 

Date 1/06/20

Position Secretary and Board Director, Dollar Community Development Trust.

Signature 

Checklist of accompanying documents

To check that nothing is missed, please list any documents which you are submitting to accompany this form.

Section 1 – you must attach your organisation’s constitution, articles of association or registered rules

Title of document attached: Dollar Community Development Trust, Memorandum of Association, dated 31 March 2017.

Section 2 – any maps, drawings or description of the land requested

Map Market Park, Dollar

Section 3 – note of any terms and conditions that are to apply to the request

Documents attached: None

Section 4 – about your proposals, their benefits, any restrictions on the land or potential negative consequences, and your organisation’s capacity to deliver.

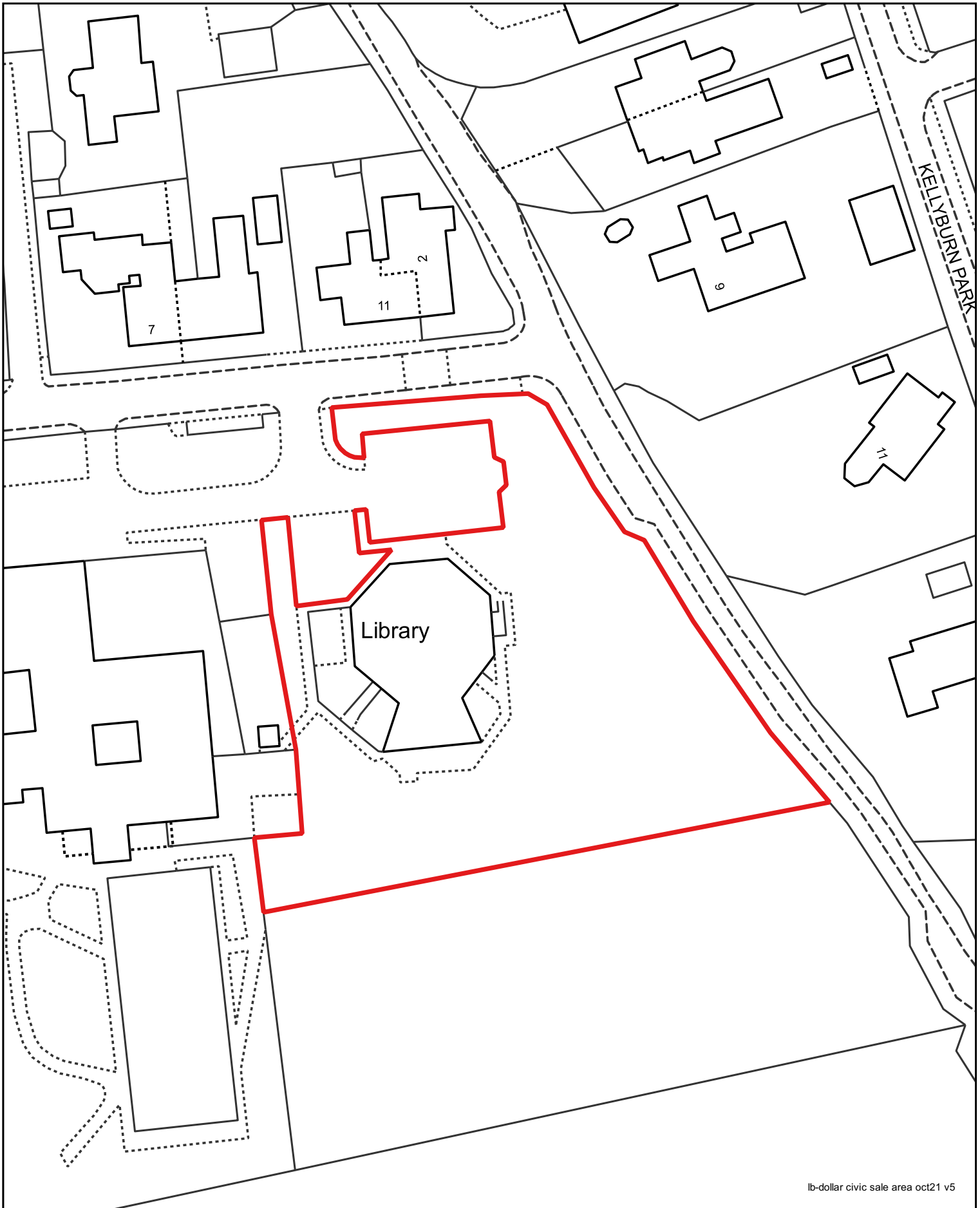
Documents attached: Dollar Community Development Trust, Business Plan 2021-2025.

Section 5 – evidence of community support

Documents attached: Business Plan 2021-2025 Paragraph 2.2: Community Consultation. Summary report from The Hive survey 2020.

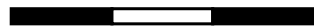
Section 6 – funding

Documents attached: Scottish Land Fund. Invitation to apply to the next stage and development grant offer, dated 3/03/20.



lb-dollar civic sale area oct21 v5

0 10 20 30 metres



Scale: 1:750

Date printed: 02 November 2021

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DOLLAR COMMUNITY DEVELOPMENT TRUST

Business Plan 2021 to 2025

Helping to make Dollar a welcoming and vibrant place to live, study, work and visit.

“Just keep up the sensational progressive and exciting work at the Hive, the work of the Trust is inspirational.” Dollar resident

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1. Management Summary

Dollar Community Development Trust (the Trust), formally constituted in April 2017, is requesting to acquire The Hive, formerly Dollar Civic Centre, from Clackmannanshire Council (the Council) under Part 5 of the Community Empowerment (Scotland) Act 2015.

The building and its grounds were declared surplus to Clackmannanshire Council's requirements in mid-2018 and were offered for community use. Since September 2018, the Trust has been operating the Hive and has had a formal lease agreement with the Council since January 2019. Currently, the Trust has 294 members.

Under Trust leadership the Hive has developed into a vibrant, well-used community centre: hosting, on a weekly basis, Dollar Library, Yoga, Pilates, seated Pilates, Brownies, Sporty Seniors and Karate. During a community consultation in early 2020 one resident said *"The Hive has really grown as the hub of the town. It has encouraged a community spirit and is fast becoming the heart of Dollar."* This consultation also supported the acquisition of the Hive by the Trust. The activities at the Hive do not displace other businesses or groups within the town. They add to the wealth and diversity of community activity.

The Trust board has proven capability in being financially prudent, strategically aware and focused on the overt needs of the community. This has been reinforced by its powerful and urgent response to the Coronavirus crisis.

The Trust has developed a detailed five-year strategic plan based on the use of the Hive and its grounds to serve the community's needs, which is fully aligned with the Council's Local Outcomes Improvement Plan 2017-27. The financial aspects of this five-year plan are discussed and disclosed in full detail in this document and its appendices.

Analysis of the options for the future ownership of the Hive are described in section 4.1.

In summary, there are three options:

Do Nothing: let the current lease end and walk away from The Hive. The impact of this would be:

- The loss of all community services developed by the Trust delivered to the community from the Hive;
- Closure of the community library and consequent loss of service to its 300 members and loss of enhanced reading services to the pupils of Strathdevon Primary School;
- Loss of valuable physical community asset at the centre of the town used for all community events such as Gala Day, Winter Festival, Open Gardens and make this valuable asset redundant;
- Disempower the community and make the work of the Trust much harder to achieve since there are no other suitable premises in Dollar.

Extend the Trust's lease of The Hive from the Council for a number of years: the positive aspect of this for the Trust would be:

- Reduce the risk to the Trust of owning a large asset by leaving the maintenance of the building to the Council, noting that there are essential and imminent repair and replacement works required costing at least £50,000.

The negatives of this course of action for the Trust would be:

- Unless the Council agreed to a 20-year lease, it would prevent the Trust investing in improvements to the building and grounds such as low CO₂ energy systems, outdoor gym, improvements to the kitchen;
- It would effectively prevent the Trust from asking for community investment.

Bring the Hive into community ownership: what would the positives of this be:

- It would allow the Trust to apply for grants and community investment to improve the facilities, the building and the grounds, that the Council is unable to do;
- Empower the Trust and community to commit to long term programmes and leave a legacy for the town.

Community ownership would clearly be the best option for the community, the Trust and the Council since this is a vehicle to attract investment into the community that the Council is unable to do. The Trust has shown that is capable of working in partnership with the Council and other Third Sector organisations to design and deliver services for the community. The community has stated that it values these services very highly and supports the acquisition of the Hive.

This request is submitted the Council in the spirit of partnership and the Trust's belief that acquisition of the Hive is the best use of a critical community asset to serve the long term needs of the community **and** to support the development of future services that are out of the reach of the Council.

The Trust offers the Council £153,000 for the Hive and grounds. The basis of this offer is:

- Market value has been assessed by RICS qualified surveyors as £356,000, using the Comparable Method of Valuation;
- Essential repairs and replacement work are estimated at £50,000;
- Community benefit of the Trust's work over five years is estimated at £709,900;
- Precedence suggests that a fair value is 50% of the market value less repairs.

2. Introduction and background

2.1. Coronavirus context

During the period that this business plan has been in development the country has been hit by the Covid 19 pandemic. The Trust's principal activities of hiring the hall to community groups for exercise and language classes, the community library and other social events came to a sudden halt in mid March. The Board has managed this transition carefully to reduce costs and be fiscally prudent. There is no immediate threat to the existence of the Trust. We have the reserves to continue to serve the community for some time to come as evidenced by the 5-year financial projections shown in section 4, with further detail in appendix 4. A summary of the assumptions affecting the current financial year and the first four months of FY21/22 are shown in section 5. The assumptions on which these projections are made are fully listed in appendix 4.

Dollar Support Group was formed the same day as lockdown started, 23rd March 2020, with the Trust working with a group of residents and Dollar Community Council to support the urgent needs of the community including the Dollar Community Larder (food bank) which is housed in The Hive. For the longer term we are also working to design and implement services that can be delivered remotely using internet technology.

As for all businesses, there are challenges in trying to forecast when our principal activities may resume, partially and fully. For the purposes of this business plan we have assumed zero revenue from commercial activities until April 2021 and a gradual increase thereafter. The Trust will continue to deliver services to the community during this period including library delivery service, meal delivery service, exercise classes and other services addressing well-being and mental health issues for those in the community that remain isolated.

2.2. Summary

Dollar Hive, formerly the Civic Centre, is owned by Clackmannanshire Council and, following their decision in August 2018 to close the centre, it has been managed by the Trust since September 2018 and under a formal lease since late 2018. It is a vibrant community centre offering a range of classes, clubs and services, including a community library and is highly valued by the community. The Trust now seeks to acquire the Hive and grounds from Clackmannanshire Council to continue the development of the its work in driving the social and economic development of the village as it expands and requires additional capacity for community events and delivery of services in partnership with Clackmannanshire Council and Third Sector organisations throughout the county.

The Trust has a very strong track record and a talented and experienced board to deliver this business plan. It has the support of the community as evidenced by multiple consultations and widespread community engagement as a result of the 2016 Community Action Plan.

The Trust seeks to raise the necessary funds to purchase the building and grounds through a grant for the Scottish Land Fund making up any shortfall from community investment.

2.3. Who we are

Dollar Community Development Trust is a membership organisation currently with 259 members who are residents of Dollar. The Trust is registered as a company limited by guarantee with charitable status constituted in April 2017. It was formed in response to a community-wide consultation called Dollar Futures which took place in 2016. The resulting Community Action Plan culminated in public meeting in May 2016 where over 400 members of the community asked that

a Development Trust be formed. This work started in August 2016 with an interim board being brought together.

2.4. Methodology

The Trustees have compiled this business plan using data from a number of sources including:

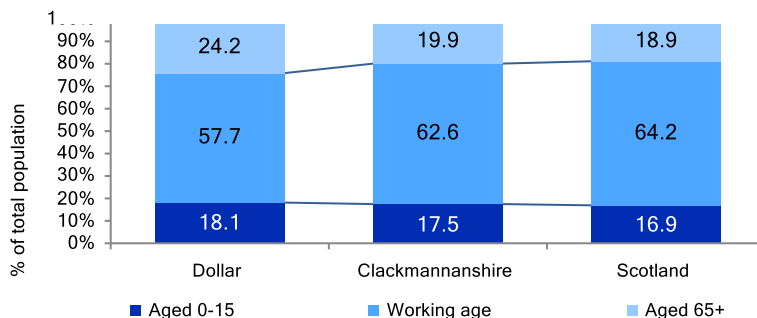
- Community Insight profile of Dollar;
- Clackmannanshire's Local Outcomes Improvement Plan 2017 – 27;
- Paths for All PFA formula 220
- https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829884/3-physical-activity-for-adults-and-older-adults.pdf
- <http://www.globalvaluexchange.org/valuations/8279e41d9e5e0bd8499f2cc1>

3. Research

3.1. Why there is a need

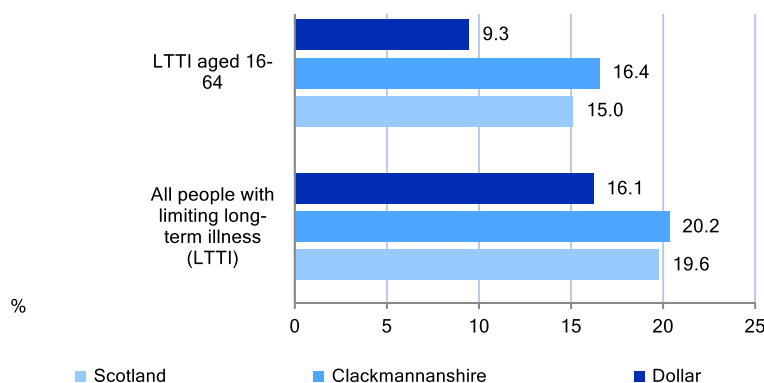
Dollar is a village of 3,090 residents and will shortly expand with up to 550 new houses planned for the coming years. Our residents have specific needs based on the age profile with 24.2% being aged over 65 compared with 18.9% for Scotland, see figure 1.

Figure 1: Population by age
Source: Mid-Year Estimates (ONS) 2018



Whilst many indicators of deprivation show that Dollar is a relatively well-off community there are other indicators that reveal substantial social needs resulting from people suffering from ill health as shown in figure 2

Figure 2: People with a limiting long-term illness



These data imply the social needs are mostly with the older age group of the village. This information has been used to focus the development of the Trust’s projects more on the older generation for example: Sporty Seniors exercise class, provision of hearing aids etc. the delivery of these services requires a hall suitable for multiple purposes, fully accessible for disabled persons and services charged at reasonable rates.

Clackmannanshire’s **Local Outcomes Improvement Plan 2017 - 27** sets out its vision as **‘Working together for a better quality of life and equal opportunity for all’**.

The community of Dollar clearly has many advantages not shared by many of the other communities within Clackmannanshire. Nonetheless it has challenges: it is in the 5th decile for geographical access in SIMD data, in recent times a number of facilities have closed, the population is forecast to increase considerably due to planned local housing developments, it shares the common demographic within the county of an increasing elderly population and, common to many similar areas, some social and health issues are hidden from sight. The

community, then, needs to embrace the LOIP principles along with the other communities within Clackmannanshire and make best use of the many advantages it has to address many of the issues itself.

Dollar Community Development Trust, working in partnership with Dollar Community Council, is well placed to take the lead and the Hive is its hub and community focal point - it is essential to our plans that this is retained and its full potential realised.

The LOIP sets out 4 strategic outcomes to which the Trust can make a significant contribution.

1. Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.

Dollar is an attractive place and a number of businesses are located visibly in the town centre. The Trust's database of business, which it has built up over the past couple of years, shows that there are also additional less visible businesses, often located in people's homes or premises outwith the town. Using the Hive as a local information centre can help to advertise business and signpost people to local services.

The greater potential, however, is to bring more people into the town for sport, recreation and tourism taking advantage of the natural assets of the area and its historic heritage. The Hive and its grounds already host local galas and festivals and has potential for more exhibitions and events not only using the existing building but also taking advantage of the Trust's marquee which can be erected in the grounds.

There are plans to expand the population of Dollar and people will be attracted to the area by its rural and scenic location but they will also want to understand that this is thriving and active community where there are lots of opportunities for leisure, cultural activities, children's and Young People's activities, health and sport. A range of such activities are already available at the Hive with room for expansion.

2. Our communities will be resilient and empowered so that they can thrive and flourish.

The Trust was established by community demand following on from the Community Action Plan 2016. Its key purpose is to empower the community and ensure that it thrives and flourishes. The Trust uses the Hive for community meetings, consultations on planning and other issues and provides a venue for many other organisations. The Hive is the only fully accessible building in the town, ideal for these purposes. It is essential for people to participate in local democracy and community life.

One of the specific objectives of the LOIP is to increase the number of community groups and that is exactly what the Trust is achieving in the Hive (e.g. older people's fitness sessions; community café targeted at people with dementia and their carers; groups which bring older and younger people together). Another specific objective is "to give local communities opportunities to engage with partners in designing local services" - again exactly what the Trust is currently doing in holding consultation events in the Hive and representing community views in regular meetings with the Council's planning department.

3. Our families, children and young people will have the best possible start in life.

The Hive is a key family facility within the community. It is the venue for informal Summer get-togethers for young families, it has a well-used children's library, it is the venue for a range of children's activities throughout the week and there are plans for a teenage section. The Trust works in partnership with Strathdevon School - children attend weekly sessions in the community library - a particular favourite being storytime led by some of the library volunteers. We are also involving Strathdevon Primary and the local uniformed organisations (Scouts, Beavers, Brownies) in the delivery of our Environmental Strategy in particular our aim to make the Hive 'carbon-neutral', ensuring our children and young people are thinking about environmental issues from an early age. Links are being established with both Alva and Dollar Academy to create volunteering activities for young people both within the Hive and the wider community.

The new football pitch is expected to be operational by Spring 2020 and the Hive will be a meeting place for the teams and supporters and, eventually, to be the site of the changing facilities located in the Hive grounds.

4. Women and girls will be confident and aspirational and achieve their full potential.

Women and girls already play a very significant part in the Trust, through leadership roles on the Board and the employment of our Development Officer. We also have a higher proportion of female volunteers than male of all ages. The majority of the activities currently available in the Hive are attended by women and girls and are largely led by local women business owners: Dollar Dance, EverDance, Yoga, Pilates, Italian Classes. Women and girls' involvement in volunteer and leadership roles will continue to be encouraged and expanded.

The LOIP also lists groups that have been identified as being at particular risk of inequality and poverty. There is a low prevalence of some of these groups within Dollar but it would be wrong to assume that there are no people who experience these disadvantages. Whilst rates of worklessness and crime can be stated with some accuracy and numbers of lone parents and teenage pregnancies can be measured, the prevalence of other issues such as domestic abuse, substance abuse and child and vulnerable adult abuse is equivocal and influenced by societal attitudes and the fact that more affluent communities are subject to less attention from social and criminal justice agencies¹. Disabled people, people with mental ill health, frail and elderly people, people living with dementia and those with caring responsibilities are equally prevalent in the Dollar community.

The Trust is committed to raising awareness of all these issues, information is displayed with sources of referral and help made available. As a direct response, the Trust has established a community cafe targeted at people living with dementia and their carers, a weekly "Sporty Seniors" session aimed at improving health and fitness of the older population and runs seated pilates classes for elderly and disabled people. The Trust also works closely with the Health Centre as a means of communicating with and targeting services aimed at the older population of Dollar. Going forward, proactive work to reach out to some of the other groups is planned with an exploration to set up outreach services within the Hive in recognition that people already disadvantaged are at present having to travel outwith the area for assistance. As noted in the

¹ For example there is a notable discrepancy in the socio-economic status of families with children on the child protection registers and the status of adult survivors who emanate from a wider socio-economic group and who describe major obstacles to the recognition of their abuse - not least disbelief that it occurs in "respectable" families.

SIMD data, Dollar has particular problems with geographic access - poor public transport is a real issue for these disadvantaged groups.

Clackmannanshire is also focused on environmental sustainability and tackling climate change laid out in a suite of policy initiatives such as the **Clackmannanshire Community Plan Working Together for Clackmannanshire, the Clackmannanshire Sustainability & Climate Change Strategy, the Local Development Plan** and other strategic documents such as the **Clackmannanshire Housing Strategy, Clackmannanshire Local Transport Strategy and Clackmannanshire Biodiversity Action Plan.**

The Trust plans to play its part in these initiatives and is developing an ambitious tree planting scheme, developing a community garden with composting facilities, promoting local shopping and active travel.

The Hive grounds are a key open greenspace for the community for both events and informal activity, much used by local children. An electric bike station is to be located in the grounds alongside a covered bike shed for community use. Perhaps the most significant ambition for the Hive, though, is to make it carbon neutral by installing ground or air source heat and solar energy and to showcase it as an example for the whole community in so doing, bringing together local partners, including schools, to educate, inspire and encourage behavioural change.

National context

In addition to the policy priorities contained in Clackmannanshire Council LOIP, the activities the HIVE provides to communities contributes to a number of national policy outcomes contained in the National Performance Framework. Community land ownership is a key indicator of Community Outcomes and the most obvious, but the activities which the HIVE enables contribute to a much wider range of outcomes. Further community outcomes are addressed through tackling loneliness and social isolation, providing places for people to interact, while children and young people's social and physical development is supported, as well as ensuring they have positive relationships through intergenerational engagement.

Mental wellbeing and healthy weight are supported through the variety of fitness classes offering physical activity to a variety of age ranges, and the facility provides a venue for cultural events to take place.

