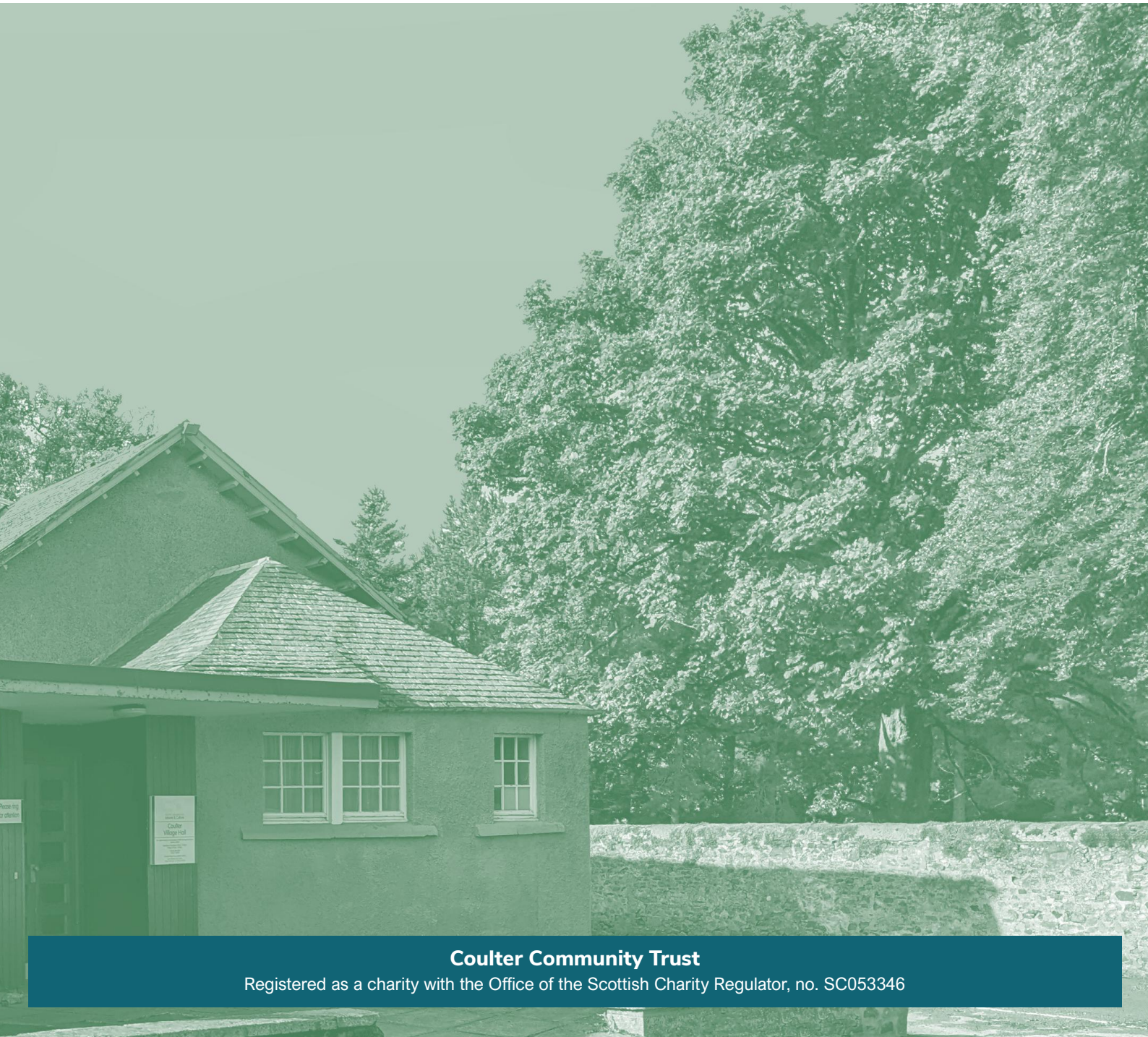
Coulter Hall Business Plan

August 2025



Coulter Community Trust
Registered as a charity with the Office of the Scottish Charity Regulator, no. SC053346

Executive summary

CCT receives the keys to Coulter Hall from South Lanarkshire Council (Nov 2024)

Coulter Hall has stood for many generations at the heart of our village, and today it represents far more than bricks and mortar. With the closure of the local pub and church, it has become the only place in Coulter where village residents can come together for social, cultural and recreational activities. When South Lanarkshire Council announced that it intended to close the building, Coulter Community Trust stepped in with a plan to safeguard its future.