The National Performance Framework states that our purpose is to focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth. **Since the Trust took the lease, an increase in activities and usage of the HIVE evidences the increased opportunities the facility provides the local community, and the demand within the community for these services and activities.** A move to a shared community campus with the primary school would limit the space and availability of services and activities available at the HIVE and thus limit the opportunities available to the community, as well as its contribution to achieving national policy outcomes.

3.2 Community consultation

Summary report from the Hive Survey

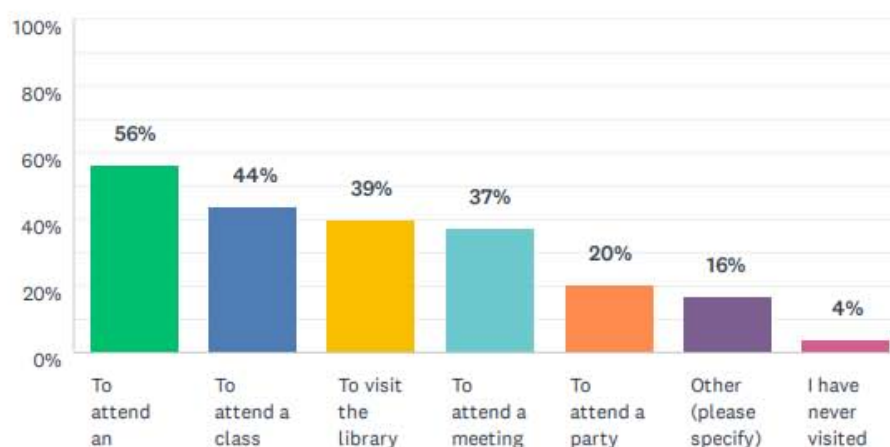
The Hive Community Survey ran from January to March 2020. It was widely advertised online and hard copies were available from inside the Hive, they were also distributed to some community groups within Dollar and the local primary school. The survey got a total of 166 responses.

Of those who responded to the survey, 96% had used or visited the Hive. Almost all respondents (96%) believe the Hive is an asset to Dollar and it has the potential to be even more.

“[The Hive] has really grown as the hub of the town. It has encouraged a community spirit and is fast becoming the heart of Dollar.”

Purpose of using the Hive

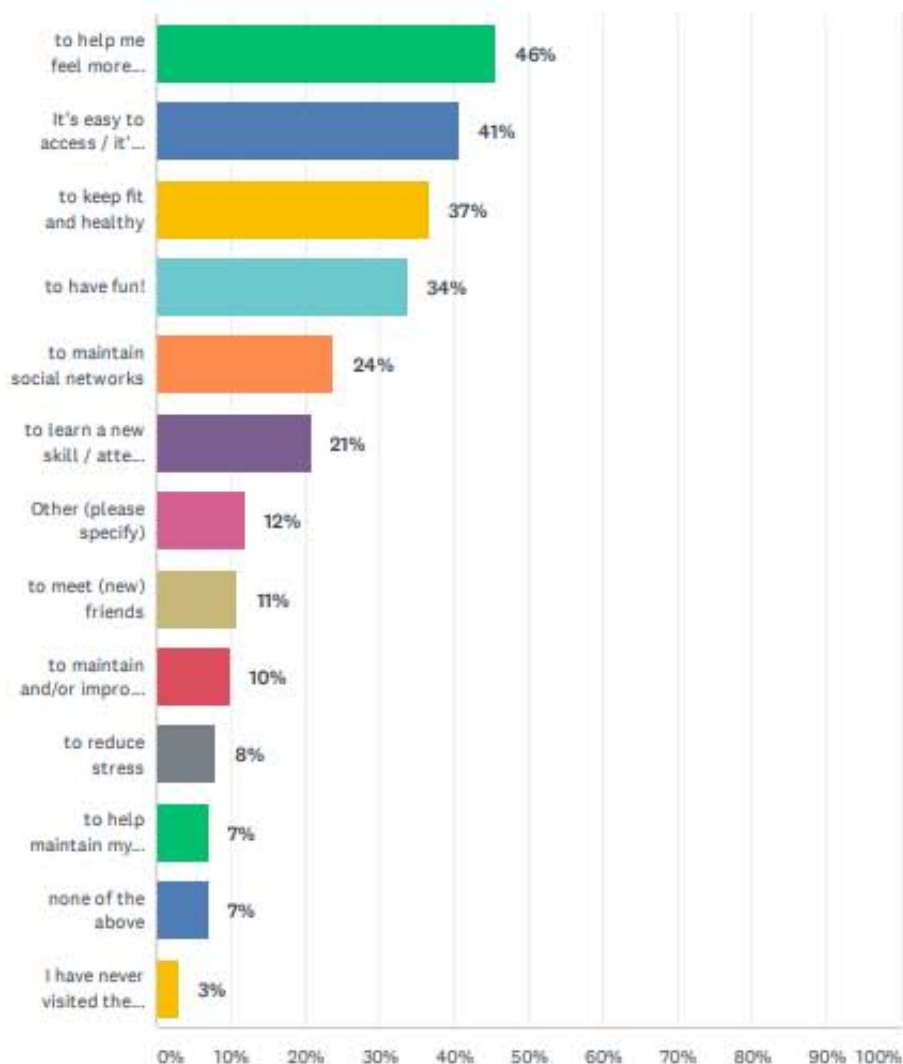
Respondents reported that they use the Hive for a number of reasons, as outlined below:



The most popular reasons for using the Hive is to attend an event (56%), a class (44%), visit the library (39%), or to attend a meeting (37%). Other reasons for visiting, that weren't listed as options, were: to vote, to bring children to classes/sessions, to use the computers, and to volunteer at the library.

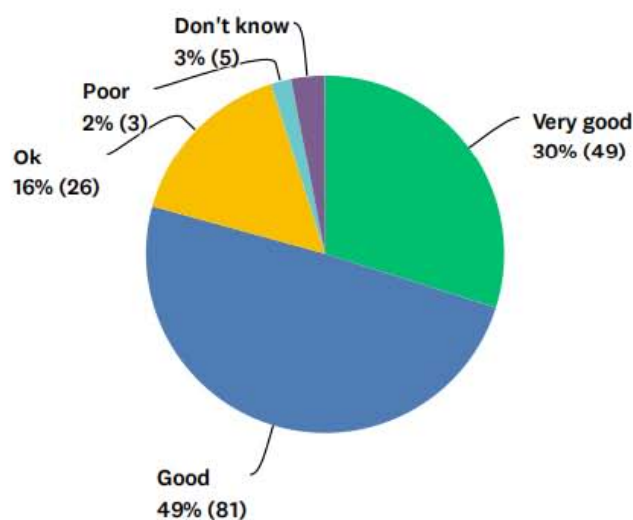
Motivations

When asked what their motivations were for attending, nearly half (46%) said it helps them feel more connected to their local community. Respondents like the convenience of having a centre in the village. Other common motivations were 'to keep fit and healthy' (37%) and 'to have fun' (34%). Nearly a quarter (24%) stated that their motivation for using the Hive is to 'maintain social networks'. The chart below provides a full breakdown of responses.



The facilities on offer at the Hive

When asked about their thoughts on the quality of facilities on offer at the Hive. Almost a third (30%) of respondents said they thought the facilities at the Hive were 'very good', 49% said they were 'good'. 2% said they were 'poor'.

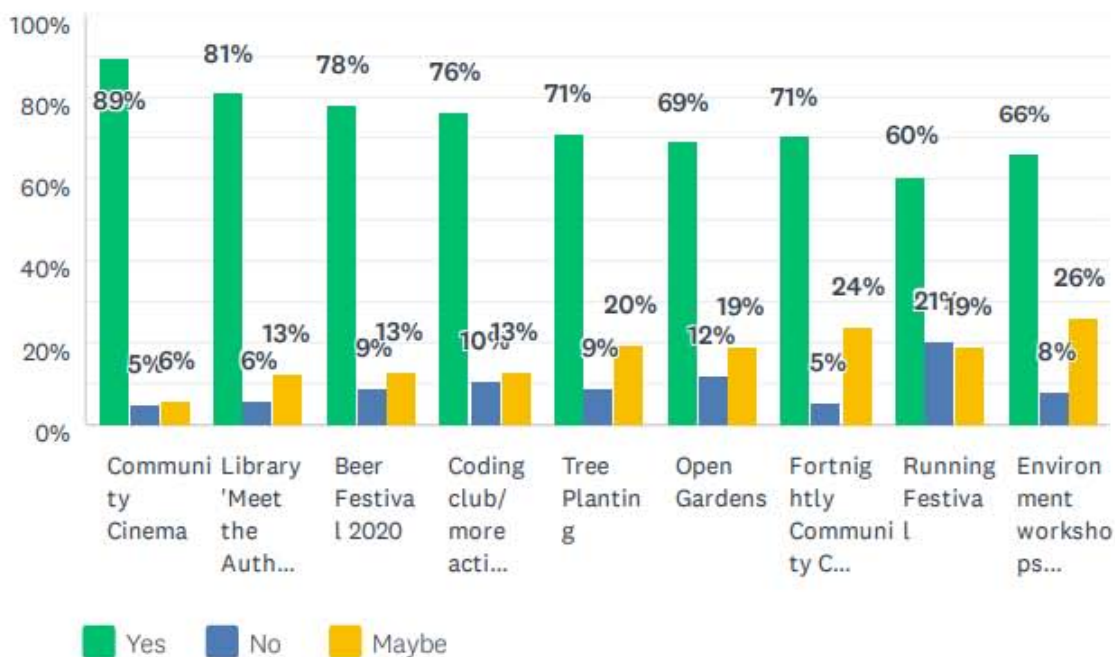


The community was asked what improvements need to be made to the Hive facilities. Responses have been grouped into categories – how the Hive looks, Hive maintenance, facilities, and information sharing.

- **How the Hive looks:** respondents felt the Hive needs a freshen and brighten up, one stating it still feels like a council building. The entrance area and colour of the walls could be improved, alongside some images on the wall, perhaps of local photography to brighten up the entrances to the main rooms.
- **Hive maintenance:** Some felt there needs to be better ongoing maintenance of the facilities, particularly in relation to more regular cleaning. One stating that the toilets are grubby and there are watermarks on some walls and ceilings. One also mentioned the poor insulation/very drafty doors in the main hall that lead to the outside.
- **Facilities:** the following areas are listed in order of frequency
 - **Better kitchen facilities:** respondents noted the poor kitchen facilities and felt better equipped kitchen would be beneficial for the building. New commercial kitchen: the kitchen facilities are poor, lay out and equipment are not adequate, these should be much better if you want to encourage private parties and run coffee mornings easily.
 - **Coffee facilities** was a common request, with a communal area for people to meet or gather when waiting for children in clubs etc. Healthy snacks available was also suggested.
 - **Heating:** Better / more consistent heating
 - **Partition doors:** some mentioned the partition doors and their lack of soundproofing and heat inefficiency.
 - **Blackout curtains/blinds** in the rooms. The purpose of this both to block out the sun when using the room for training, but also for events where it would be inappropriate to have dog walkers and children on bikes stopping at the fire doors and looking in; such as a funeral tea.
 - **Equipment:**
 - Plastic seats: The plastic seats become rather hard after 30 mins - perhaps some cushions?
 - One respondent suggested the Hive has equipment for hire during parties – e.g. sound system, lighting, PA system
 - **Area for under 12s:** Young persons' areas with beanbags beanbags, a larger area for the under 12 years.
- **Information sharing:** in addition to the facilities some mentioned the need for better information sharing within the Hive, particularly in relation to notice boards outlining what's on, also a display with images and information on existing community groups and activities in Dollar. One also mentioned the importance of making sure rental fees are reasonable and well-advertised.

Services and Events

The survey asked the community about their thoughts on the Trust's current plans for the Hive and the events we intend to run. There was general support for our suggestions; the most popular being a community cinema – 89% of respondents supported this idea. The chart below shows the responses to the ideas suggested. The least popular was a running festival at 60%, however this may be due to the profile of those who responded to the survey, a large proportion of which were in the older age bracket.



In addition to the Trust's suggestions, respondents were asked what additional services they would like to see at the Hive. The following provides some suggestions.

Community Events/services:

- More activities outside of work hours
- More events like the silent disco
- Offer recycling collection point for items that would have gone into the blue box, i.e. batteries, small electrical goods etc
- Regular coffee morning.
- Pub quiz nights.
- Roller disco again
- Artisan food/farmers market

Business/skills Support

- Business hub for plugging in laptops
- Computer classes

Health and Wellbeing / Active Communities

- More classes like sporty seniors
- Meditation
- Cycling club - adult and kids.
- Park Run

Arts and Crafts

- Crafts workshops/club.
- Knitting club.
- Flower arranging classes
- Art classes
- Cookery workshops,
- upholstery, patchwork

Other clubs

- Board games club
- WRVS
- Bridge club.
- U3A
- Chess club

Services/ Engaging young people

- More books for senior primary school children
- Themed book reading event for children.
- Children's Birthday party organisation?
- After school club
- You need to try and involve younger people, teenagers and promote the well being of the community to them. Get their input and ideas on how it can work for them too.
- More events for young people
- Young person's cafe/youth club
- Maybe more for babies/toddlers

One respondent highlighted the importance of creating an inclusive and welcoming atmosphere where everyone feels they belong.

Hive Ownership

When asked about the Trust taking over the management of the Hive from Clackmannanshire Council, 91% felt that it had been a good idea. When asked if they would support the Trust taking full ownership of the Hive – 81% would support the Trust taking full ownership. There were two main caveats to the support for this however, firstly that the Trust had sound financial plans for the building and that it would not become a burden and too expensive to maintain and subsequently hire out etc. Secondly that it was not a wasted investment when considering the potential Housing Development plans currently going through Clackmannanshire Council

“depends on the threat of it being demolished for development of the school and how restricted it will be once the field is developed. Might have difficulty accessing, parking and use of grounds”

It is encouraging to know that the majority of respondents felt that the Hive is an asset to Dollar and it's important to recognise the benefits to communities of having a collective space that they can call their own, that they can feel invested in and somewhere that is responsive to their needs. The Hive is very well positioned and already on the way to fulfilling this role within Dollar.

Good quotes

The final question of the survey was to ask respondents for any additional comments they had on the work of the Trust. The large majority of responses were very supportive and complementary of the work that has been done to date. The following provides some of the notable quotes:

“I think it's fantastic to see the range of clubs and activities in the Hive. What a wonderful resource for us to have as a community, for young and for the older. It's so important that we keep this central space and meeting point.”

“The children's library is fabulous. Keep going!”

“The Hive is a great social centre for Dollar- something needed by ALL communities.”

“I'm really pleased with the effort by the trust to make the Hive the centre of the local community. They have put on a wide selection of activities within the building-really something for everyone. Thanks to all involved!”

“I think the activities of The Community Trust are enhancing the vibrancy of Dollar as a Community.”

"I think this is an excellent resource for Dollar and should be supported and maintained as such."

"Keep up the splendid work :)."

"Keep up the good work! I would love to help enable the trust to continue its good work by supporting it in whatever way is required."

"The Hive is a great asset to Dollar and I hope it continues to develop."

"Just keep up the sensational progressive and exciting work the Hive and the work of the Trust is inspirational."

"I am grateful to the efforts of the Trustees in supporting our local community here in Dollar."

"It has injected an energy and can do attitude in the village, which can only be a good thing."

"The Trust is to be congratulated for arranging to take on the Hive for the Community and for successfully running it since doing so."

"The trust are working very hard within the community and the town does feel more alive and on the up."

3.3 Market research

Market research of facilities within our postcode has shown that there are some other hall facilities, as shown in Figure 3.

Figure 3 Comparison of hall facilities within Dollar

Facility	Capacity	Price/hour	Amenity	Access	Parking
The Hive*	120	£15-20	Kitchen, Extensive grounds	Fully accessible	Good, EV points
Burnside Hall	120	£25	Good kitchen	Accessible toilet, Poor user access	On street limited
Scout Hall**	60	£10 suggested donation	Kitchen	No disabled access, no accessible toilet	None
Bowling Club	60	£25/let or £45 with Bar	Kitchen & Bar	Poor	On street
Academy: Captain's Room	140 theatre, 80 dinner	£210 for up to 4 hours	Room only	Lift access and accessible toilet	Good
Academy: Dining Hall	180 dinner style	£26/let	Access to hot water	Good, toilet not accessible	Good
*the Hive is the only one of these buildings which can be accessed by an unaccompanied wheelchair user					
** the hall is not available for hire in the evening nor at the weekend because of scouting activity					

It is worth noting that the only hall that is fully accessible is the Hive. The hourly rates are also competitive without being uncommercial. Parking is good and EV charging points for cars are installed, with Electric Bikes planned for Spring 2020. The Hive kitchen is currently less well-equipped than Burnside Hall, but recent grants awarded will allow the Trust to upgrade the kitchen to similar standards to Burnside Hall.

3.4 Marketing aims

Although the Hive is well established as a community hub and has a regular user base, we are aware of opportunities to raise the profile of the facilities locally and across Clackmannanshire and the surrounding area.

Key aims are:

- To raise awareness of the services and support available at The Hive, whether delivered by the Trust or our partners and clients.
- To promote the Trust's income-generating services (room and marquee hire and ticketed events), which cover running costs at The Hive and support the Trust's projects.
- To build on the Trust's existing member base in the local community, ensure that we operate transparently and that everyone in our community is aware of opportunities to get involved as a trust member and/or volunteer.

While we and other social spaces remain closed due to the measures taken to limit the spread of Covid-19, our marketing activity will continue, primarily making use of free resources such as our

social media platforms. We will continue to review as the situation evolves, but at present this includes:

- Helping to disseminate important information to our community, including where to access support locally
- Sharing events and initiatives that are taking place remotely via digital media

3.5 Marketing audiences

In general, our marketing activity will aim to reach:

- Residents of Dollar and nearby communities;
- Local voluntary, cultural and sporting groups;
- Local small businesses;
- Organisations and agencies delivering services that benefit the community;
- Funders and supporters across Clackmannanshire, Scotland and the UK.

Brand and key selling points:

When the Trust took over the running of the Civic Centre, people told us that it needed a new name to reflect its new role as a community asset. 'The Hive' was selected by the community at an open day in Autumn 2018 and reflects our ambition to keep the centre buzzing with activity. There are a range of key selling points that the Trust will call upon to advertise the facilities at the Hive:

- A spacious and fully accessible venue;
- A space run by the community, for the community;
- A busy, 'buzzing' space offering social, cultural, fitness and wellbeing activities for all ages;
- Part of a well-established Community Development Trust with strong links into our community.

3.6 Marketing channels

The table below gives an indication of how DCDT will use a range of tools to build the reach of the Hive with the audiences named above. Many of these tools already exist, but we have also identified areas to be developed in the run up to asset transfer and once we own the building, especially in relation to online marketing.

	Existing	To be developed
Website and online	<ul style="list-style-type: none"> • What's On page on DCDT website (dollarcdt.com) • Hive Bookings page on DCDT website with photographs of rooms, information on capacity and facilities and pricing, link and instructions to complete booking form https://dollarcdt.com/dollar-hive-bookings/ • Dedicated page for Marquee bookings https://dollarcdt.com/dollar-hive/dollar-marquee/ • Good SEO: dollarcdt.com tops search rankings for relevant terms (Dollar Hive, Dollar Civic Centre, Dollar Community Centre) 	<ul style="list-style-type: none"> • Liaise with Council to make sure people are accurately signposted to The Hive once the building is transferred into community ownership • Improve page for Marquee (additional photography, detail on availability). Improve SEO to ensure page appears in searches for Marquee Hire. • Consider cost/benefit of automatic online booking system.
	<ul style="list-style-type: none"> • Google Maps listing with link to website 	<ul style="list-style-type: none"> • Contact Rebecca at dollarhive.bookings@gmail.com for opening hours and for photos of inside and marquee details click links below • https://dollarcdt.com/dollar-hive-bookings/img_5800/ • https://dollarcdt.files.wordpress.com/2020/01/marquee-flyer-v1-.png?w=724
	<ul style="list-style-type: none"> • Dollar Community Development Trust Facebook page with 651 followers. Regularly updated with community news and events at the Hive. • Dollar CDT Twitter with 159 followers. Regularly updated with community news and events at the Hive. • Both social media profiles currently being updated as relevant. 	<ul style="list-style-type: none"> • Publish information and updates on Community Asset Transfer process • Grow Facebook following among the local community • Analyse Twitter Followers and Following to ensure DCDT is well connected to key partners within the local community, Development Trusts movement and third sector nationally.
Email	<ul style="list-style-type: none"> • Frequent updates to members about new events and volunteering opportunities. 	<ul style="list-style-type: none"> • Continue with this approach

Printed media	<ul style="list-style-type: none"> • Regular 'What's on at the Hive' information sheets available at front desk (also posted on social media. • Periodic press publications in the Alloa Advertiser 	<ul style="list-style-type: none"> • Continue to build on this
Word of mouth	<ul style="list-style-type: none"> • DCDT maintains a database of businesses and voluntary, cultural and sporting groups who are kept informed of relevant events and services. 	<ul style="list-style-type: none"> • Continue to build on this
Onsite	<ul style="list-style-type: none"> • Welcoming shared office and front desk space with leaflets and printed information. • Clear signage around and inside the building 	<ul style="list-style-type: none"> • Develop displays within building, ensuring that all users of the building are able to access information (including providing large print, simplified and translated versions of key information)
Events	<ul style="list-style-type: none"> • DCDT has previously run successful open days in run-up to DCDT taking on lease • Use of Eventbrite for free and ticketed events at The Hive 	<ul style="list-style-type: none"> • Fundraising events (dependent on regulations and safety advice at time of transfer – all in-person events postponed for the present)

4. Our proposal

4.1 Vision

That Dollar is a welcoming and vibrant place to live, study, work and visit.

We plan to bring about long term, sustainable, social, economic and environmental benefits to the community by mobilising local resources to facilitate improved quality of life in Dollar.

Our work is underpinned by a set of core values:

- Community-led;
- Sustainable: economically, environmentally and socially;
- Inclusive and respectful, recognising the diversity of residents and visitors;
- Cohesive;
- Not for profit: reinvesting any surplus in the local community;
- Innovative;
- Responsible;
- Proactive.

Our objectives are to work with the whole community to improve and develop social, recreational, sporting and educational activities, preserve the town's heritage for public benefit and provide assistance to those disadvantaged through poor health, disability, age, poverty or other causes. Specifically, to:

- Drive inclusive growth, jobs and employability;
- Reduce or eliminate child poverty;
- Raise attainment;
- Improve health and well-being;
- Provide additional social care where needed;
- Empower our community and families.

Central to the delivery of these objectives is the community use of the Hive, our community centre building and grounds. This is currently owned by Clackmannanshire Council who decided it was surplus to requirements in August 2018. DCDT has been running the facility since then under an operating lease which ends in October 2021. This building was previously the Council's Community Access Point. The Trust is replicating this by collaborating with Clackmannanshire Third Sector organisations and the Council providing them with drop-in events to reach the needy in our community at no cost to the Council. To ensure the continued delivery of the Trust services it is critically important that the Trust owns the building and grounds because:

- The community will be more empowered to invest in the building and grounds if the community owns the facility and the site. Our landlord has no interest in the facility;
- The Trust can attract grant funds for improving the facilities that the Council cannot access;
- The Trust will have security to invest in longer term undertakings social, environmental and economic
- The Trust will be able to apply for funding for longer term development of the Hive and its facilities.
- The Trust has demonstrated the capability, drive and vision for this plan to be successful;
- The costs of running the building are high, Clacks Council will not invest to reduce costs;
- The Trust needs either a long-term lease or ownership to enable these improvements;

- We believe it is Clackmannanshire Council's interest to increase the Trust's capacity to deliver services to an empowered and capable community, particularly as the village population grows through housing development.

In summary there are three options:

Do Nothing: let the current lease end and walk away from The Hive. The impact of this would be:

- The loss of all community services developed by the Trust delivered to the community from the Hive;
- Closure of the community library and consequent loss of service to its 300 members and loss of enhanced reading services to the pupils of Strathdevon Primary School
- Loss of valuable physical community asset at the centre of the town used for all community events such as Gala Day, Winter Festival, Open Gardens and make this valuable asset redundant.
- Disempower the community and make the work of the Trust much harder to achieve since there are no other suitable premises in Dollar.

Extend the Trust's lease of The Hive from the Council for a number of years: the positive of this for the Trust would be:

- Reduce the risk to the Trust of owning a large asset by leaving the maintenance of the building to the Council, noting that there are essential and imminent repair and replacement works required costing at least £50,000;

The negatives of this course of action for the Trust would be:

- Unless the Council agreed to a 20-year lease, it would prevent the Trust investing in improvements to the building and grounds such as low CO₂ energy systems, outdoor gym, improvements to the kitchen;
- It would effectively prevent the Trust from asking for community investment.

Bring the Hive into community ownership: what would the positives of this for the Trust would be:

- It would allow the Trust to apply for grants and community investment to improve the facilities, the building and the grounds, that the Council is unable to do.
- Empower the Trust and community to commit to long term programmes and leave a legacy for the town.

Community ownership would clearly be the best option for the community, the Trust and the Council since this is a vehicle to attract investment into the community that the Council is unable to do. The Trust has shown that is capable working in partnership with the Council and other Third Sector organisations to design and deliver services for the community. The community has stated very clearly that is values these services very highly and support the acquisition of the Hive.

4.2 Programme

Following community consultation in 2016 and 2019 the Trust has developed a range of projects to address the priorities of the community. These are aligned with the priorities of the Council whilst reflecting the specific needs of Dollar. They are summarised in figure 4.

Figure 4: Summary of five-year programme

Dollar 2020-2025 programme			
<ul style="list-style-type: none"> ▫ Health, Well Being and Environment • Community café • Improved streetscape • Sporty seniors class • Pilates, yoga, keep fit • Outdoor gym • Running festival • Community garden • Community tree planting • Demonstration of saving energy 	<ul style="list-style-type: none"> ▫ Economic growth, jobs and employability • Develop tourism • Develop use of old golf course • Hire out marquee • Renewable energy projects • Information hub for local businesses • Trade fairs and exhibitions 	<ul style="list-style-type: none"> ▫ Raise attainment, empower families • Family get-togethers for play • Local library for school children • Coding club • Education of energy saving • Buddy system for homework • Environmental activities • Mutual support 	<ul style="list-style-type: none"> ▫ Reduce child poverty, additional social care • Provide facility for outreach therapeutic groups • Improve energy poverty • Food train • Volunteer Driver's scheme • Hearing aid batteries

Several elements of the programme have already been implemented since the Trust was incorporated in April 2017 including sporty seniors' class, tree planting, library for residents and children, , a variety of health and fitness classes, family get togethers, volunteer drivers' scheme, provision of hearing aid batteries. Several are planned for 2020 including running festival, outdoor gym, education for energy saving and the food train. Others are planned for initial implementation in 2020 with roll-out in 2021-2025 years. These projects are run by volunteers managed by the Trust Directors and coordinated by our Development Officer.

4.3 Impact

Correlation with Clackmannanshire Council strategy

Outcome	The Trust's contribution
1. Clackmannanshire has a positive image and attracts business and people	Development of Tourism, tree planting, provision of public toilets, improved streetscape, business information hub, exhibitions. Working with The Japanese Garden to provide interests for their visitors
2. Communities are more inclusive and cohesive	Community garden, multiple Trust public events. Young people engaged in tree planting. Dollar Open Gardens scheme, family get-togethers, sporting events, classes and clubs.
3. People are better skilled, trained and ready for learning and employment	Coding club, library and children's library, education on energy, volunteer opportunities in Trust work. Drop-in events for Skills Development Scotland, language classes.
4. Communities are and feel safer	Enhanced community spirit, better personal connections through more social events. Liaise with Police Scotland
5. Vulnerable people and families are supported	Drop-in events for organisations that support women for example CLICK and Clacks Woman's Aid. Reduce energy poverty. Energy support drop-in sessions. Liaise with Home Energy Scotland. Community café.
6. Substance misuse and its effects are reduced	Liaise with other Clackmannanshire organisations to provide local support: FVRC and Change, Grow, Live.
7. Health is improving	Outdoor gym, exercise classes: Sporty Seniors in partnership with Clacks Council. Annual running festival. Proposing exercise class for Parkinson's sufferers. Liaise with NHS FV Health Promotion. Classes for pilates and martial arts.
8. Our environment is protected and enhanced	Extensive tree planting in collaboration with Strathdevon Primary, Alva Academy and Dollar Academy. Local care of public areas, eg Burnside. Annual litter pick.
9. Our public services are improving	Act as an access point for Clacks Council services. Already delivering Hearing aid batteries, volunteer driver scheme, local library, community garden, drop-in sessions for CAB, Clacks Social Services. Community cafe to help signpost people to therapeutic and support services.

4.4 Community benefit

The community benefit has been calculated based on the work of the Trust and the potential impact on the community in relation to health and well-being improvements. Dollar Hive is creating an environment for Dollar adults/older adults to achieve the recommended 150 minutes of moderate physical activity per week, maintaining independence, reducing social isolation, improving mental health and reducing the dependence on primary, secondary and social care services. One in three over 65's and two in three over 80's will fall on an annual basis. (Source: Paths for All). Dollar has a higher than average % of residents who are of retirement age and older, 660. Using the PFA formula, 220 residents are likely to fall each year with 1 in 5 requiring some form of medical help.

The benefits below are based on preventing falls and hip fractures for only admission in each category shown below:

Health and well being	1 year saving	5 year saving
Falls and hip fracture avoidance	£41,500	£207,500
Benefit of physical activity	£13,000	£65,000
Reducing social isolation	£23,400	£117,000
Overall health/well being benefit	£77,900	£389,500

Source of data:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829884/3-physical-activity-for-adults-and-older-adults.pdf

In addition, the benefit of the total volunteering activity has been estimated and is shown below:

Community volunteering hours	Days pa	Day rate	Year 1 benefit	Year 2-5 benefit	Total 5 year benefit
Library	206	£50.00	£10,300	£41,200	£51,500
Litter picks	26	£50.00	£1,300	£5,200	£6,500
Marquee erection	46	£50.00	£2,300	£9,200	£11,500
Driver scheme	286	£50.00	£14,300	£57,200	£71,500
Summer & Winter Festivals	80	£50.00	£4,000	£20,000	£24,000
Trustee time (1)	576	£130.56	£84,700	£48,200	£132,900
Memerbrship secretary	40	£50.00	£2,000	£8,000	£10,000
Garden & Sustainability festival	50	£50.00	£2,500	£10,000	£12,500
Sub total	1,310		£121,400	£199,000	£320,400
TOTAL health, well-being and volunteering			<u>£199,300</u>	<u>£588,500</u>	<u>£709,900</u>
Notes (1) Average day rate			£204	£128	

Trustee time is calculated as below:

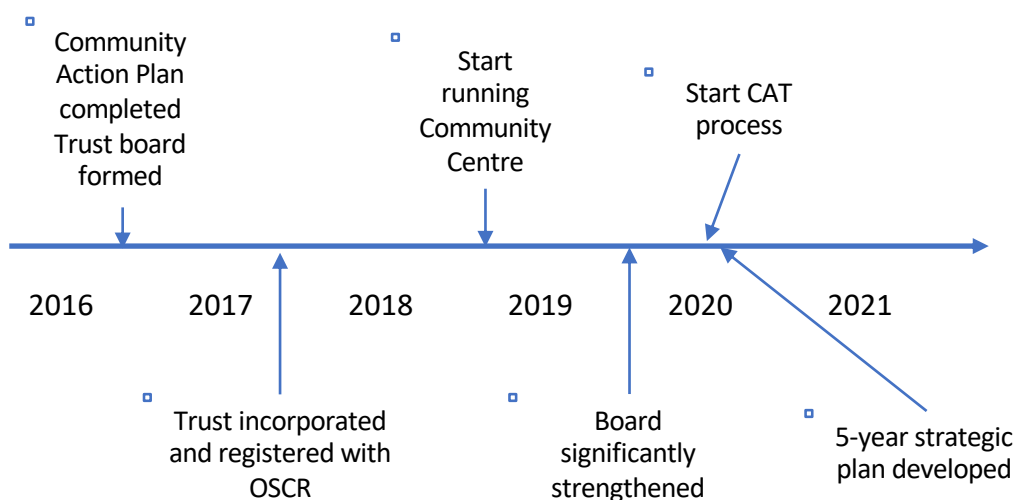
Trustee volunteer contribution							
Trustees (DD, CH, NP) operate all our part of their time with executive responsibilities during the period years 1-5. All Trust activities are directed at achieving the Trust's objectives which are aligned with Clacks Council's strategic objectives.							
Trustee		Days/wk	Weeks/year	Total days	Day rate	Total pa	
DD	Exec role	0.5	48	24	£150	£3,600	
	Volunteer role	1.5	48	72	£50	£3,600	
BO	Exec role	1	40	40	£350	£14,000	
KM	Volunteer role	0.5	40	20	£50	£1,000	
AWK	Volunteer role	0.5	40	20	£50	£1,000	
CH	Exec role	0.25	40	10	£150	£1,500	
	Volunteer role	0.25	40	10	£50	£500	
NP	Exec role	0.5	40	20	£150	£3,000	
				216		£28,200	
Average day rate					£130.56		

Chairperson (SR) and Secretary (ND) have significant professional duties in Year to build the business plan, apply for and manage the CAT process. This level of work is reduced in years 2-5.									
Trustee		Days/wk		Weeks/year	Total days		Day rate	Total pa	
		Year 1	Years 2-5		Year 1	Years 2-5		Year 1	Years 2-5
SR	Exec role	1.5	0.5	40	60	20	£350	£31,500	£7,000
	Volunteer role	1	1.5	40	40	60	£50	£2,000	£3,000
ND	Exec role	1.5	0.5	40	60	20	£350	£21,000	£7,000
	Volunteer role	1	1.5	40	40	60	£50	£2,000	£3,000
					200	160		£56,500	£20,000

4.5 Trust development

Since the initiation of the Trust following the Community Action Plan there has been significant development of the capability and capacity of the Trust resulting from taking over and running the Hive successfully, gaining experience in running the charity and enhancing the board with new members. The key milestones are shown in figure 5.

Figure 5: Key milestones in Trust history



With two major planning applications submitted to the Council, it is very likely that Dollar will experience significant population expansion over the coming 10 years. The Trust (DCDT) welcomes this development and has been working with Dollar Community Council (DCC) liaising with the Council Planning team since Spring 2019 through regular meetings that allow DCC and DCDT to express the concerns of the community and seek to influence the Planning Team through listening to the concerns. This activity has been very useful for all parties.

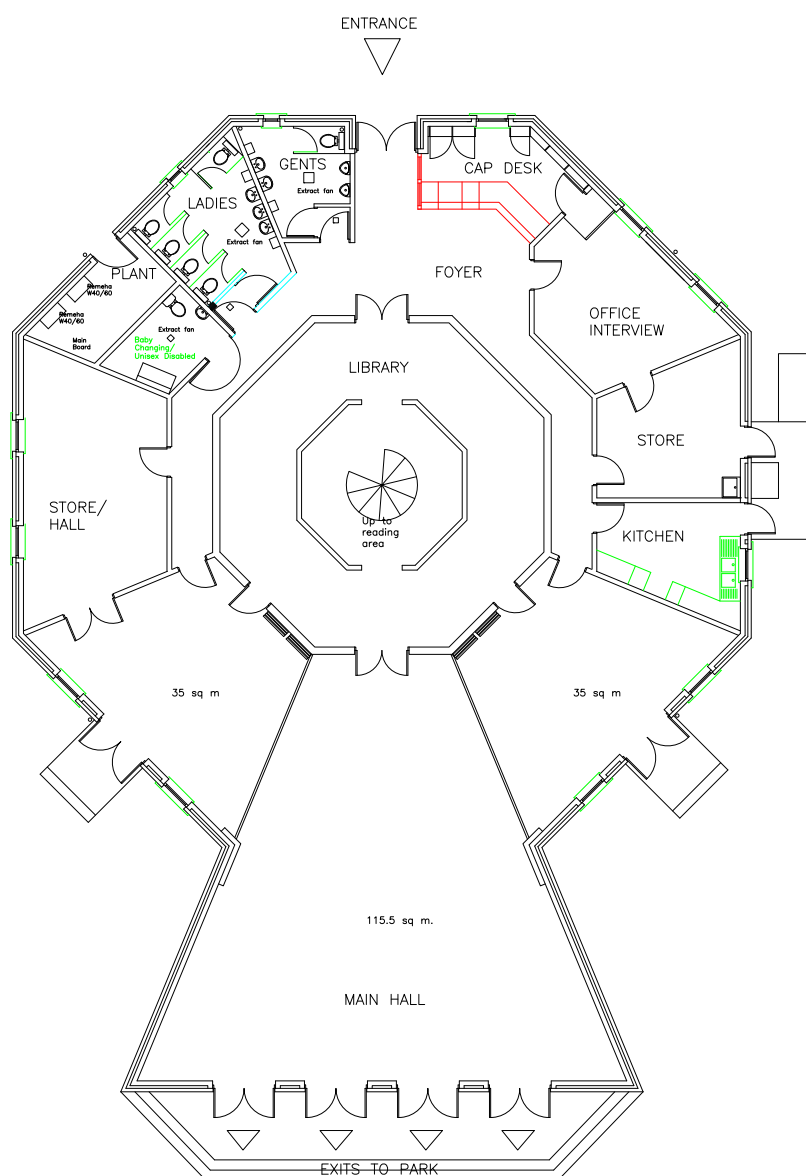
With the expansion of the population the Trust will seek to expand its range of activities to reflect the changing nature of the community through frequent community consultation. The ultimate shape of our 5-year programme will change to reflect the outcomes of these consultations.

4.6 About the asset

The Hive is a 25 year-old, purpose-built, stand-alone structure of unusual design and is fully accessible. It is located within the biggest green area in the village, adjacent to the primary school and GP surgery. After development of the village the location will be central.

It comprises

- A large hall which can be partitioned into three rooms: a hall and two meeting rooms;
- Reception area and office;
- Central library and children's library;
- Kitchen;
- Two store rooms;
- Toilets;
- Plant room.



The building opens out on to a large grassy area used for public events and extensively by the pupils of Strathdevon School on a daily basis as their green play area. The car park has multiple EV charge points and will shortly include electric bike stations.

The condition survey commissioned by DCDT states that:

- The current boilers are ~25 years old and need replaced with a more robust commercial grade boiler;
- Cold bridging issues need to be rectified in the mezzanine area with damp proof membrane to resolve serious condensation issues;
- Moisture ingress at high level windows needs to be rectified;
- “Temporary” roof repairs need to be rectified and made permanent;

- Engage services of Chartered Structural Engineer to inspect and report on cracking to external concrete stairs and Storage Room stepped cracking to walls at door and window openings;
- Vent pipe penetrations through the roof all need to be replaced.

The market value survey assessed the current market value to be £356,000.

Both survey reports, carried out by RICS regulated firm Diamond & Co. Chartered Building Surveyors of Glasgow, are included in Appendix 3.

4.7 Governance and Operational management

4.7.1 Governance

The Trust is registered as a company limited by guarantee with charitable status: registered charity number: SC047335, company number: SC563463. The Trust is a member of Development Trust Association of Scotland, CTSi and SCVO. The company is governed by formal Articles of Association.

Monthly board meetings review reports from all planned activities and include Health and Safety, Operations, Membership, Accounts, Development Officer activities, grant status, projects. Annually we require each director to make a submission to a register of interests. An Annual General Meeting is held after finalisation of annual accounts. Co-opted board members resign at that meeting. Elected board members resign on a rotation basis.

The Trust has a set of formal policies and procedures which are reviewed annually or biannually.

4.7.2 Board, Operational Management and Staffing

We have a board of 8 members, 5 elected and 3 co-opted. There are four formal roles: Chairperson, Deputy Chairperson, Company Secretary and Treasurer. The Board meets monthly with a formal agenda and minutes taken. In addition, we have a volunteer Membership Secretary who participates in every second board meeting. Profiles of current Board members are included in Appendix 1. Skills audit results are included in Appendix 2.

There is a monthly Operations Meeting that manages the operation and booking of the Hive, preparation for events and day-to-day matters arising. This is managed by one of the Directors. It has a formal agenda and minutes. The Trust has the services of a part-time Development Officer who reports to the Trust Chairperson. This role is defined elsewhere in this document.

The Trust operates a well-defined volunteer strategy and much our work is supported by a wide range of volunteers covering multiple activities including:

- Organising and running the annual beer festival: 7-10 volunteers;
- Operating the library: up to 35 volunteers;
- Running annual litter pick and community barbecue: 40 volunteers;
- Decorating the Hive: 20 volunteers;
- Race night: 5 volunteers;
- Open Gardens (every three years): 60 volunteers;
- Running Festival: 20 volunteers;
- Tree planting programme: 30 volunteers;
- Volunteer Drivers Scheme: 12 volunteers;

- Summer activities children: 10 volunteers;
- Community get togethers: 5 volunteers;
- Winter festival: 13 volunteers (with DCC);
- Summer Gala: 13 volunteers (with DCC);
- Erect/dismantle marquee: 10 volunteers (with DCC);

In addition, the community organises or holds occasional events in partnership with Dollar Community Council to support the local council and democratic processes such as:

- Election hustings;
- Community consultations about planning or other council events;
- Planning drop-in events;
- Community involvement in school inspections.

The Trust also works closely and regularly to support the activities of other wider community organisations including:

- CTSi;
- Strathdevon Primary School;
- Dollar Academy;
- Church of Scotland;
- Scouts, Beavers and Guides;;
- Alva Academy;
- Clacks Council sports and leisure services;
- NHS FV Health Promotion.

5 **Financial analysis**
5.1 **Five year overview**

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - INCOME AND EXPENDITURE ACCOUNTS - SUMMARY

	Year Ending 31/03/21	Year Ending 31/03/22	Year Ending 31/03/23	Year Ending 31/03/24	Year Ending 31/03/25
INCOME					
Fees, VDS, donations and Gift Aid	3,586	2,999	3,242	3,242	3,242
Hive, marquee and changing rooms rentals	960	27,344	37,946	43,752	49,702
Events and sundry		26,466	26,914	33,905	39,689
Grants/CAT donations	188,157				
Totals	192,703	56,809	68,102	80,899	92,633
COSTS					
Voluntary Driver Scheme and sundry	48	720	864	864	864
Marquee		2,400	2,400	2,400	2,400
Events		9,460	10,913	15,075	16,196
Totals	48	12,580	14,177	18,339	19,460
EXPENSES					
Rent					
Maintenance and cleaning	1,660	1,660	1,660	1,660	1,660
Heat and light	2,400	2,400	2,400	2,400	2,400
Water, drainage, etc.	170	170	170	170	170
Telephone, printing, post and stationery, etc.	1,896	1,896	1,896	1,896	1,896
Professional fees	204	204	204	204	204
Development Officer	15,000	15,000	15,000	15,000	15,000
Charitable donations	2,396	2,896	396	396	3,896
Sundries	21,144	456	456	456	456
Insurance	2,688	2,688	2,688	2,688	2,688
Depreciation charge	5,088	8,244	8,244	8,244	7,740
Repairs to The Hive				50,000	
Totals	52,646	35,614	33,114	83,114	36,110
NET SURPLUS (DEFICIT) FOR THE YEAR	140,009	8,615	20,811	(20,554)	37,063

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - BALANCE SHEETS

	31/03/21	31/03/22	31/03/23	31/03/24	31/03/25
FIXED ASSETS	196,268	188,024	179,780	171,536	163,796
CURRENT ASSETS					
Stock	525	525	525	525	525
Debtors and prepaid	3,981	3,981	3,981	3,981	3,981
Bank and cash	18,855	27,714	48,769	28,459	65,262
	23,361	32,220	53,275	32,965	69,768
CURRENT LIABILITIES					
Long-term loan	8,000	8,000	8,000	8,000	5,000
Creditors and accruals	1,178	1,178	1,178	1,178	1,178
	9,178	9,178	9,178	9,178	6,178
LONG-TERM LIABILITIES					
Long-term loan	29,000	21,000	13,000	5,000	
NET ASSETS	181,451	190,066	210,877	190,323	227,386
RESERVES	181,451	190,066	210,877	190,323	227,386

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - CASH FLOW

	Year Ending 31/03/21	Year Ending 31/03/22	Year Ending 31/03/23	Year Ending 31/03/24	Year Ending 31/03/25
CASH IN					
Fees, VDS, etc.	240	2,999	3,242	3,242	3,242
Hive rentals	960	16,344	26,196	31,252	36,452
Marquee rentals:					
DCC		8,000	8,000	8,000	8,000
Other		3,000	3,750	4,500	5,250
Events		26,466	26,914	33,905	39,689
Grants	188,157				
Loans					
Community Larder	3,346				
Sundry debtors, etc.	6,170				
	198,873	56,809	68,102	80,899	92,633
CASH OUT					
Direct costs	48	12,580	14,177	18,339	19,460
Expenses	41,183	27,370	24,870	24,870	28,370
Food train					
Sundry - Re. accruals	2,536				
Fixed assets	157,590				
Repairs to The Hive				50,000	
Long-term loan		8,000	8,000	8,000	8,000
	201,357	47,950	47,047	101,209	55,830
CASH AND BANK					
Opening balance	21,339	18,855	27,714	48,769	28,459
Cash in	198,873	56,809	68,102	80,899	92,633
Sub-total	220,212	75,664	95,816	129,668	121,092
Cash out	201,357	47,950	47,047	101,209	55,830
Closing balance	18,855	27,714	48,769	28,459	65,262

4.2 Financial assumptions re Covid 19 pandemic

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

1 PANDEMIC

These financial projections are based on the financial projections that were prepared prior to the Coronavirus outbreak. Given the uncertainty surrounding the resulting lockdown and social-distancing measures and when these may be eased partially or totally or step-by-step, it was decided that the following scenario should be considered:

- Hive closed and no events run for **twelve** months - Then a gradual restart as from **1 April 2021**.

During the period, the Hive would effectively be mothballed, although some use may be possible for running virtual classes, and the marquee would remain in storage.

One activity that will continue is the Community Larder, which has received substantial donations and grants that can only be used to fund that activity. Therefore, it will not generate a surplus for the Trust.

Although mothballed, some Hive and Trust expenses would continue, as follows:

	Actual 12 months to 31 Mar 2020	Actual Monthly Average	Mothballed Projected Monthly Average	Note
Rent	900	75	0	1
Hive cleaning materials	65	5	5	6
Heat and light	6,122	510	200	2
Water, sewerage and drainage	1,101	92	10	3
Hive cleaning	1,962	164	0	4
Hive repairs and maintenance	2,358	197	125	5
Computer software	234	20	20	6
Internet and telephone	538	45	45	6
Printing	763	64	64	6
Stationery	329	27	27	6
Sundries	358	30	30	6
Advertising and promotion	101	8	8	6
Legal and professional fees	600	50	0	
Independent examiner	300	25	17	7
Development Officer	12,645	1,054	1,250	8
Training	85	7	0	
Postage	53	4	2	6
Charitable donations	175	15	33	6
Subscriptions	83	7	0	
Bank charges	42	4	0	
Insurance	2,687	224	224	9
Depreciation charge	4,506	376	376	10
	-----	-----	-----	
	36,007	3,003	2,436	
	-----	-----	-----	

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Notes:

- 1** Rent of external meeting rooms no longer required.
- 2** Some heat and light will be consumed, especially over winter.
- 3** Exemption obtained as from 20/21 due to charitable status.
- 4** Assume cleaned by volunteers
- 5** As from 01.04.20.
- 6** Minor amounts contracted or required to incur.
- 7** The £300 includes £100 for 2018/19 not accrued in these accounts.
- 8** Grants totalling £14,197 were received for the year 20/21.
- 9** May reduce due to inactivity.
- 10** Per the fixed assets register.

Also, some income will continue to be generated, as follows:

	Actual 12 months to 31 Mar 2020	Actual Monthly Average	Mothballed Projected Monthly Average	Note
Membership fees	242	20	20	1
Donations - VDS	1,708	142	0	2
Donations - Other	1,674	140	0	3
Donations - Com Larder	1,592	133	0	4
Library	681	57	0	5
Gift Aid	1,181	98	0	6
Rental income - Hive	17,242	1,437	80	7
Rental income - Marquee	8,000	667	0	9
Grants	27,042	2,254	0	8
Sundry income	627	52	0	9
	-----	-----	-----	
	59,989	5,000	100	
	-----	-----	-----	

Notes:

- 1** Should continue at about the same level.
- 2** The Volunteer Driver Scheme is suspended
- 3** Expected to fall due, in part, to Community Larder
- 4** The Community Larder is dealt with separately, below.
- 5** The library's activities are suspended.
- 6** Estimated that 50% of donations will be eligible.
- 7** Some income from virtual classes.
- 8** Grants are dealt with separately.
- 9** Assumed to be zero.

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Community Larder

From 1 April to 30 April 2020, £2,901 was donated to the Community Larder, making a total to that date of £4,493. Of that amount, £78 has been spent on printing, resulting in a net amount available from donations of £4,415.

In addition, a £3,000 grant was received in April 2020.

As a result, a total of £7,860 is available to fund the Community Larder and it is expected that small donations will continue to be received for the next eleven months and that the funds will be spent evenly throughout that period.

Any donations and grants that are not spent by the time the Community Larder is closed must be donated to similar local permanent organisations.

Community Larder income is:

	Mar 20	Apr 20	May 20	Total
Donations	1,592	2,942	445	4,979
Less: Dollar Community Council contra		(41)		(41)
Net donations	1,592	2,901	445	4,938
Grants		3,000		3,000
Total income	1,592	5,901	445	7,938
Less: Expenses		(78)		(78)
Net available	1,592	5,823	445	7,860

Grants

In addition to the amounts set out above for funding our Development Officer role and the Community Larder, a total £7,050 in grants has been received in April 2020, of which £2,000 relates to funding of the Food Train. The £2,000 was paid to the Food Train in May 2020.

A total of £16,074 in grants was received in May to help fund various special activities related to the Covid-19 pandemic.

The Trust is applying for other grants to help fund the various projects.

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

RE-START

When we come out of lockdown and re-start our activities, it is projected that the activities will not be at the same levels as prior to the pandemic. It is estimated that it may take several months for us to return to pre-pandemic levels, as follows:

Income Source	Apr 21	May 21	Jun 21	Jul 21	Aug 21
Donations - VDS	20%	40%	60%	80%	100%
Donations - Other	20%	40%	60%	80%	100%
Library	20%	40%	60%	80%	100%
Rental income - Hive	20%	40%	60%	80%	100%

Other events, such as the Garden Festival, Dollar Community Council use of the marquee, etc., are due to commence in May 2021 and it is projected that these events will take place in full, but using the income and costs projected for the year ending 31 March 2021.

The following sections were written for the original financial projections and, with some modifications, apply to the period after the re-start.

2 INCOME

Income is projected to come from various sources, as follows:

	Actual 9 months to 31 Dec 2019	Actual 12 months to 31 Mar 2020
Membership fees	176	242
Donations - VDS	1,036	1,708
Donations - Other	1,016	1,674
Donations - Com Larder		1,592
Library	171	681
Gift Aid	901	1,181
Rental income - Hive	12,480	17,242
Rental income - Marquee	8,000	8,000
Grants	8,000	27,042
Sundry income	1	627
	-----	-----
	31,781	59,989
	-----	-----

The main sources of income, apart from grants, which tend to be provided for specific purposes, such as acquiring capital items, are:

4.3 Funding potential

Our research indicates there is scope for applying for funds to support the business principally from Scottish Land Fund. Our plan is to apply to SLF for funding of £153,000 which is well much lower than their 95% of market value. Any gap between the price agreed with Clackmannanshire Council and SLF grant will be made up from community contributions and other grants.

4.4 Asset transfer

Element		Amount
A	Market valuation	£356,000
B	Community benefit calculation	£245,000
C	Facility condition calculation	£50,000
D	Trust offer, based on DTAS advice and precedent elsewhere in Clackmannanshire	<u>£153,000</u>

4.5 Market valuation

Market valuation was conducted by RICS regulated firm Diamond & Co. Chartered Building Surveyors of Glasgow. The Market Valuation report is included in Appendix 3

5 Risk assessment

The Trust recognises there are risks associated with this proposal. As a responsible Board all Trustees are fully aware of the risks and their personal roles in executing this programme. The Board has conducted a systematic and comprehensive review of the risks. We have identified the key risk elements, the current controls that may apply to these elements, the probability and impact of each risk element, the overall risk and what mitigating actions we would take to reduce these risks. This is summarised in figure 6.

Figure 6: Summary and assessment of risks

Risk element	Current controls	Probability	Impact	Overall risk	Mitigating action or tolerate
Coronavirus restricts gatherings to the extent that the Trust has no feasible use for The Hive in the future	Impossible to control, can only respond	2	5	10	Develop plans as more data becomes available
Coronavirus restricts gatherings beyond current plan (April 2021) but restart later	Pay attention to new information and change business to suit	4	3	12	Develop plans as more data becomes available
Community does not support Trust's plans	Trust plan is aligned with previous community consultations	2	4	8	Carry put further community consultation
Business plan is not deliverable	Business plan is based on actual figures for past 18 months operation	1	4	4	Continue to monitor plan vs actual
Clacks Council do not give approval in time	Collabrate with the Council to eliminate all issues raised	3	5	15	Continue to work closely with Council making timescale visible
Clacks Council disagree with Community Benefit calculation	Discuss proposal with Council in detail	2	4	8	Continue to collaborate with Council
Market valuation too high	None	1	5	5	Tolerate
Cannot raise enough funds to close gap between value and SLF grant	None	2	5	10	Work to raise maximum funds

The Board believes this is a robust view of the risks of the programme that can be well managed.

Appendix 1 Board member profiles

Chair: Stephen Roe

Stephen is a recently retired CEO of a technology company in Edinburgh. He has 45 years experience of leading and turning round businesses. His personal interests in the community are in supporting the development of young people in Science, Technology, Engineering and Mathematics (STEM) and driving environmental policies. He has lived in Dollar for over 30 years.



Vice Chair: Nick Poett

Nick served six years with the British Army in the Scots DG and now has a young family and works full time on the family farm at Harviestoun. He is interested in the wider future development of Dollar and is keen to put into action the recent community action plans.



Company Secretary: Norman Dunning

Norman has worked in charities for over 40 years; formerly CEO of ENABLE Scotland he also has wide experience of voluntary work as Chair, Trustee and Secretary in a number of charities and has worked in governance and advisory roles in national and local government and universities



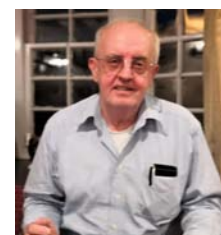
Director: Chris Hudd

Chris worked in sales and marketing for companies such as Kraft Foods, Guinness and Diageo before running his own consulting/training businesses. He is now 'semi-retired' and lives in Dollar with Helen his wife, two children and dog Alfie. Chris is keen to see Dollar preserved as a vibrant, thriving community for future generations to enjoy. Chris' role is event coordination and external fund raising.



Treasurer: Bill Osborne

Bill is a Chartered Accountant with over forty-five years' experience gained with Deloitte, one of the world's greatest accountancy firms, in London and São Paulo, Brazil, then in Scotland with his own local business. He was born in Dollar and attended Dollar Academy. His wife, Esmenia, is Brazilian and has dual nationality. Their two sons were born in Brazil and educated at kindergarten and primary school in São Paulo, then at Strathdevon Primary School and at Dollar Academy. Bill continues to ply his trade from his home in Dollar.



Membership secretary: Eric Denton

Eric was a domestic and international banker for 30 years. He also worked as manager, business development services for Edinburgh Chamber of Commerce and later a Financial Director of a ship's chandler in Leith. He has always had an interest in the work of communities and served as Chair of Edinburgh Citizens Advice Bureau for five years and latterly on the Board of Wyre Forest Citizens Advice Bureau.



Appendix 1 (cont'd)

Board member profiles

Director: Kenny Mitchell

Kenny worked as a postman in the community for 31 years serving the communities of Dollar and surrounding rural areas. As a qualified football coach he also worked part time for Clacks Council Sports Development, established Dollar Glen Football Club where is currently Chairman and was also Youth Leader at Dollar Senior Youth Club. His passion is community football and he is determined to see the new football facilities finally delivered but is also keen to see other facilities upgraded and established so that all ages can take part in sport & increase active living. Kenny's role is active community.



Director: Angharad Wollensack-Kotslewski

Angharad moved to Dollar with her husband in 2013 and has 3 young boys at Strathdevon school. She comes from a background in teaching, both in the UK and abroad. Her interests are in developing further resources within Dollar for children and young people, incorporating both physical activity and further education.



Development Officer: Rebecca McFarlane

Rebecca recently stepped down from our Board to take on the role of Development Officer. She has been involved in the voluntary sector in various guises for the last 15 years and brings a wealth of experience in volunteer management, project management, service development, delivery, and evaluation. Rebecca moved to Dollar in 2009 and lives here with her husband and young daughter.



Director: David Duffus

David has lived in Dollar for 13 years. He is retired from the chemical industry, where he had experience of both operational and business aspects. His specialisation latterly was in improving the HSE performance of the industry. His key Trust interests are in the Health and Safety of all activities, and ongoing projects to make environmental improvements across Dollar. David's role is operations management and the environment.



Appendix 2

Board Skills Audit: February 2020

This skills audit has been carried out to help the Dollar Community Development Trust (the Trust) Board to identify what skills, knowledge and experience it has on the Board and what the gaps are. This information will be used to inform the recruitment of new Board members, it will also form the basis of a learning and development plan for the current Board over the coming 12 months, informing what local resources we may need to tap into (e.g. CTSI Board training).

Board members were asked to review the skills and experience listed below. If they possessed the skills, knowledge or experience, they provided a yes/no in the relevant column and added more detail where possible. Blank rows were left for any additional skills/experience identified and not listed.

Summary findings:

Update since the last Skills Audit in March 2019: Current Board members: Stephen Roe (Chair), Nick Poett (vice-Chair), Norman Dunning (Secretary), Bill Osborne (New/Treasurer), Chris Hudd, David Duffus (New), Kenny Mitchell (New), Angharad Wollensack Kotlewski (New). Since the last Board skills Audit in 2019, Rebecca McFarlane has stepped down from the Board but is now employed as the charity's Development Officer so her skills have not been lost. Fiona McGregor stepped down as Chair in June 2019.

All Board members submitted responses to the audit. Results show that there is a good mix of skills and experience on the Board. The following provides summarises the findings and conclusions in terms of skills, knowledge and experience, based on the responses.

STRENGTHS: The audit indicates that the Board has a sufficient² level of skills and experience in the following areas:

- Administration
- Business leadership and acumen
- Finance and accounting
- Health and Safety legislation, leadership, principles and practices
- Fundraising
- Change management
- Strategic planning
- Governance
- Monitoring and evaluating performance
- Policy
- Property and estate management
- Digital: including use of social media
- Human Resources
- Additional skills were added since 2019, including:
 - Quality assurance in the Third Sector
 - Child and Adult protection
 - Health and Social policy
 - Disability and mental health
 - Assessment of fund-raising bids (trustee of charitable foundation)

² DO used own judgement here, further discussion is needed amongst the Board to agree on what 'sufficient' is

- Policy making within government: member and occasional chair of working groups
- Scottish and Westminster Parliament: lobbying, giving evidence to committees, working with MPs and MSPs
- Public relations
- Fluent in Portuguese of Brazil

SUFFICIENT: Board members had some experience and understanding of the following areas, and for particular areas knowledge and skills are growing as a result of increased time on the Board and 'learning on the job'. However, for some of the following skills, levels suggest they may be considered a gap and/or development need, although some Board members may feel some areas are more of a priority than others.

- Information technology
- Marketing
- Campaigning
- Knowledge of the sector (*increasing amongst members of the Board as a result of time on the Board*)
- Community Engagement (*increasing amongst members of the Board as a result of time on the Board*)
- Knowledge of DCDT's operating environment (*increasing amongst members of the Board as a result of time on the Board*)
- Legislation in relation to DCDT's work (*increasing amongst members of the Board as a result of time on the Board*)

GAPS: The study showed that **no critical gaps** in knowledge, skills and experience were identified across the total board membership.



Appendix 4

Five Year Financial Projections

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS

FIVE YEARS ENDING 31 MARCH 2025

REVISED TO INCLUDE EFFECTS OF COVID-19 PANDEMIC

DOLLAR COMMUNITY DEVELOPMENT TRUST

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Cash Flow - Summary for Five Years	20
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DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

1 PANDEMIC

These financial projections are based on the financial projections that were prepared prior to the Coronavirus outbreak. Given the uncertainty surrounding the resulting lockdown and social-distancing measures and when these may be eased partially or totally or step-by-step, it was decided that the following scenario should be considered:

- Hive closed and no events run for **twelve** months - Then a gradual restart as from **1 April 2021**.

During the period, the Hive would effectively be mothballed, although some use may be possible for running virtual classes, and the marquee would remain in storage.

One activity that will continue is the Community Larder, which has received substantial donations and grants that can only be used to fund that activity. Therefore, it will not generate a surplus for the Trust.

Although mothballed, some Hive and Trust expenses would continue, as follows:

	Actual 12 months to 31 Mar 2020	Actual Monthly Average	Mothballed Projected Monthly Average	Note
Rent	900	75	0	1
Hive cleaning materials	65	5	5	6
Heat and light	6,122	510	200	2
Water, sewerage and drainage	1,101	92	10	3
Hive cleaning	1,962	164	0	4
Hive repairs and maintenance	2,358	197	125	5
Computer software	234	20	20	6
Internet and telephone	538	45	45	6
Printing	763	64	64	6
Stationery	329	27	27	6
Sundries	358	30	30	6
Advertising and promotion	101	8	8	6
Legal and professional fees	600	50	0	
Independent examiner	300	25	17	7
Development Officer	12,645	1,054	1,250	8
Training	85	7	0	
Postage	53	4	2	6
Charitable donations	175	15	33	6
Subscriptions	83	7	0	
Bank charges	42	4	0	
Insurance	2,687	224	224	9
Depreciation charge	4,506	376	376	10
	-----	-----	-----	
	36,007	3,003	2,436	
	-----	-----	-----	

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Notes:

- 1 Rent of external meeting rooms no longer required.
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- 4 Assume cleaned by volunteers
- 5 As from 01.04.20.
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DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

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DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

RE-START

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Rental income - Marquee	8,000	8,000
Grants	8,000	27,042
Sundry income	1	627
	-----	-----
	31,781	59,989
	-----	-----

The main sources of income, apart from grants, which tend to be provided for specific purposes, such as acquiring capital items, are:

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Rental income - Hive

Includes The Hive, football field, changing-rooms and grounds

Currently, the Hive is well used, but has some spare capacity. Assuming the utilisation on Fridays can be increased by six hours and at weekends by eight hours, then over five years revenue at current rates will increase by approximately £230 per week.

Hours/pw	£/pw
----------	------

Therefore, after five years, the increases = 14 230

Number of weeks to apply the projected increase in utilisation 40

The hourly rate for the main room is currently £15 and will increase to £18 in five years. For parties, it is anticipated that the weekend rate will be increased to £25 per hour, although this rate has not been included in these projections.

Main Room Rate ph		
Current	Projected	
£	£	%

Projected increase in average rate per hour 15.00 18.00 20%

Income forecast excluding changing rooms:

Year to 31 March	Average Rate £/Hr	No. of Hours Pa	Forecast £	Note
2020	15.67	1,100	17,242	1
2021	16.30	1,246	20,310	
2022	16.92	1,391	23,536	
2023	17.55	1,537	26,974	
2024	18.18	1,682	30,579	
2025	18.80	1,660	31,208	

Note:

1 The number of hours was estimated to result in an average rate of under £15.00 ph.

Changing rooms start operating at beginning of financial year ending on 31 March 2022 with two sessions per week in that year rising by one per week to four per week by the financial year ending on 31 March 2024. These are included at the rate of £40 per session including the field.

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Income forecast for changing rooms:

Year to 31 March	Forecast £	No. of Sessions Per Week	No. of Months Per Year	Rate per Session £
2020				
2021				
2022	3,467	2	10	40.00
2023	5,200	3	10	40.00
2024	6,933	4	10	40.00
2025	6,933	4	10	40.00

Rental income - Marquee

Based on Dollar Community Council running two events paying £8,000 per year. The amounts received will be used to repay the long-term loan that was taken out to finance the purchase of the marquee. This loan may be repaid sooner, but that does not affect overall revenue over the period of this plan.

Further revenue is estimated to be £3,000 for first year increasing to £6,000 in year five of the plan.

Year to 31 March	Dollar Community Council	Other
2020	8,000	
2021	8,000	3,000
2022	8,000	3,750
2023	8,000	4,500
2024	8,000	5,250
2025	8,000	6,000

The marquee is erected twice a year and is planned to be operational in May/June and November/December each year.

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

The income from each source will be received as follows:

	Year to 31 March	May £	June £	November £	December £
Dollar Community Council					
	2020				
	2021		4,000	4,000	
	2022		4,000	4,000	
	2023		4,000	4,000	
	2024		4,000	4,000	
	2025		4,000	4,000	
Other hirers					
	2020				
	2021	750	750	750	750
	2022	938	938	938	936
	2023	1,125	1,125	1,125	1,125
	2024	1,313	1,313	1,313	1,311
	2025	1,500	1,500	1,500	1,500

Events

Beer festival

Based on previous event numbers

Year to 31 March	Annual Increase %	Income £	Costs £	Gross Surplus £
2020		3,573	1,388	2,185
2021	2.0%	3,644	1,416	2,228
2022	2.0%	3,717	1,444	2,273
2023	2.0%	3,791	1,473	2,318
2024	2.0%	3,867	1,502	2,365
2025	2.0%	3,944	1,532	2,412

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Tree planting

Tree planting: 20,000 trees over a five-year period. We are targeting average revenue of £3 per tree and an average cost of £2 per tree. There may be the opportunity to increase considerably the total number of trees planted and the numbers will be reviewed based on experience gained. The projections assume an increase from 2,000 in the first year to 3,000 in the second, then 5,000 for each of the next three years.

Year to 31 March	No. of Trees	Revenue per Tree £	Cost per Tree £	Total Revenue £	Total Cost £
2020					
2021	2,000	3.00	2.00	6,000	4,000
2022	3,000	3.00	2.00	9,000	6,000
2023	5,000	3.00	2.00	15,000	10,000
2024	5,000	3.00	2.00	15,000	10,000
2025	5,000	3.00	2.00	15,000	10,000
	----- 20,000 -----				

Planting of the trees each year will take place during the following period:

Month	%
November	50%
December	0%
January	0%
February	0%
March	50%

Running festival

Running Festival: Assumes revenue in year one of £2,000 rising to £4,000 in year five.

The Running Festival takes place in June.

Year to 31 March	Costs %	Income £	Costs £	Gross Surplus £
2020				
2021	10.0%	2,000	200	1,800
2022	10.0%	2,500	250	2,250
2023	10.0%	3,000	300	2,700
2024	10.0%	3,500	350	3,150
2025	10.0%	4,000	400	3,600

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Race night

There are several sources of income from race nights.

Source	No. of Tickets	Ticket Price £	Income £	50.0% Prize Money £	Surplus £
Entry ticket	80	5.00	400		400
Business race sponsors	8	25.00	200		200
Runners per race	64	3.00	192		192
Raffle	80	1.00	80		80
Scratch cards 1	40	1.00	40	20	20
Scratch cards 2	40	1.00	40	20	20
Roll the coin	40	1.00	40		40
Race tickets	640	0.50	320	160	160
Totals			1,312	200	1,112

It is assumed that the race night will be run once a year in October.

Garden events

The Open Gardens event takes place once every three years and is estimated to raise £5,000 in the year ending 31 March 2021, rising to £7,000 in the year ending 31 March 2024. Numbers are based on recent history of the event. Assumes 50/50 split with Strathcarron Hospice.

Year to 31 March	Income £	Costs %	£	Gross Surplus £	50.0% Donate to Hospice £
2020					
2021	6,250	20.0%	1,250	5,000	2,500
2022					
2023					
2024	8,750	20.0%	1,750	7,000	3,500
2025					

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Garden Festival events will take place in the years in which the Open Gardens event does not take place.

Anticipated income as a percentage of the Open Gardens income = **50.0%**

Year to 31 March	Income		Costs		Gross Surplus
	£	%	£	£	
2020					
2021					
2022	3,125	20.0%	625	2,500	
2023	3,542	20.0%	708	2,834	
2024					
2025	4,375	20.0%	875	3,500	

Discos

A disco can be held during each marquee period - one in June (Gala Disco) and another in November (Winter Festival Disco). There will be a children's disco followed by one for adults only.

Income

Year to 31 March	Ticket Sales		Ticket Prices		Total Income
	Children	Adults	Children £	Adults £	£
2020					
2021	150	150	5.00	10.00	2,250
2022	150	150	5.00	10.00	2,250
2023	150	150	5.00	10.00	2,250
2024	150	150	5.00	10.00	2,250
2025	150	150	5.00	10.00	2,250

Costs

Year to 31 March	November	Silent	Other		Total Costs
	Heating £	Disco £	%	£	£
2020					
2021	350	450	2.5%	56	856
2022	350	450	2.5%	56	856
2023	350	450	2.5%	56	856
2024	350	450	2.5%	56	856
2025	350	450	2.5%	56	856

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Ceilidh

The ceilidh will take place every summer in June

Tickets:

Year to 31 March	Ticket Sales	Ticket Price £	Income £	Costs %	£	Surplus £
2020						
2021	80	25.00	2,000	40.0%	800	1,200
2022	80	25.00	2,000	40.0%	800	1,200
2023	80	25.00	2,000	40.0%	800	1,200
2024	80	25.00	2,000	40.0%	800	1,200
2025	80	25.00	2,000	40.0%	800	1,200

Bar:

Year to 31 March	Ticket Sales	Average Bar Spend £	Income £	Costs %	£	Surplus £
2020						
2021	80	12.00	960	45.0%	432	528
2022	80	12.00	960	45.0%	432	528
2023	80	12.00	960	45.0%	432	528
2024	80	12.00	960	45.0%	432	528
2025	80	12.00	960	45.0%	432	528

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

3 EXPENSES

Expenses are projected to be as follows:

	Actual 9 months to 31 Dec 2019	Actual 12 months to 31 Mar 2020	Note
Rent	900	900	1
Hive cleaning materials	45	65	
Heat and light	4,384	6,122	
Water, sewerage and drainage	1,101	1,101	2
Hive cleaning	1,583	1,962	
Hive repairs and maintenance	73	2,358	3
Computer software	138	234	
Internet and telephone	383	538	
Printing	431	763	
Stationery	223	329	
Sundries	332	358	
Advertising and promotion	101	101	
Legal and professional fees	600	600	
Independent examiner - 31 March 2019 accounts	250	300	4
Development Officer	7,881	12,645	5
Training	85	85	
Postage	20	53	
Charitable donations	175	175	6
Subscriptions	43	83	
Bank charges	42	42	
Insurance	1,966	2,687	7
Depreciation charge	3,192	4,506	8
	-----	-----	
	23,948	36,007	
	-----	-----	

Notes:

1	Rent of external meeting rooms no longer required.	
2	Exemption obtained as from 20/21 due to charitable status.	120
3	As from 01.04.20.	1,600
4	The £300 includes £100 for 2018/19 not accrued in these accounts.	
5	A grant of £10,000 was received for the year 20/21.	15,000
6	Open Gardens surplus to be shared with Strathcarron Hospice.	
7	May increase due to increased activity.	
8	Per the fixed assets register.	

Override

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

4 CAPITAL ITEMS

The Hive - Capital Asset Transfer

Market value was determined by a firm of Chartered Building Surveyors. This may be reduced by the cost of roof repairs and a boiler replacement, then by the value of the community benefit.

A Scottish Land Fund grant may be available of up to the lower of 95% of market value and actual cost, although the average grant is around 80% of market value.

Based on the Trust owning the Hive, several energy-saving initiatives are planned - such as improving insulation, installing a ground-source heat pump and a PV array and battery. These are itemised in the 'Other capital projects' section, below, but none are included in these projections. Their inclusion will be considered once the outcome of the CAT application is certain.

	£	£	Maximum Grant %	£
Market value		356,000	95.0%	338,200
Less:				
Repairs due to condition	30,000			
Boiler replacement	15,000			
Other	5,000			

		50,000		

Net value		306,000		
Discount sought	50.0%	153,000		

Offer to Clackmannanshire Council		153,000		
Additional acquisition costs:				
	% of Cost	Cost (inc. VAT) £		
Surveyor's fees	0.75%	1,377		
Legal fees	1.75%	3,213		

		4,590		

		157,590		
Scottish Land Fund grant		157,590		

Funding surplus (deficit)		0		

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

It is assumed that the grant will be released and the asset acquired in March 2021.

It is assumed that the repairs will take place during the four months from November 2023.

Other capital projects

	Estimated Cost £	Grant Value %	£	Community Matched Funds £	Own Funds Required £
Outdoor gym	12,000	75%	9,000	3,000	0
Playpark	10,000	75%	7,500	2,500	0
Community garden	5,000	75%	3,750	1,250	0
Insulation	2,500	75%	1,875	625	0
PV cells and battery	17,500	75%	13,125	4,375	0
Ground source heat pump	25,000	75%	18,750	6,250	0
	-----		-----	-----	-----
Total	72,000		54,000	18,000	0
	-----		-----	-----	-----

None of these projects are included in the projections as they depend on the Trust acquiring The Hive.

Fixed asset depreciation

The following annual straight-line depreciation rates have been applied to fixed assets:

	%
Property	2%
Marquee	10%
Other equipment	20%

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

5 CASH FLOW

Income - Generally, all the income is received in the same month as it is invoiced, perhaps some takes two or three weeks. Hire rentals are payable prior to the date hired. Most of the takings from events will be paid in cash or by debit card. Therefore, the balance of debtors will be minimal and not calculated separately for the projections.

Costs - The direct costs associated with income are generally payable a short time prior to the event or a few days later. On average, payments are made on the day of the event. Therefore, no trade creditor balances will be calculated for the direct costs.

Expenses - These tend to be paid shortly after the end of the month to which the expense relates. Some expenses are prepaid for a number of months and others invoiced in arrears, resulting in trade creditors, prepayments and accruals.

The amounts relating to the above are relatively small and will not materially affect the results of these projections if they are over or under by a few hundred pounds. Therefore, the following amounts are used throughout the sixty months:

	£	Note
Stock of glasses	525	1
Debtors and prepayments	3,981	2
Creditors and accruals	1,178	2

Notes:

- 1 Per 31 March 2020 accounts
- 2 Estimated based on April management accounts

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

6 RESTRICTED GRANTS AND DONATIONS

The following amounts are restricted:

	Brought Forward from 31 Mar 20 £	New Amounts Received to 19 May 20 £	Total £	Note
Development Officer expense	8,800	0	8,800	1
Development Officer expense	0	2,000	2,000	2
Development Officer expense	0	2,443	2,443	2
Development Officer expense	0	954	954	3
Salary costs	50	0	50	1
IT	0	100	100	2
Marketing and awareness	0	500	500	2
Insurance	0	1,400	1,400	2
Volunteer expenses	0	250	250	2
Volunteer expenses	0	150	150	3
Phone calls	0	100	100	2
Kitchen equipment and utensils	853	0	853	4
Cooker and microwave	1,290	0	1,290	4
Electrician	300	0	300	4
Wheelie-bin stickers	31	0	31	4
Meeting costs	130	0	130	5
Office equipment	190	0	190	4
Community café re dementia	2,000	0	2,000	4
Covid-19	500	0	500	1
Heat and light	0	1,500	1,500	2
Hive costs	0	1,200	1,200	2
Townscape project report	0	3,800	3,800	6
Sessional instructors	0	3,600	3,600	3
Room hire, Zoom and printing	0	236	236	3
Equipment, tablets, etc.	0	2,134	2,134	3
Garden supplies	0	200	200	3
Community larder - Grants	0	3,000	3,000	7
Food train	0	2,000	2,000	8
Community larder - Donations	1,592	3,326	4,918	7
Library	431	0	431	4
	-----	-----	-----	
Total	16,167	28,893	45,060	
	-----	-----	-----	

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - ASSUMPTIONS

Notes:

- 1 Amortise over twelve months to March 2021
- 2 Amortise over six months to September 2020
- 3 Amortise over three months to July 2020
- 4 Carry forward to June 2021
- 5 Draw down in year - September 2020
- 6 Draw down in year - August 2020
- 7 Spend in year or donate to other similar organisations - assume paid in March 2021

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - INCOME AND EXPENDITURE ACCOUNTS - SUMMARY

	Year Ending 31/03/21	Year Ending 31/03/22	Year Ending 31/03/23	Year Ending 31/03/24	Year Ending 31/03/25
INCOME					
Fees, VDS, donations and Gift Aid	3,586	2,999	3,242	3,242	3,242
Hive, marquee and changing rooms rentals	960	27,344	37,946	43,752	49,702
Events and sundry		26,466	26,914	33,905	39,689
Grants/CAT donations	188,157				
Totals	192,703	56,809	68,102	80,899	92,633
COSTS					
Voluntary Driver Scheme and sundry	48	720	864	864	864
Marquee		2,400	2,400	2,400	2,400
Events		9,460	10,913	15,075	16,196
Totals	48	12,580	14,177	18,339	19,460
EXPENSES					
Rent					
Maintenance and cleaning	1,660	1,660	1,660	1,660	1,660
Heat and light	2,400	2,400	2,400	2,400	2,400
Water, drainage, etc.	170	170	170	170	170
Telephone, printing, post and stationery, etc.	1,896	1,896	1,896	1,896	1,896
Professional fees	204	204	204	204	204
Development Officer	15,000	15,000	15,000	15,000	15,000
Charitable donations	2,396	2,896	396	396	3,896
Sundries	21,144	456	456	456	456
Insurance	2,688	2,688	2,688	2,688	2,688
Depreciation charge	5,088	8,244	8,244	8,244	7,740
Repairs to The Hive				50,000	
Totals	52,646	35,614	33,114	83,114	36,110
NET SURPLUS (DEFICIT) FOR THE YEAR	140,009	8,615	20,811	(20,554)	37,063

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - BALANCE SHEETS

	31/03/21	31/03/22	31/03/23	31/03/24	31/03/25
FIXED ASSETS	196,268	188,024	179,780	171,536	163,796
	-----	-----	-----	-----	-----
CURRENT ASSETS					
Stock	525	525	525	525	525
Debtors and prepaid	3,981	3,981	3,981	3,981	3,981
Bank and cash	18,855	27,714	48,769	28,459	65,262
	-----	-----	-----	-----	-----
	23,361	32,220	53,275	32,965	69,768
	-----	-----	-----	-----	-----
CURRENT LIABILITIES					
Long-term loan	8,000	8,000	8,000	8,000	5,000
Creditors and accruals	1,178	1,178	1,178	1,178	1,178
	-----	-----	-----	-----	-----
	9,178	9,178	9,178	9,178	6,178
	-----	-----	-----	-----	-----
LONG-TERM LIABILITIES					
Long-term loan	29,000	21,000	13,000	5,000	
	-----	-----	-----	-----	-----
NET ASSETS	181,451	190,066	210,877	190,323	227,386
	-----	-----	-----	-----	-----
	-----	-----	-----	-----	-----
RESERVES	181,451	190,066	210,877	190,323	227,386
	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - CASH FLOW

	Year Ending 31/03/21	Year Ending 31/03/22	Year Ending 31/03/23	Year Ending 31/03/24	Year Ending 31/03/25
CASH IN					
Fees, VDS, etc.	240	2,999	3,242	3,242	3,242
Hive rentals	960	16,344	26,196	31,252	36,452
Marquee rentals:					
DCC		8,000	8,000	8,000	8,000
Other		3,000	3,750	4,500	5,250
Events		26,466	26,914	33,905	39,689
Grants	188,157				
Loans					
Community Larder	3,346				
Sundry debtors, etc.	6,170				
	-----	-----	-----	-----	-----
	198,873	56,809	68,102	80,899	92,633
	-----	-----	-----	-----	-----
CASH OUT					
Direct costs	48	12,580	14,177	18,339	19,460
Expenses	41,183	27,370	24,870	24,870	28,370
Food train					
Sundry - Re. accruals	2,536				
Fixed assets	157,590				
Repairs to The Hive				50,000	
Long-term loan		8,000	8,000	8,000	8,000
	-----	-----	-----	-----	-----
	201,357	47,950	47,047	101,209	55,830
	-----	-----	-----	-----	-----
CASH AND BANK					
Opening balance	21,339	18,855	27,714	48,769	28,459
Cash in	198,873	56,809	68,102	80,899	92,633
	-----	-----	-----	-----	-----
Sub-total	220,212	75,664	95,816	129,668	121,092
Cash out	201,357	47,950	47,047	101,209	55,830
	-----	-----	-----	-----	-----
Closing balance	18,855	27,714	48,769	28,459	65,262
	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - INCOME AND EXPENDITURE ACCOUNTS - DETAILED

	Year Ending 31/03/21 £	Year Ending 31/03/22 £	Year Ending 31/03/23 £	Year Ending 31/03/24 £	Year Ending 31/03/25 £
INCOME					
Membership fees	240	240	240	240	240
Donations - VDS		1,150	1,242	1,242	1,242
Donations - Other		1,130	1,220	1,220	1,220
Com Larder donations	3,346				
Library		190	228	228	228
Gift Aid		289	312	312	312
Rental income:					
Hive	960	16,344	22,729	26,052	29,519
Changing rooms			3,467	5,200	6,933
Marquee:					
DCC		8,000	8,000	8,000	8,000
Other		3,000	3,750	4,500	5,250
Events:					
Beer festival		3,644	3,717	3,791	3,867
Tree planting		6,000	9,000	15,000	15,000
Running festival		2,000	2,500	3,000	3,500
Race night		1,112	1,112	1,112	1,112
Gardens events		6,250	3,125	3,542	8,750
Discos		4,500	4,500	4,500	4,500
Ceilidh - Tickets + Bar		2,960	2,960	2,960	2,960
Grants/CAT donations	188,157				
Sundry income					
Totals	192,703	56,809	68,102	80,899	92,633
COSTS					
Other VDS costs		150	180	180	180
Mileage - VDS		530	636	636	636
Hive - Sundry session supplies	48	40	48	48	48
Marquee		2,400	2,400	2,400	2,400
Beer festival		1,416	1,444	1,473	1,502
Tree planting		4,000	6,000	10,000	10,000
Running festival		200	250	300	350
Race night					
Gardens events		1,250	625	708	1,750
Discos		1,362	1,362	1,362	1,362
Ceilidh - Tickets + Bar		1,232	1,232	1,232	1,232
	48	12,580	14,177	18,339	19,460

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - FIVE YEARS ENDING 31 MARCH 2025 - INCOME AND EXPENDITURE ACCOUNTS - DETAILED

	Year Ending 31/03/21 £	Year Ending 31/03/22 £	Year Ending 31/03/23 £	Year Ending 31/03/24 £	Year Ending 31/03/25 £
EXPENSES					
Rent					
Cleaning materials	60	60	60	60	60
Heat and light	2,400	2,400	2,400	2,400	2,400
Less: Grant drawdown					
Water, drainage, etc.	170	170	170	170	170
Hive cleaning					
Hive maintenance	1,600	1,600	1,600	1,600	1,600
Computer software	240	240	240	240	240
Internet / telephone	540	540	540	540	540
Printing	768	768	768	768	768
Stationery	324	324	324	324	324
Sundries	360	360	360	360	360
Advertising	96	96	96	96	96
Professional fees					
Independent audit	204	204	204	204	204
Development Officer	15,000	15,000	15,000	15,000	15,000
Less: Grant drawdown					
Training					
Postage	24	24	24	24	24
Charitable donations	2,396	396	396	396	396
Special activities	20,688				
Less: Grant drawdown					
Insurance	2,688	2,688	2,688	2,688	2,688
Less: Grant drawdown					
Depreciation charge	5,088	8,244	8,244	8,244	7,740
Donation - Strathcarron		2,500			3,500
Repairs to The Hive				50,000	
Totals	52,646	35,614	33,114	83,114	36,110
NET SURPLUS (DEFICIT) FOR YEAR	140,009	8,615	20,811	(20,554)	37,063

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - BALANCE SHEETS

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
FIXED ASSETS	43,342	42,918	42,494	42,070	41,646	41,222	40,798	40,374	39,950	39,526	39,102	196,268
CURRENT ASSETS												
Stock	525	525	525	525	525	525	525	525	525	525	525	525
Debtors and prepaid	8,133	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981
Bank and cash	42,175	56,374	51,902	47,431	41,266	38,905	36,899	34,893	32,887	30,881	28,875	18,855
	50,833	60,880	56,408	51,937	45,772	43,411	41,405	39,399	37,393	35,387	33,381	23,361
CURRENT LIABILITIES												
Long-term loan	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Creditors and accruals	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178
Deferred grant												
	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178
LONG-TERM LIABILITIES												
Long-term loan	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
NET ASSETS	55,997	65,620	60,724	55,829	49,240	46,455	44,025	41,595	39,165	36,735	34,305	181,451
RESERVES	55,997	65,620	60,724	55,829	49,240	46,455	44,025	41,595	39,165	36,735	34,305	181,451

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - BALANCE SHEETS

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
FIXED ASSETS	195,581	194,894	194,207	193,520	192,833	192,146	191,459	190,772	190,085	189,398	188,711	188,024
CURRENT ASSETS												
Stock	525	525	525	525	525	525	525	525	525	525	525	525
Debtors and prepaid	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981
Bank and cash	17,133	18,278	26,962	22,392	22,190	21,988	22,898	31,468	27,416	27,214	27,012	27,714
	21,639	22,784	31,468	26,898	26,696	26,494	27,404	35,974	31,922	31,720	31,518	32,220
CURRENT LIABILITIES												
Long-term loan	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Creditors and accruals	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178
Deferred grant												
	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178
LONG-TERM LIABILITIES												
Long-term loan	29,000	29,000	29,000	25,000	25,000	25,000	25,000	25,000	21,000	21,000	21,000	21,000
NET ASSETS	179,042	179,500	187,497	186,240	185,351	184,462	184,685	192,568	191,829	190,940	190,051	190,066
RESERVES	179,042	179,500	187,497	186,240	185,351	184,462	184,685	192,568	191,829	190,940	190,051	190,066

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - BALANCE SHEETS

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
FIXED ASSETS	187,337	186,650	185,963	185,276	184,589	183,902	183,215	182,528	181,841	181,154	180,467	179,780
CURRENT ASSETS												
Stock	525	525	525	525	525	525	525	525	525	525	525	525
Debtors and prepaid	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981
Bank and cash	28,069	30,907	41,519	37,872	38,277	38,682	40,199	50,109	46,503	46,561	46,966	48,769
	32,575	35,413	46,025	42,378	42,783	43,188	44,705	54,615	51,009	51,067	51,472	53,275
CURRENT LIABILITIES												
Long-term loan	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Creditors and accruals	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178
Deferred grant												
	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178
LONG-TERM LIABILITIES												
Long-term loan	21,000	21,000	21,000	17,000	17,000	17,000	17,000	17,000	13,000	13,000	13,000	13,000
NET ASSETS	189,734	191,885	201,810	201,476	201,194	200,912	201,742	210,965	210,672	210,043	209,761	210,877
RESERVES	189,734	191,885	201,810	201,476	201,194	200,912	201,742	210,965	210,672	210,043	209,761	210,877

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - BALANCE SHEETS

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24
FIXED ASSETS	179,093	178,406	177,719	177,032	176,345	175,658	174,971	174,284	173,597	172,910	172,223	171,536
CURRENT ASSETS												
Stock	525	525	525	525	525	525	525	525	525	525	525	525
Debtors and prepaid	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981
Bank and cash	49,574	53,333	65,082	61,885	62,740	63,595	65,562	64,654	49,014	36,849	25,204	28,459
	54,080	57,839	69,588	66,391	67,246	68,101	70,068	69,160	53,520	41,355	29,710	32,965
CURRENT LIABILITIES												
Long-term loan	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Creditors and accruals	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178
Deferred grant												
	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178
LONG-TERM LIABILITIES												
Long-term loan	13,000	13,000	13,000	9,000	9,000	9,000	9,000	9,000	5,000	5,000	5,000	5,000
NET ASSETS	210,995	214,067	225,129	225,245	225,413	225,581	226,861	225,266	212,939	200,087	187,755	190,323
RESERVES	210,995	214,067	225,129	225,245	225,413	225,581	226,861	225,266	212,939	200,087	187,755	190,323

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - BALANCE SHEETS

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25
FIXED ASSETS	170,858	170,216	169,574	168,932	168,290	167,648	167,006	166,364	165,722	165,080	164,438	163,796
CURRENT ASSETS												
Stock	525	525	525	525	525	525	525	525	525	525	525	525
Debtors and prepaid	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981	3,981
Bank and cash	29,726	34,751	47,650	44,915	46,232	47,549	49,978	62,267	59,602	60,226	61,543	65,262
	34,232	39,257	52,156	49,421	50,738	52,055	54,484	66,773	64,108	64,732	66,049	69,768
CURRENT LIABILITIES												
Long-term loan	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	5,000	5,000	5,000	5,000
Creditors and accruals	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178	1,178
Deferred grant												
	9,178	9,178	9,178	9,178	9,178	9,178	9,178	9,178	6,178	6,178	6,178	6,178
LONG-TERM LIABILITIES												
Long-term loan	5,000	5,000	5,000	1,000	1,000	1,000	1,000	1,000				
NET ASSETS	190,912	195,295	207,552	208,175	208,850	209,525	211,312	222,959	223,652	223,634	224,309	227,386
RESERVES	190,912	195,295	207,552	208,175	208,850	209,525	211,312	222,959	223,652	223,634	224,309	227,386

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - INCOME

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
Membership fees	20	20	20	20	20	20	20	20	20	20	20	20	240
Donations - VDS													
Donations - Other													
Com Larder donations	2,901	445											3,346
Library													
Gift Aid													
Rental income:													
Hive	80	80	80	80	80	80	80	80	80	80	80	80	960
Changing rooms													
Marquee:													
DCC													
Other													
Events:													
Beer festival													
Tree planting													
Running festival													
Race night													
Gardens events													
Discos													
Ceilidh - Tickets + Bar													
Grants/CAT donations	14,493	16,074										157,590	188,157
Sundry income													
Totals	17,494	16,619	100	100	100	100	100	100	100	100	100	157,690	192,703

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - INCOME

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
Membership fees	20	20	20	20	20	20	20	20	20	20	20	20	240
Donations - VDS	23	46	69	92	115	115	115	115	115	115	115	115	1,150
Donations - Other	23	45	68	90	113	113	113	113	113	113	113	113	1,130
Com Larder donations													
Library	4	8	11	15	19	19	19	19	19	19	19	19	190
Gift Aid	6	11	17	23	29	29	29	29	29	29	29	29	289
Rental income:													
Hive	327	654	980	1,307	1,634	1,634	1,634	1,634	1,634	1,634	1,634	1,638	16,344
Changing rooms													
Marquee:													
DCC			4,000					4,000					8,000
Other		750	750					750	750				3,000
Events:													
Beer festival								3,644					3,644
Tree planting								3,000				3,000	6,000
Running festival			2,000										2,000
Race night							1,112						1,112
Gardens events		6,250											6,250
Discos			2,250					2,250					4,500
Ceilidh - Tickets + Bar			2,960										2,960
Grants/CAT donations													
Sundry income													
Totals	403	7,784	13,125	1,547	1,930	1,930	3,042	15,574	2,680	1,930	1,930	4,934	56,809

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - INCOME

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
Membership fees	20	20	20	20	20	20	20	20	20	20	20	20	240
Donations - VDS	115	46	69	92	115	115	115	115	115	115	115	115	1,242
Donations - Other	113	45	68	90	113	113	113	113	113	113	113	113	1,220
Library	19	19	19	19	19	19	19	19	19	19	19	19	228
Gift Aid	29	11	17	23	29	29	29	29	29	29	29	29	312
Rental income:													
Hive	1,894	1,894	1,894	1,894	1,894	1,894	1,894	1,894	1,894	1,894	1,894	1,895	22,729
Changing rooms	347	347	347	347	347	347	347	347			347	344	3,467
Marquee:													
DCC			4,000					4,000					8,000
Other		938	938					938	936				3,750
Events:													
Beer festival								3,717					3,717
Tree planting								4,500				4,500	9,000
Running festival			2,500										2,500
Race night							1,112						1,112
Gardens events		3,125											3,125
Discos			2,250					2,250					4,500
Ceilidh - Tickets + Bar			2,960										2,960
Grants/CAT donations													
Sundry income													
Totals	2,537	6,445	15,082	2,485	2,537	2,537	3,649	17,942	3,126	2,190	2,537	7,035	68,102

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - INCOME

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Membership fees	20	20	20	20	20	20	20	20	20	20	20	20	240
Donations - VDS	115	46	69	92	115	115	115	115	115	115	115	115	1,242
Donations - Other	113	45	68	90	113	113	113	113	113	113	113	113	1,220
Library	19	19	19	19	19	19	19	19	19	19	19	19	228
Gift Aid	29	11	17	23	29	29	29	29	29	29	29	29	312
Rental income:													
Hive	2,171	2,171	2,171	2,171	2,171	2,171	2,171	2,171	2,171	2,171	2,171	2,171	26,052
Changing rooms	520	520	520	520	520	520	520	520			520	520	5,200
Marquee:													
DCC			4,000					4,000					8,000
Other		1,125	1,125					1,125	1,125				4,500
Events:													
Beer festival								3,791					3,791
Tree planting								7,500				7,500	15,000
Running festival			3,000										3,000
Race night							1,112						1,112
Gardens events		3,542											3,542
Discos			2,250					2,250					4,500
Ceilidh - Tickets + Bar			2,960										2,960
Grants/CAT donations													
Sundry income													
Totals	2,987	7,499	16,219	2,935	2,987	2,987	4,099	21,653	3,592	2,467	2,987	10,487	80,899

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - INCOME

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
Membership fees	20	20	20	20	20	20	20	20	20	20	20	20	240
Donations - VDS	115	46	69	92	115	115	115	115	115	115	115	115	1,242
Donations - Other	113	45	68	90	113	113	113	113	113	113	113	113	1,220
Library	19	19	19	19	19	19	19	19	19	19	19	19	228
Gift Aid	29	11	17	23	29	29	29	29	29	29	29	29	312
Rental income:													
Hive	2,460	2,460	2,460	2,460	2,460	2,460	2,460	2,460	2,460	2,460	2,460	2,459	29,519
Changing rooms	693	693	693	693	693	693	693	693			693	696	6,933
Marquee:													
DCC			4,000					4,000					8,000
Other		1,313	1,313					1,313	1,311				5,250
Events:													
Beer festival								3,867					3,867
Tree planting								7,500				7,500	15,000
Running festival			3,500										3,500
Race night							1,112						1,112
Gardens events		8,750											8,750
Discos			2,250					2,250					4,500
Ceilidh - Tickets + Bar			2,960										2,960
Grants/CAT donations													
Sundry income													
Totals	3,449	13,357	17,369	3,397	3,449	3,449	4,561	22,379	4,067	2,756	3,449	10,951	92,633

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - DIRECT COSTS

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
Other VDS costs													
Mileage - VDS													
Hive - Sundry supplies	4	4	4	4	4	4	4	4	4	4	4	4	48
Marquee													
Events:													
Beer festival													
Tree planting													
Running festival													
Race night													
Gardens events													
Discos													
Ceilidh - Tickets + Bar													
Grants													
Sundry income													
Totals	4	4	4	4	4	4	4	4	4	4	4	4	48

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - DIRECT COSTS

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
Other VDS costs	3	6	9	12	15	15	15	15	15	15	15	15	150
Mileage - VDS	11	21	32	42	53	53	53	53	53	53	53	53	530
Hive - Sundry supplies	1	2	2	3	4	4	4	4	4	4	4	4	40
Marquee		600	600					600	600				2,400
Events:													
Beer festival								1,416					1,416
Tree planting								2,000				2,000	4,000
Running festival		200											200
Race night													
Gardens events		1,250											1,250
Discos			506					856					1,362
Ceilidh - Tickets + Bar			1,232										1,232
Grants													
Sundry income													
Totals	15	2,079	2,381	57	72	72	72	4,944	672	72	72	2,072	12,580

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - DIRECT COSTS

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
Other VDS costs	15	15	15	15	15	15	15	15	15	15	15	15	180
Mileage - VDS	53	53	53	53	53	53	53	53	53	53	53	53	636
Hive - Sundry supplies	4	4	4	4	4	4	4	4	4	4	4	4	48
Marquee		600	600					600	600				2,400
Events:													
Beer festival								1,444					1,444
Tree planting								3,000				3,000	6,000
Running festival		250											250
Race night													
Gardens events		625											625
Discos			506					856					1,362
Ceilidh - Tickets + Bar			1,232										1,232
Grants													
Sundry income													
Totals	72	1,547	2,410	72	72	72	72	5,972	672	72	72	3,072	14,177

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - DIRECT COSTS

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Other VDS costs	15	15	15	15	15	15	15	15	15	15	15	15	180
Mileage - VDS	53	53	53	53	53	53	53	53	53	53	53	53	636
Hive - Sundry supplies	4	4	4	4	4	4	4	4	4	4	4	4	48
Marquee		600	600					600	600				2,400
Events:													
Beer festival								1,473					1,473
Tree planting								5,000				5,000	10,000
Running festival		300											300
Race night													
Gardens events		708											708
Discos			506					856					1,362
Ceilidh - Tickets + Bar			1,232										1,232
Grants													
Sundry income													
Totals	72	1,680	2,410	72	72	72	72	8,001	672	72	72	5,072	18,339

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - DIRECT COSTS

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
Other VDS costs	15	15	15	15	15	15	15	15	15	15	15	15	180
Mileage - VDS	53	53	53	53	53	53	53	53	53	53	53	53	636
Hive - Sundry supplies	4	4	4	4	4	4	4	4	4	4	4	4	48
Marquee		600	600					600	600				2,400
Events:													
Beer festival								1,502					1,502
Tree planting								5,000				5,000	10,000
Running festival		350											350
Race night													
Gardens events		1,750											1,750
Discos			506					856					1,362
Ceilidh - Tickets + Bar			1,232										1,232
Grants													
Sundry income													
Totals	72	2,772	2,410	72	72	72	72	8,030	672	72	72	5,072	19,460

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - EXPENSES

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
Rent													
Cleaning materials	5	5	5	5	5	5	5	5	5	5	5	5	60
Heat and light	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Less: Grant drawdown													
Water, drainage, etc.	60	10	10	10	10	10	10	10	10	10	10	10	170
Hive cleaning													
Hive maintenance	125	125	125	125	125	125	125	125	125	125	125	225	1,600
Computer software	20	20	20	20	20	20	20	20	20	20	20	20	240
Internet / telephone	45	45	45	45	45	45	45	45	45	45	45	45	540
Printing	64	64	64	64	64	64	64	64	64	64	64	64	768
Stationery	27	27	27	27	27	27	27	27	27	27	27	27	324
Sundries	30	30	30	30	30	30	30	30	30	30	30	30	360
Advertising	8	8	8	8	8	8	8	8	8	8	8	8	96
Professional fees													
Independent audit	17	17	17	17	17	17	17	17	17	17	17	17	204
Development Officer	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Less: Grant drawdown													
Training													
Postage	2	2	2	2	2	2	2	2	2	2	2	2	24
Charitable donations	33	2,033	33	33	33	33	33	33	33	33	33	33	2,396
Special activities	401	2,508	2,508	2,507	4,201	397	42	42	42	42	42	7,956	20,688
Less: Grant drawdown													
Insurance	224	224	224	224	224	224	224	224	224	224	224	224	2,688
Less: Grant drawdown													
Depreciation charge	424	424	424	424	424	424	424	424	424	424	424	424	5,088
Donation - Strathcarron													
Repairs to The Hive													
Totals	2,935	6,992	4,992	4,991	6,685	2,881	2,526	2,526	2,526	2,526	2,526	10,540	52,646

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - EXPENSES

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
Rent													
Cleaning materials	5	5	5	5	5	5	5	5	5	5	5	5	60
Heat and light	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Less: Grant drawdown													
Water, drainage, etc.	60	10	10	10	10	10	10	10	10	10	10	10	170
Hive cleaning													
Hive maintenance	125	125	125	125	125	125	125	125	125	125	125	225	1,600
Computer software	20	20	20	20	20	20	20	20	20	20	20	20	240
Internet / telephone	45	45	45	45	45	45	45	45	45	45	45	45	540
Printing	64	64	64	64	64	64	64	64	64	64	64	64	768
Stationery	27	27	27	27	27	27	27	27	27	27	27	27	324
Sundries	30	30	30	30	30	30	30	30	30	30	30	30	360
Advertising	8	8	8	8	8	8	8	8	8	8	8	8	96
Professional fees													
Independent audit	17	17	17	17	17	17	17	17	17	17	17	17	204
Development Officer	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Less: Grant drawdown													
Training													
Postage	2	2	2	2	2	2	2	2	2	2	2	2	24
Charitable donations	33	33	33	33	33	33	33	33	33	33	33	33	396
Special activities													
Less: Grant drawdown													
Insurance	224	224	224	224	224	224	224	224	224	224	224	224	2,688
Less: Grant drawdown													
Depreciation charge	687	687	687	687	687	687	687	687	687	687	687	687	8,244
Donation - Strathcarron		2,500											2,500
Repairs to The Hive													
Totals	2,797	5,247	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,847	35,614

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - EXPENSES

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
Rent													
Cleaning materials	5	5	5	5	5	5	5	5	5	5	5	5	60
Heat and light	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Less: Grant drawdown													
Water, drainage, etc.	60	10	10	10	10	10	10	10	10	10	10	10	170
Hive cleaning													
Hive maintenance	125	125	125	125	125	125	125	125	125	125	125	225	1,600
Computer software	20	20	20	20	20	20	20	20	20	20	20	20	240
Internet / telephone	45	45	45	45	45	45	45	45	45	45	45	45	540
Printing	64	64	64	64	64	64	64	64	64	64	64	64	768
Stationery	27	27	27	27	27	27	27	27	27	27	27	27	324
Sundries	30	30	30	30	30	30	30	30	30	30	30	30	360
Advertising	8	8	8	8	8	8	8	8	8	8	8	8	96
Professional fees													
Independent audit	17	17	17	17	17	17	17	17	17	17	17	17	204
Development Officer	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Less: Grant drawdown													
Training													
Postage	2	2	2	2	2	2	2	2	2	2	2	2	24
Charitable donations	33	33	33	33	33	33	33	33	33	33	33	33	396
Special activities													
Less: Grant drawdown													
Insurance	224	224	224	224	224	224	224	224	224	224	224	224	2,688
Less: Grant drawdown													
Depreciation charge	687	687	687	687	687	687	687	687	687	687	687	687	8,244
Donation - Strathcarron													
Repairs to The Hive													
Totals	2,797	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,847	33,114

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - EXPENSES

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Rent													
Cleaning materials	5	5	5	5	5	5	5	5	5	5	5	5	60
Heat and light	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Water, drainage, etc.	60	10	10	10	10	10	10	10	10	10	10	10	170
Hive cleaning													
Hive maintenance	125	125	125	125	125	125	125	125	125	125	125	225	1,600
Computer software	20	20	20	20	20	20	20	20	20	20	20	20	240
Internet / telephone	45	45	45	45	45	45	45	45	45	45	45	45	540
Printing	64	64	64	64	64	64	64	64	64	64	64	64	768
Stationery	27	27	27	27	27	27	27	27	27	27	27	27	324
Sundries	30	30	30	30	30	30	30	30	30	30	30	30	360
Advertising	8	8	8	8	8	8	8	8	8	8	8	8	96
Professional fees													
Independent audit	17	17	17	17	17	17	17	17	17	17	17	17	204
Development Officer	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Less: Grant drawdown													
Training													
Postage	2	2	2	2	2	2	2	2	2	2	2	2	24
Charitable donations	33	33	33	33	33	33	33	33	33	33	33	33	396
Special activities													
Less: Grant drawdown													
Insurance	224	224	224	224	224	224	224	224	224	224	224	224	2,688
Less: Grant drawdown													
Depreciation charge	687	687	687	687	687	687	687	687	687	687	687	687	8,244
Donation - Strathcarron													
Repairs to The Hive								12,500	12,500	12,500	12,500		50,000
Totals	2,797	2,747	2,747	2,747	2,747	2,747	2,747	15,247	15,247	15,247	15,247	2,847	83,114

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - EXPENSES

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
Rent													
Cleaning materials	5	5	5	5	5	5	5	5	5	5	5	5	60
Heat and light	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Water, drainage, etc.	60	10	10	10	10	10	10	10	10	10	10	10	170
Hive cleaning													
Hive maintenance	125	125	125	125	125	125	125	125	125	125	125	225	1,600
Computer software	20	20	20	20	20	20	20	20	20	20	20	20	240
Internet / telephone	45	45	45	45	45	45	45	45	45	45	45	45	540
Printing	64	64	64	64	64	64	64	64	64	64	64	64	768
Stationery	27	27	27	27	27	27	27	27	27	27	27	27	324
Sundries	30	30	30	30	30	30	30	30	30	30	30	30	360
Advertising	8	8	8	8	8	8	8	8	8	8	8	8	96
Professional fees													
Independent audit	17	17	17	17	17	17	17	17	17	17	17	17	204
Development Officer	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Less: Grant drawdown													
Training													
Postage	2	2	2	2	2	2	2	2	2	2	2	2	24
Charitable donations	33	33	33	33	33	33	33	33	33	33	33	33	396
Special activities													
Less: Grant drawdown													
Insurance	224	224	224	224	224	224	224	224	224	224	224	224	2,688
Less: Grant drawdown													
Depreciation charge	678	642	642	642	642	642	642	642	642	642	642	642	7,740
Donation - Strathcarron		3,500											3,500
Repairs to The Hive													
Totals	2,788	6,202	2,702	2,702	2,702	2,702	2,702	2,702	2,702	2,702	2,702	2,802	36,110

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - RESTRICTED FUNDS

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
Development Officer	1,474	1,792	1,792	1,792	1,474	1,474	733	733	733	733	733	734	14,197
Salary costs	4	4	4	4	4	4	4	4	4	4	4	6	50
IT	17	17	17	17	17	15							100
Marketing/awareness	83	83	83	83	83	85							500
Insurance	233	233	233	233	233	235							1,400
Volunteer expenses	42	92	92	92	42	40							400
Phone calls	17	17	17	17	17	15							100
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs						130							130
Office equipment													
Community café													
Covid-19	42	42	42	42	42	42	42	42	42	42	42	38	500
Heat and light	250	250	250	250	250	250							1,500
Hive costs	200	200	200	200	200	200							1,200
Townscape project					3,800								3,800
Sessional instructors		1,200	1,200	1,200									3,600
Room hire, Zoom, etc.		79	79	78									236
Tablets, etc.		711	711	712									2,134
Garden supplies		67	67	66									200
Community larder												7,918	7,918
Food train		2,000											2,000
Library													
Totals	2,362	6,787	4,787	4,786	6,162	2,490	779	779	779	779	779	8,696	39,965

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - RESTRICTED FUNDS

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment			853										853
Cooker and microwave			1,290										1,290
Electrician			300										300
Wheelie-bin stickers			31										31
Meeting costs													
Office equipment			190										190
Community café			2,000										2,000
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library			431										431
Totals			5,095										5,095

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - RESTRICTED FUNDS

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library													
Totals													

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - RESTRICTED FUNDS

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library													
Totals	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - RESTRICTED FUNDS

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library													
Totals	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - SPECIAL ACTIVITIES

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
Development Officer													
Salary costs													
IT	17	17	17	17	17	15							100
Marketing/awareness	83	83	83	83	83	85							500
Insurance													
Volunteer expenses	42	92	92	92	42	40							400
Phone calls	17	17	17	17	17	15							100
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19	42	42	42	42	42	42	42	42	42	42	42	38	500
Heat and light													
Hive costs	200	200	200	200	200	200							1,200
Townscape project					3,800								3,800
Sessional instructors		1,200	1,200	1,200									3,600
Room hire, Zoom, etc.		79	79	78									236
Tablets, etc.		711	711	712									2,134
Garden supplies		67	67	66									200
Community larder												7,918	7,918
Food train		2,000											2,000
Library													
Totals	401	4,508	2,508	2,507	4,201	397	42	42	42	42	42	7,956	22,688

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - SPECIAL ACTIVITIES

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library													
Totals	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - SPECIAL ACTIVITIES

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library													
Totals	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - SPECIAL ACTIVITIES

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library													
Totals	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - SPECIAL ACTIVITIES

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
Development Officer													
Salary costs													
IT													
Marketing/awareness													
Insurance													
Volunteer expenses													
Phone calls													
Kitchen equipment													
Cooker and microwave													
Electrician													
Wheelie-bin stickers													
Meeting costs													
Office equipment													
Community café													
Covid-19													
Heat and light													
Hive costs													
Townscape project													
Sessional instructors													
Room hire, Zoom, etc.													
Tablets, etc.													
Garden supplies													
Community larder													
Food train													
Library													
Totals	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - CASH AND BANK BALANCE

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
CASH AND BANK													
Opening balance	21,339	42,175	56,374	51,902	47,431	41,266	38,905	36,899	34,893	32,887	30,881	28,875	21,339
Cash in	22,444	17,839	100	100	100	100	100	100	100	100	100	157,690	198,873
Sub-total	43,783	60,014	56,474	52,002	47,531	41,366	39,005	36,999	34,993	32,987	30,981	186,565	220,212
Cash out	1,608	3,640	4,572	4,571	6,265	2,461	2,106	2,106	2,106	2,106	2,106	167,710	201,357
Closing balance	42,175	56,374	51,902	47,431	41,266	38,905	36,899	34,893	32,887	30,881	28,875	18,855	18,855
Net cash in (out)	20,836	14,199	(4,472)	(4,471)	(6,165)	(2,361)	(2,006)	(2,006)	(2,006)	(2,006)	(2,006)	(10,020)	(2,484)

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - CASH AND BANK BALANCE

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
CASH AND BANK													
Opening balance	18,855	17,133	18,278	26,962	22,392	22,190	21,988	22,898	31,468	27,416	27,214	27,012	18,855
Cash in	403	7,784	13,125	1,547	1,930	1,930	3,042	15,574	2,680	1,930	1,930	4,934	56,809
Sub-total	19,258	24,917	31,403	28,509	24,322	24,120	25,030	38,472	34,148	29,346	29,144	31,946	75,664
Cash out	2,125	6,639	4,441	6,117	2,132	2,132	2,132	7,004	6,732	2,132	2,132	4,232	47,950
Closing balance	17,133	18,278	26,962	22,392	22,190	21,988	22,898	31,468	27,416	27,214	27,012	27,714	27,714
Net cash in (out)	(1,722)	1,145	8,684	(4,570)	(202)	(202)	910	8,570	(4,052)	(202)	(202)	702	8,859

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - CASH AND BANK BALANCE

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
CASH AND BANK													
Opening balance	27,714	28,069	30,907	41,519	37,872	38,277	38,682	40,199	50,109	46,503	46,561	46,966	27,714
Cash in	2,537	6,445	15,082	2,485	2,537	2,537	3,649	17,942	3,126	2,190	2,537	7,035	68,102
Sub-total	30,251	34,514	45,989	44,004	40,409	40,814	42,331	58,141	53,235	48,693	49,098	54,001	95,816
Cash out	2,182	3,607	4,470	6,132	2,132	2,132	2,132	8,032	6,732	2,132	2,132	5,232	47,047
Closing balance	28,069	30,907	41,519	37,872	38,277	38,682	40,199	50,109	46,503	46,561	46,966	48,769	48,769
Net cash in (out)	355	2,838	10,612	(3,647)	405	405	1,517	9,910	(3,606)	58	405	1,803	21,055

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - CASH AND BANK BALANCE

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
CASH AND BANK													
Opening balance	48,769	49,574	53,333	65,082	61,885	62,740	63,595	65,562	64,654	49,014	36,849	25,204	48,769
Cash in	2,987	7,499	16,219	2,935	2,987	2,987	4,099	21,653	3,592	2,467	2,987	10,487	80,899
Sub-total	51,756	57,073	69,552	68,017	64,872	65,727	67,694	87,215	68,246	51,481	39,836	35,691	129,668
Cash out	2,182	3,740	4,470	6,132	2,132	2,132	2,132	22,561	19,232	14,632	14,632	7,232	101,209
Closing balance	49,574	53,333	65,082	61,885	62,740	63,595	65,562	64,654	49,014	36,849	25,204	28,459	28,459
Net cash in (out)	805	3,759	11,749	(3,197)	855	855	1,967	(908)	(15,640)	(12,165)	(11,645)	3,255	(20,310)

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - CASH AND BANK BALANCE

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
CASH AND BANK													
Opening balance	28,459	29,726	34,751	47,650	44,915	46,232	47,549	49,978	62,267	59,602	60,226	61,543	28,459
Cash in	3,449	13,357	17,369	3,397	3,449	3,449	4,561	22,379	4,067	2,756	3,449	10,951	92,633
Sub-total	31,908	43,083	52,120	51,047	48,364	49,681	52,110	72,357	66,334	62,358	63,675	72,494	121,092
Cash out	2,182	8,332	4,470	6,132	2,132	2,132	2,132	10,090	6,732	2,132	2,132	7,232	55,830
Closing balance	29,726	34,751	47,650	44,915	46,232	47,549	49,978	62,267	59,602	60,226	61,543	65,262	65,262
Net cash in (out)	1,267	5,025	12,899	(2,735)	1,317	1,317	2,429	12,289	(2,665)	624	1,317	3,719	36,803

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - CASH FLOW IN

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
CASH IN													
Fees, VDS, etc.	20	20	20	20	20	20	20	20	20	20	20	20	240
Hive rentals	80	80	80	80	80	80	80	80	80	80	80	80	960
Marquee rentals:													
DCC													
Other													
Events													
Grants	14,493	16,074										157,590	188,157
Loans													
Community Larder	2,901	445											3,346
Other debtors	3,442												3,442
Co-op	391												391
Trade debtors	1,125	1,165											2,290
Adjustment to actual	(8)	55											47
Totals	22,444	17,839	100	100	100	100	100	100	100	100	100	157,690	198,873

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - CASH FLOW IN

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
CASH IN													
Fees, VDS, etc.	76	130	185	240	296	296	296	296	296	296	296	296	2,999
Hive rentals	327	654	980	1,307	1,634	1,634	1,634	1,634	1,634	1,634	1,634	1,638	16,344
Marquee rentals:													
DCC			4,000					4,000					8,000
Other		750	750					750	750				3,000
Events		6,250	7,210				1,112	8,894				3,000	26,466
Grants													
Loans													
Community Larder													
Other debtors													
Co-op													
Trade debtors													
Adjustment to actual													
Totals	403	7,784	13,125	1,547	1,930	1,930	3,042	15,574	2,680	1,930	1,930	4,934	56,809

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - CASH FLOW IN

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
CASH IN													
Fees, VDS, etc.	296	141	193	244	296	296	296	296	296	296	296	296	3,242
Hive rentals	2,241	2,241	2,241	2,241	2,241	2,241	2,241	2,241	1,894	1,894	2,241	2,239	26,196
Marquee rentals:													
DCC			4,000					4,000					8,000
Other		938	938					938	936				3,750
Events		3,125	7,710				1,112	10,467				4,500	26,914
Grants													
Loans													
Community Larder													
Other debtors													
Co-op													
Trade debtors													
Adjustment to actual													
Totals	2,537	6,445	15,082	2,485	2,537	2,537	3,649	17,942	3,126	2,190	2,537	7,035	68,102

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - CASH FLOW IN

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
CASH IN													
Fees, VDS, etc.	296	141	193	244	296	296	296	296	296	296	296	296	3,242
Hive rentals	2,691	2,691	2,691	2,691	2,691	2,691	2,691	2,691	2,171	2,171	2,691	2,691	31,252
Marquee rentals:													
DCC			4,000					4,000					8,000
Other		1,125	1,125					1,125	1,125				4,500
Events		3,542	8,210				1,112	13,541				7,500	33,905
Grants													
Loans													
Community Larder													
Other debtors													
Co-op													
Trade debtors													
Adjustment to actual													
Totals	2,987	7,499	16,219	2,935	2,987	2,987	4,099	21,653	3,592	2,467	2,987	10,487	80,899

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - CASH FLOW IN

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
CASH IN													
Fees, VDS, etc.	296	141	193	244	296	296	296	296	296	296	296	296	3,242
Hive rentals	3,153	3,153	3,153	3,153	3,153	3,153	3,153	3,153	2,460	2,460	3,153	3,155	36,452
Marquee rentals:													
DCC			4,000					4,000					8,000
Other		1,313	1,313					1,313	1,311				5,250
Events		8,750	8,710				1,112	13,617				7,500	39,689
Grants													
Loans													
Community Larder													
Other debtors													
Co-op													
Trade debtors													
Adjustment to actual													
Totals	3,449	13,357	17,369	3,397	3,449	3,449	4,561	22,379	4,067	2,756	3,449	10,951	92,633

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - CASH FLOW OUT

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
CASH OUT													
Direct costs	4	4	4	4	4	4	4	4	4	4	4	4	48
Expenses	1,358	1,346	4,568	4,567	6,261	2,457	2,102	2,102	2,102	2,102	2,102	10,116	41,183
Fixed assets												157,590	157,590
Long-term loan													
Other													
Community Larder													
Food train													
Asset repairs													
Sundry - Re. accruals	246	2,290											2,536
Totals	1,608	3,640	4,572	4,571	6,265	2,461	2,106	2,106	2,106	2,106	2,106	167,710	201,357

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - CASH FLOW OUT

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
CASH OUT													
Direct costs	15	2,079	2,381	57	72	72	72	4,944	672	72	72	2,072	12,580
Expenses	2,110	4,560	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,160	27,370
Fixed assets													
Long-term loan				4,000					4,000				8,000
Other													
Community Larder													
Food train													
Asset repairs													
Sundry - Re. accruals													
Totals	2,125	6,639	4,441	6,117	2,132	2,132	2,132	7,004	6,732	2,132	2,132	4,232	47,950

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - CASH FLOW OUT

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
CASH OUT													
Direct costs	72	1,547	2,410	72	72	72	72	5,972	672	72	72	3,072	14,177
Expenses	2,110	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,160	24,870
Fixed assets													
Long-term loan				4,000					4,000				8,000
Other													
Community Larder													
Food train													
Asset repairs													
Sundry - Re. accruals													
Totals	2,182	3,607	4,470	6,132	2,132	2,132	2,132	8,032	6,732	2,132	2,132	5,232	47,047

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - CASH FLOW OUT

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
CASH OUT													
Direct costs	72	1,680	2,410	72	72	72	72	8,001	672	72	72	5,072	18,339
Expenses	2,110	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,160	24,870
Fixed assets													
Long-term loan				4,000					4,000				8,000
Other													
Community Larder													
Food train													
Asset repairs								12,500	12,500	12,500	12,500		50,000
Sundry - Re. accruals													
Totals	2,182	3,740	4,470	6,132	2,132	2,132	2,132	22,561	19,232	14,632	14,632	7,232	101,209

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - CASH FLOW OUT

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
CASH OUT													
Direct costs	72	2,772	2,410	72	72	72	72	8,030	672	72	72	5,072	19,460
Expenses	2,110	5,560	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,160	28,370
Fixed assets													
Long-term loan				4,000					4,000				8,000
Other													
Community Larder													
Food train													
Asset repairs													
Sundry - Re. accruals													
Totals	2,182	8,332	4,470	6,132	2,132	2,132	2,132	10,090	6,732	2,132	2,132	7,232	55,830

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - FIXED ASSETS - COST

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
Property													
Opening balance													
Additions												157,590	157,590
Disposals													
Closing balance												157,590	157,590
Marquee													
Opening balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Additions													
Disposals													
Closing balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Other Equipment													
Opening balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Additions													
Disposals													
Closing balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Totals	48,226	48,226	48,226	48,226	48,226	48,226	48,226	48,226	48,226	48,226	48,226	205,816	205,816

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - FIXED ASSETS - COST

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
Property													
Opening balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Additions													
Disposals													
Closing balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Marquee													
Opening balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Additions													
Disposals													
Closing balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Other Equipment													
Opening balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Additions													
Disposals													
Closing balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Totals	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - FIXED ASSETS - COST

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
Property													
Opening balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Additions													
Disposals													
Closing balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Marquee													
Opening balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Additions													
Disposals													
Closing balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Other Equipment													
Opening balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Additions													
Disposals													
Closing balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Totals	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - FIXED ASSETS - COST

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Property													
Opening balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Additions													
Disposals													
Closing balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Marquee													
Opening balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Additions													
Disposals													
Closing balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Other Equipment													
Opening balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Additions													
Disposals													
Closing balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Totals	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - FIXED ASSETS - COST

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
Property													
Opening balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Additions													
Disposals													
Closing balance	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590	157,590
Marquee													
Opening balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Additions													
Disposals													
Closing balance	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522	45,522
Other Equipment													
Opening balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Additions													
Disposals													
Closing balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Totals	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816	205,816

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - FIXED ASSETS - DEPRECIATION

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
Property													
Opening balance													
Charge 2%													
On disposals													
Closing balance													
Marquee													
Opening balance	3,952	4,331	4,710	5,089	5,468	5,847	6,226	6,605	6,984	7,363	7,742	8,121	3,952
Charge 10%	379	379	379	379	379	379	379	379	379	379	379	379	4,548
On disposals													
Closing balance	4,331	4,710	5,089	5,468	5,847	6,226	6,605	6,984	7,363	7,742	8,121	8,500	8,500
Other Equipment													
Opening balance	508	553	598	643	688	733	778	823	868	913	958	1,003	508
Charge 20%	45	45	45	45	45	45	45	45	45	45	45	45	540
On disposals													
Closing balance	553	598	643	688	733	778	823	868	913	958	1,003	1,048	1,048
Totals	4,884	5,308	5,732	6,156	6,580	7,004	7,428	7,852	8,276	8,700	9,124	9,548	9,548

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - FIXED ASSETS - DEPRECIATION

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
Property													
Opening balance		263	526	789	1,052	1,315	1,578	1,841	2,104	2,367	2,630	2,893	
Charge 2%	263	263	263	263	263	263	263	263	263	263	263	263	3,156
On disposals													
Closing balance	263	526	789	1,052	1,315	1,578	1,841	2,104	2,367	2,630	2,893	3,156	3,156
Marquee													
Opening balance	8,500	8,879	9,258	9,637	10,016	10,395	10,774	11,153	11,532	11,911	12,290	12,669	8,500
Charge 10%	379	379	379	379	379	379	379	379	379	379	379	379	4,548
On disposals													
Closing balance	8,879	9,258	9,637	10,016	10,395	10,774	11,153	11,532	11,911	12,290	12,669	13,048	13,048
Other Equipment													
Opening balance	1,048	1,093	1,138	1,183	1,228	1,273	1,318	1,363	1,408	1,453	1,498	1,543	1,048
Charge 20%	45	45	45	45	45	45	45	45	45	45	45	45	540
On disposals													
Closing balance	1,093	1,138	1,183	1,228	1,273	1,318	1,363	1,408	1,453	1,498	1,543	1,588	1,588
Totals	10,235	10,922	11,609	12,296	12,983	13,670	14,357	15,044	15,731	16,418	17,105	17,792	17,792

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - FIXED ASSETS - DEPRECIATION

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
Property													
Opening balance	3,156	3,419	3,682	3,945	4,208	4,471	4,734	4,997	5,260	5,523	5,786	6,049	3,156
Charge 2%	263	263	263	263	263	263	263	263	263	263	263	263	3,156
On disposals													
Closing balance	3,419	3,682	3,945	4,208	4,471	4,734	4,997	5,260	5,523	5,786	6,049	6,312	6,312
Marquee													
Opening balance	13,048	13,427	13,806	14,185	14,564	14,943	15,322	15,701	16,080	16,459	16,838	17,217	13,048
Charge 10%	379	379	379	379	379	379	379	379	379	379	379	379	4,548
On disposals													
Closing balance	13,427	13,806	14,185	14,564	14,943	15,322	15,701	16,080	16,459	16,838	17,217	17,596	17,596
Other Equipment													
Opening balance	1,588	1,633	1,678	1,723	1,768	1,813	1,858	1,903	1,948	1,993	2,038	2,083	1,588
Charge 20%	45	45	45	45	45	45	45	45	45	45	45	45	540
On disposals													
Closing balance	1,633	1,678	1,723	1,768	1,813	1,858	1,903	1,948	1,993	2,038	2,083	2,128	2,128
Totals	18,479	19,166	19,853	20,540	21,227	21,914	22,601	23,288	23,975	24,662	25,349	26,036	26,036

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - FIXED ASSETS - DEPRECIATION

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
Property													
Opening balance	6,312	6,575	6,838	7,101	7,364	7,627	7,890	8,153	8,416	8,679	8,942	9,205	6,312
Charge 2%	263	263	263	263	263	263	263	263	263	263	263	263	3,156
On disposals													
Closing balance	6,575	6,838	7,101	7,364	7,627	7,890	8,153	8,416	8,679	8,942	9,205	9,468	9,468
Marquee													
Opening balance	17,596	17,975	18,354	18,733	19,112	19,491	19,870	20,249	20,628	21,007	21,386	21,765	17,596
Charge 10%	379	379	379	379	379	379	379	379	379	379	379	379	4,548
On disposals													
Closing balance	17,975	18,354	18,733	19,112	19,491	19,870	20,249	20,628	21,007	21,386	21,765	22,144	22,144
Other Equipment													
Opening balance	2,128	2,173	2,218	2,263	2,308	2,353	2,398	2,443	2,488	2,533	2,578	2,623	2,128
Charge 20%	45	45	45	45	45	45	45	45	45	45	45	45	540
On disposals													
Closing balance	2,173	2,218	2,263	2,308	2,353	2,398	2,443	2,488	2,533	2,578	2,623	2,668	2,668
Totals	26,723	27,410	28,097	28,784	29,471	30,158	30,845	31,532	32,219	32,906	33,593	34,280	34,280

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - FIXED ASSETS - DEPRECIATION

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
Property													
Opening balance	9,468	9,731	9,994	10,257	10,520	10,783	11,046	11,309	11,572	11,835	12,098	12,361	9,468
Charge 2%	263	263	263	263	263	263	263	263	263	263	263	263	3,156
On disposals													
Closing balance	9,731	9,994	10,257	10,520	10,783	11,046	11,309	11,572	11,835	12,098	12,361	12,624	12,624
Marquee													
Opening balance	22,144	22,523	22,902	23,281	23,660	24,039	24,418	24,797	25,176	25,555	25,934	26,313	22,144
Charge 10%	379	379	379	379	379	379	379	379	379	379	379	379	4,548
On disposals													
Closing balance	22,523	22,902	23,281	23,660	24,039	24,418	24,797	25,176	25,555	25,934	26,313	26,692	26,692
Other Equipment													
Opening balance	2,668	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,668
Charge 20%	36												36
On disposals													
Closing balance	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704	2,704
Totals	34,958	35,600	36,242	36,884	37,526	38,168	38,810	39,452	40,094	40,736	41,378	42,020	42,020

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2021 - TERM LOAN

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Total
K BROOKER LOAN													
Opening balance	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
New loan													
Sub-total	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
Capital repaid													
Closing balance	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000
Term analysis:													
Short-term	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Long-term	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2022 - TERM LOAN

	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Total
K BROOKER LOAN													
Opening balance	37,000	37,000	37,000	37,000	33,000	33,000	33,000	33,000	33,000	29,000	29,000	29,000	37,000
New loan													
Sub-total	37,000	37,000	37,000	37,000	33,000	33,000	33,000	33,000	33,000	29,000	29,000	29,000	37,000
Capital repaid				4,000					4,000				8,000
Closing balance	37,000	37,000	37,000	33,000	33,000	33,000	33,000	33,000	29,000	29,000	29,000	29,000	29,000
Term analysis:													
Short-term	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
Long-term	29,000	29,000	29,000	25,000	25,000	25,000	25,000	25,000	21,000	21,000	21,000	21,000	
	37,000	37,000	37,000	33,000	33,000	33,000	33,000	33,000	29,000	29,000	29,000	29,000	

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2023 - TERM LOAN

	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Total
K BROOKER LOAN													
Opening balance	29,000	29,000	29,000	29,000	25,000	25,000	25,000	25,000	25,000	21,000	21,000	21,000	29,000
New loan													
Sub-total	29,000	29,000	29,000	29,000	25,000	25,000	25,000	25,000	25,000	21,000	21,000	21,000	29,000
Capital repaid				4,000					4,000				8,000
Closing balance	29,000	29,000	29,000	25,000	25,000	25,000	25,000	25,000	21,000	21,000	21,000	21,000	21,000
Term analysis:													
Short-term	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
Long-term	21,000	21,000	21,000	17,000	17,000	17,000	17,000	17,000	13,000	13,000	13,000	13,000	
	29,000	29,000	29,000	25,000	25,000	25,000	25,000	25,000	21,000	21,000	21,000	21,000	

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2024 - TERM LOAN

	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Total
K BROOKER LOAN													
Opening balance	21,000	21,000	21,000	21,000	17,000	17,000	17,000	17,000	17,000	13,000	13,000	13,000	21,000
New loan													
Sub-total	21,000	21,000	21,000	21,000	17,000	17,000	17,000	17,000	17,000	13,000	13,000	13,000	21,000
Capital repaid				4,000					4,000				8,000
Closing balance	21,000	21,000	21,000	17,000	17,000	17,000	17,000	17,000	13,000	13,000	13,000	13,000	13,000
Term analysis:													
Short-term	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	
Long-term	13,000	13,000	13,000	9,000	9,000	9,000	9,000	9,000	5,000	5,000	5,000	5,000	
	21,000	21,000	21,000	17,000	17,000	17,000	17,000	17,000	13,000	13,000	13,000	13,000	

DOLLAR COMMUNITY DEVELOPMENT TRUST

FINANCIAL PROJECTIONS - YEAR ENDING 31 MARCH 2025 - TERM LOAN

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Total
K BROOKER LOAN													
Opening balance	13,000	13,000	13,000	13,000	9,000	9,000	9,000	9,000	9,000	5,000	5,000	5,000	13,000
New loan													
Sub-total	13,000	13,000	13,000	13,000	9,000	9,000	9,000	9,000	9,000	5,000	5,000	5,000	13,000
Capital repaid				4,000					4,000				8,000
Closing balance	13,000	13,000	13,000	9,000	9,000	9,000	9,000	9,000	5,000	5,000	5,000	5,000	5,000
Term analysis:													
Short-term	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	5,000	5,000	5,000	5,000	
Long-term	5,000	5,000	5,000	1,000	1,000	1,000	1,000	1,000					
	13,000	13,000	13,000	9,000	9,000	9,000	9,000	9,000	5,000	5,000	5,000	5,000	



Table 1 Understanding what we were given

Documents received:-

1. Asset Transfer Request Form
2. Map of asset
3. Business Plan 2021-2025
4. Email of suitability for funding from Scottish Land Fund
5. Articles of Association
6. Revised market valuation
7. Email with revised offer price based on revised market valuation.

Assessable Elements of a CAT Request	Itemised / synopsis of relevant content in actual CAT Request	Where the info can be found
<p>Offer price</p> <p><i>Eg An offer price based on a discount which equates to the value of the added benefit of the transfer.</i></p>	<ul style="list-style-type: none"> ▪ £ 204k <p>Applicant’s Rationale: Market value*£342k Less Necessary repairs£50k Net value£292k Net Value x 30% to take into account community benefit..... £204k</p> <ul style="list-style-type: none"> ▪ Community benefit worth £709.9k based on Global Value Exchange (link provided Doc3p5)) 	<p>Email 5/10/21</p> <p>Email 5/10/21</p>
<p>Reasons for the Request</p> <p><i>Eg A compelling reason why the transfer is in the interests of the Clackmannanshire community and/or helps the Council better deliver services to the Clackmannanshire community.</i></p>	<ul style="list-style-type: none"> ▪ Building declared surplus by Council 2018 ▪ Objectives to secure the building and grounds as an accessible venue for continued community use ▪ Future increase in population and in social need 	<p>Doc1 p8</p> <p>Doc1 p 8</p> <p>Doc3 p7</p>
<p>Proposal for use of the asset</p> <p><i>Eg A proposal which shows the difference the transfer will make to the grass-roots operations of the applicant and in turn to the benefits Clackmannanshire’s third sector organisations derive from the applicant, as opposed to the current use of the asset.</i></p>	<p>The applicant proposes to use the asset as follows:-</p> <ol style="list-style-type: none"> 1. Continue to provide for a wide range of community use (leisure, social, recreational, library) 2. To provide for future services and activities (community café, environmental campaigns, community learning, services for elderly, disabled, teenagers, families) 	<p>Doc1 pp8-9</p>
<p>Benefits deriving from transfer of the asset</p> <p><i>Eg Projections for quantitative and / or qualitative increase in uptake of services and resulting community benefit in relation to priority outcomes – either those</i></p>	<ul style="list-style-type: none"> ▪ Community inclusion, health & well-being, community learning inc IT, volunteering ▪ Inward investment and reinvestment of income from use of the building ▪ Link to LOIP outcomes <ul style="list-style-type: none"> ▪ Small local business support; attracting visitors; thriving community; comm 	<p>Doc1 pp10-11</p> <p>Doc3 section 3</p> <p>Doc3 pp7-8 and detail pp22-26</p>

<p><i>of the organisation or of the CPP.</i></p>	<p>empowerment and involvement in decision-making; services for families and vulnerable people; role of women and girls in comm leadership</p> <ul style="list-style-type: none"> ▪ Environmental outcomes ▪ Link to national priorities 	<p>Doc3 p 9</p>
<p>Outline of funding for the transfer.</p> <p><i>Eg Standard financial projections setting out how the purchase and other initial costs were being forecast.</i></p>	<ul style="list-style-type: none"> ▪ Proposed SLF £204k ▪ £30.5k – community fundraising ▪ Market valuation conducted by RICS regulated firm Diamond & Co. Chartered Building Surveyors of Glasgow. £356k ▪ Revised valuation 2/9/21 conducted by Fortus Business Advisers and Accountants. £342k 	<p>Email 23/9/21 Doc3</p> <p>Doc3 appendix3</p> <p>Doc6</p>
<p>Outline of funding for the use of the asset</p> <p><i>Eg Standard cash flow projections for operations over the first 5 –years.</i></p>	<ul style="list-style-type: none"> ▪ Income from demonstration projects invested in building fabric ▪ Financial and cash flow projections for 5 years 	<p>Doc1 p16</p> <p>Doc3 pp31-38 (and detail in Doc3 appendix 4)</p>
<p>Community Support for the Request</p> <p><i>Eg Evidence that the proposal had been taken to the membership; evidence of community consultation</i></p>	<ul style="list-style-type: none"> ▪ Community survey January – March 2020 ▪ Survey results 	<p>Doc1 p15 and detail in Doc3 p14</p>

**COMMUNITY EMPOWERMENT ACT (SCOTLAND) ACT 2015
COMMUNITY ASSET TRANSFER REQUEST**

Community Transfer Body: Dollar Community Development Trust (DCDT)

Property Address: former Dollar CAP / library, & surrounding ground

Table 2 Council considerations - in accordance with statutory guidance section 13.10

Council considerations:	Value in existing use	Value for alternative use/ redevelopment	Value for proposed purpose
Description	<ul style="list-style-type: none"> ▪ The Council made a decision in March 2018 to remove services from the building and make it available for CAT ▪ The March 2018 decision applied only to the building. ▪ The building and some grass area were leased to the applicant for a period of 3 years starting in 2019 ▪ Strathdevon Primary School use the grass regularly for PE, sports day events, other events, afterschool clubs etc. The wider area includes a MUGA. 	<ul style="list-style-type: none"> ▪ The large open space offered by the grass area presents opportunities for Outdoor Learning post COVID, approaches to which Education are currently exploring. ▪ If future Development proposals for Dollar are approved, the area will require an expansion of Education provision at Strathdevon PS which is currently at full capacity(Learning Estate Strategy Dec 2019) 	<ul style="list-style-type: none"> ▪ There are no other proposed community purposes which would compete with this Request. ▪ The proposal does not prevent use of the grounds by the Primary School for PE and outdoor education.
Cost to Council	<ul style="list-style-type: none"> ▪ The roof is in need of repair. 	<ul style="list-style-type: none"> ▪ The cost of re-developing the former civic centre for education purposes is similar to the cost of extending the existing school. 	<ul style="list-style-type: none"> ▪ No Council Services currently operate from the building. ▪ No foreseeable problems in the transfer from the Primary School point of view ▪ Maintenance of some of the grass areas will revert to the Council.
Net savings to Council	<ul style="list-style-type: none"> ▪ The tenant's current responsibility for maintenance of the grass area is saving an estimated £1755 grass cutting annually. 	<ul style="list-style-type: none"> ▪ Re-developing the former civic centre for educational use has significant practical advantages for the construction phase and does not incur the constraints of constructing an extension to the existing school. 	<ul style="list-style-type: none"> ▪ The Council would save on annual repair costs.

Financial Benefit (to Council)	<ul style="list-style-type: none"> ▪ none 	<ul style="list-style-type: none"> ▪ - 	<ul style="list-style-type: none"> ▪ The Council would derive a capital receipt of £204k from the CAT transfer of ownership of the asset.
Community Benefit	<ul style="list-style-type: none"> ▪ DCDT is providing a community-run library, and a range of social recreational and leisure activities. ▪ The community-led Dollar response to covid-19 was based in the building 	<ul style="list-style-type: none"> ▪ An extended building will meet educational needs of local primary school-age children ▪ The site has previously been identified for its potential for development as an integrated hub for education, health and community services. ▪ The open space would still be publicly-owned and available to the applicant and to the wider community 	<ul style="list-style-type: none"> ▪ DCDT will continue to provide a community-run library, and social recreational and leisure activities and plans to increase the type and level of provision in the next 5 years ▪ The provision targets the most vulnerable sectors of the Dollar community. ▪ The benefits align with LOIP priorities ▪ There is a strong environmental protection ethos in the proposal.
Likelihood that benefits will be delivered over a 5-year period	<ul style="list-style-type: none"> ▪ The Trust has been operating the building sustainably through income-generation, fundraising and grants, and through extensive volunteering and partnership work. 	<ul style="list-style-type: none"> ▪ Planning proposals are already timetabled for consultation. If approved, housing development and the school extension are likely to commence within 5 years. 	<ul style="list-style-type: none"> ▪ Many of the benefits are self-financing ▪ The partnerships already in place allow best use of resources available.
Impact of project failure / risk	<ul style="list-style-type: none"> ▪ The Dollar community would lose the benefits gained from the increase in community-led delivery of services and activities since the withdrawal of Council services in August 2018. 	<ul style="list-style-type: none"> ▪ Failure to provide suitable school premises will have a negative impact on primary education services in the area. ▪ The Council has no alternative sites for the location of the primary school but there is scope to expand at the location. ▪ Retention of the building gives options for alternative school accommodation as long as the uncertainty of covid-19 is still present or in the event of a second lockdown. 	<ul style="list-style-type: none"> ▪ The Dollar community would lose the social, recreational and leisure provision, and would not gain the educational and therapeutic benefits proposed ▪ Public services would not be able to replace the activities the facility accommodates



**COMMUNITY EMPOWERMENT ACT (SCOTLAND) ACT 2015
COMMUNITY ASSET TRANSFER REQUEST**

Community Transfer Body: Dollar Community Development Trust
Property Address: former Dollar CAP / library

Table 3a: Assessment of Best Value within the Organisation - in accordance with statutory guidance 13.11

THEME	SUMMARY	INFORMATION REQUIRED	EVIDENCE
1. Vision and Leadership	An organisation will have in place a clear vision and plan for what it will do to contribute to the delivery of improved local and/or national outcomes. This may be linked to one or more local or national priorities.	<ul style="list-style-type: none"> A clear plan for achieving the intended outcomes, ideally showing links to local or national priorities. Members of the community transfer body would also show that they have the relevant skills and experience to deliver the intended objectives 	<ul style="list-style-type: none"> The vision is clearly set out in the Business Plan along with its link to LOIP and national outcomes The Organisation has provided evidence of relevant skills and experience in practice over the last 2 years
2. Effective Partnerships	An organisation will show how it, and its partnerships, provides a collaborative approach to the challenges that communities face.	<ul style="list-style-type: none"> The detail of any partnerships in place to help ensure successful delivery of the intended benefits. Community support is vital and can be shown through a variety of metrics such as surveys, consultations or ballots. 	<ul style="list-style-type: none"> The Organisation has listed the local community organisations and public agencies with which they work in partnership. There is evidence of community consultation directly for the purposes of the proposal and of community engagement. The proposal is in conflict with the aspirations of the Dollar Masterplan (community-led local plan)
3. Governance and Accountability	An organisation will demonstrate structures, policies and leadership behaviours that support the application of good standards of governance and accountability.	<ul style="list-style-type: none"> An outline to illustrate that the appropriate structures and policies are in place to help ensure success in the longer-term. 	<ul style="list-style-type: none"> The Organisation has governance and accountability arrangements in place.

Continued on page 2

THEME	SUMMARY	INFORMATION REQUIRED	EVIDENCE
Use of Resources	An organisation will show how its effective management of all resources (including staff, assets, and information) is contributing to the delivery of specific outcomes, highlighted in the national outcomes	<ul style="list-style-type: none"> ▪ Explain how the body's current and future resources will be used as part of a medium to long term plan (5-10 years). This could include the numbers of employees or volunteers and the maintenance of any asset. ▪ This could also include the funding requirements of the group and the sources of funding already in place. 	<ul style="list-style-type: none"> - There is evidence in the 5-year Business Plan that shows how the Organisation will manage its human and financial resources to deliver the intended outcomes - Detailed income/expenditure and cashflow projections for a 5-year period were provided. - Funding and loan requirements are set out in the Business Plan. The funding source allows for up to 90% of the market value.
Performance Management	An organisation will ensure that robust arrangements are in place to monitor the achievement of its desired outcomes as well as any reporting arrangements.	<ul style="list-style-type: none"> ▪ Outline the way in which a community transfer body will be able to monitor the achievement of its objectives whether that be recording volunteers time or the amount of benefit achieved as part of the overarching vision. To demonstrate openness and transparency it will be important to report performance to the community. 	<ul style="list-style-type: none"> - The skills for monitoring and evaluation exist within the Organisation. Operations are monitored monthly, and there is a description of how risk will be monitored and managed.

Continued on page 3

THEME	SUMMARY	INFORMATION REQUIRED	EVIDENCE
Sustainability	An organisation will demonstrate an effective use of resources in the short-term and an informed prioritisation of the use of resources in the longer-term in order to contribute to sustainable development. The goal of Sustainable Development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations.	<p>There are five broad principles of sustainability:</p> <ul style="list-style-type: none"> - Promoting good governance; - Living within environmental limited; - Achieving a sustainable economy; - Ensuring a stronger healthier society; and - Using sound science responsibly. <ul style="list-style-type: none"> ▪ A community transfer body could demonstrate how its future funding or self-financing arrangements are to be achieved. Any proposal could also include any positive impact on the natural environment. 	<ul style="list-style-type: none"> - The Organisation has assessed the likelihood of any negative impact of the proposal on the wider community - Environmental priorities underpin the proposal. - The Organisation aims to generate income and its financial security is not based on future grant funding
Equality	An organisation will demonstrate that consideration of equality issues is embedded in its vision and strategic direction and throughout all of its work.	<ul style="list-style-type: none"> ▪ The community transfer body should establish that the different groups within the community have had their different needs taken into account. Any request should include where a proposal may be reducing inequalities of outcome from socio-economic disadvantage. 	<ul style="list-style-type: none"> - The Organisation has built the aim of addressing the needs of disadvantaged members of the community into the proposal.

BV Assessment Summary

The organisational context for this community asset transfer request using the seven Best Value themes set out in statutory guidance, is 'strong'. Governance and financial arrangements are in place and acceptable. Best Value characteristics have been evidenced in the proposal. Governance and financial arrangements are sound and sustainable. Related projected benefits are demonstrated well and represent value for money.

Table 4 Consideration of types of community benefit – in accordance with statutory guidance 13.3

Benefit Summaries

Dollar Community Development Trust – former Dollar CAP/library and grounds

The former CAP/library was made available to the community with a view to giving the local community an opportunity to manage it to provide community activities and services which would meet local need. DCDT currently offer local residents social, recreational and leisure activities plus a library service from the building. The proposal aims to deliver outcomes for a wider cross-section of the community, targeting elderly, disabled and families. The outcomes under consideration are understood to be derived from continuation of the current activity and from the proposed expansion of activities and services. Benefits will also be derived from a ‘prevention’ agenda, whereby the knock on costs, for example of accidents incurred by elderly, will be avoided.

a) Summary of benefits aligned with local and CAT priorities

The assessment below shows alignment of the benefits of the proposal with LOIP priorities. The assessment outcomes listed in the provisions of the Act have been merged under the relevant LOIP priority in the assessment table.

Priority	Example in proposal	Impact
Economic development:		MED
Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.	Attracting visitors; improved streetscape; hub for info on local businesses; trade fairs and exhibitions for local businesses	
Young people in employment or positive destinations	Local library service; computer coding club; ‘homework buddies’	
More and a better range of jobs		
Regeneration:		HIGH
Our communities will be resilient and empowered so that they can thrive and flourish.	Community garden; community tree-planting; re-development of ex golf course; food and fuel poverty initiatives; public toilets	
Our communities are and feel safer		
Environmental wellbeing:		
Clacks is a place where people are safe from harm		

continued

Table 4 Consideration of types of community benefit – in accordance with statutory guidance 13.3

Reducing inequalities*:		HIGH
Women and girls will be confident and aspirational, and achieve their full potential.	Drop-ins for eg Women’s Aid	
Women and Girls are safe, respected and equal in our communities		
Positive gender roles are promoted in Clacks	Drive for leadership role for women and girls	
Clacks is a place where all people have equal opportunities regardless of their background or circumstances	Provision of accessible community facilities and activities	
Public health:		MED
Our families; children and young people will have the best possible start in life		
Health is improving and we have reduced health inequalities	Provision of physical activity classes; outdoor gym	
Substance misuse and its effects are reduced		
Social wellbeing:		HIGH
Our vulnerable people and families are supported	Volunteer drivers; community café ; activities and services for older people; availability of space for therapy outreach	
Our communities will be resilient and empowered so that they can thrive		
Our Communities are more inclusive and cohesive	Family events	
Women and girls thrive as equal citizens, socially, economically, culturally and politically		
Local people participate in local democracy and community life	Marquee hire	
Local communities have opportunities to engage with partners in designing local services	Energy efficiency and renewable energy initiatives	

Continued

Table 4 Consideration of types of community benefit – in accordance with statutory guidance 13.3

b) Summary of benefit calculated in monetary terms

	Year 1 '000	Over 5 years '000
Prevention activities	£77.9	£389.5
Community volunteering	£121.4	£320.4
Of which DCDT volunteer management	£56.5	
Total	£199.3	£709.9

*defined in Clackmannanshire as

- Low income households and workless households particularly where there are children
- Women
- Lone parent families and young mothers/teenage pregnancies
- Those living with poor physical and mental health
- Those affected by alcohol and substance use
- Young people in and leaving the care system
- Community of Alloa South and East
- People living with disability
- People with caring responsibilities
- Refugee and Asylum Families

Table 4 Consideration of types of community benefit – in accordance with statutory guidance 13.3



CAT Request Timeline

Applicant:	DCDT
Asset:	Former Dollar CAP / library & grounds
Date received:	5 th June 2020
Validation date:	9 th June 2020
Decision deadline	8th December 2020

Process	Timescale
Validation Date	Tuesday 9 th June 2020
Notice of Request published online	Friday 19 th June 2020
Notice of Request posted on asset	Friday 19 th June 2020
Deadline for public representations	Noon Friday 17 th July 2020
Target date for copy to applicant for comment on representations	24 th July 2020
Deadline for applicant comment on representations	(Within 20 working days of receipt)

Extension given:	22 nd October 2020
Process resumed:	24 th August 2021
New statutory decision deadline	8th October 2021

<i>Agreement of the applicant</i>	
Place Committee decision	Thursday 4 th November 2021
Special Place Committee decision	Thursday 11th November 2021
Deadline for completion of contract	(within 6 months of decision)