Since then, we have secured a short-term lease under the CAT Light framework and are working towards full ownership of our hall. From the outset, the community has shaped our vision. A survey in May 2024 drew responses from a third of Coulter residents, all backing community ownership. Consultations through interviews, public meetings, and idea-sharing postcards confirmed the need for a welcoming, versatile and accessible space that can host family celebrations, sporting and fitness activities, social groups and clubs, cultural events and informal gatherings.

Our vision is to transform Coulter Hall into an inclusive, vibrant, and resilient hub tailored to local needs. We will deliver this with a phased refurbishment programme: the first phase will ensure the hall is energy efficient, financially sustainable and fit for use, while later stages will expand facilities for a wider range of activities. The full refurbishment programme is costed at around £2.2 million, though careful design review and value engineering has already identified savings, and phased delivery will spread the fundraising burden and allow progress as funding is secured.

Our business model is financially sustainable. By year 5, our hall is projected to generate £53k in income, returning a surplus, and enabling reinvestment. More importantly, the project will deliver strong social value with a forecasted Social Return on Investment of £2.64 for every £1 invested in year 2. Benefits include greater social inclusion and cohesion, more volunteering opportunities, increased access to cultural and recreational activities, better physical and mental health, and reduced isolation in a rural area where transport and service access are limited.

Our charity is well equipped to deliver. It has more than 85 members and a skilled board with expertise in finance, governance, education, culture and the environment. Volunteers will play a vital role, from running pop-up cafés to supporting events, while partnerships with national organisations and local businesses strengthen capacity. Policies are in place to ensure inclusivity, transparency, and high standards of management.

Above all, this plan represents a community determined to protect and reimagine its last remaining public space and presents a compelling vision for transforming a neglected but vital building into a **sustainable, inclusive, and culturally rich community asset**. Backed by extensive community support, strategic alignment with policy and funders, and a phased, cost-conscious improvement plan, our charity is well positioned to safeguard local heritage, enhance social infrastructure, and generate long-term value – both social and financial – for the people of Coulter and beyond.

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1. Introduction

1.1. Background

This business plan covers the Community Asset Transfer and development of the village hall in Coulter, South Lanarkshire. As of August 2025, Coulter Hall is owned by South Lanarkshire Council (SLC) and managed by Coulter Community Trust (CCT). Due to financial pressures, South Lanarkshire Leisure and Culture (SLLC), who had previously managed the building, has withdrawn from managing several community facilities in Clydesdale.

CCT was established in 2024 with the aim of addressing the accelerating decline in community cohesion and social inclusion in Coulter parish, and the loss of an increasing number of village assets. Coulter Hall is a vital community facility, but it has been underused and neglected for many years. The local community believes that our hall will be more sustainable and innovative in community hands, and there is significant evidence to support this. With the closure of the village church and pub, loss of our hall would mean that the last community facility in the village would be gone. Keeping it open is crucial to safeguard village life; and taking control of the building through a Community Asset Transfer (CAT) on behalf of the community is therefore currently our central goal.

CCT has already drafted a full business plan that broadly covers all our aims and objectives. This document acknowledges and absorbs much of that work but focuses on Coulter Hall. We have undertaken further community consultation and research in partnership with **Anderson Bell + Christie** architects and **Community Enterprise**, which has led to preferred designs for the refurbished hall and the fleshing out of the business plan that is presented here.

anderson bell + christie

community enterprise

1.2. Drivers

CCT is committed to bringing Coulter Hall into community ownership to protect this important village asset from potential redevelopment that would not be supported by the community, such as conversion into housing that would increase pressure on already stretched community infrastructure. Our vision for Coulter Hall is to revitalise it as a vibrant, community-owned hub, building on its existing social impact and expanding its use through a range of new activities and improvements.

Coulter Hall will:

- Continue to offer a multi-purpose community space for diverse local activities (all existing users have been reassured that the space will continue to be available to them)
- Provide a welcoming venue for family celebrations and life events such as parties, weddings, and funerals
- Create a fully equipped venue for entertainment events, including improved staging and back-of-house facilities
- Offer the benefits of Community Ownership:
  - Preserve a vital community space, foster social connections, and empower local residents
  - Ensure the hall is used and developed in ways that meet the specific needs of our community
  - Promote local control and community self-determination

- Address economic decline by attracting investment and generating income for reinvestment

This will be driven by:

- Building improvements and refurbishment:
  - Ownership will allow CCT to upgrade the hall to modern standards to make it financially sustainable. Our architect is developing plans to guide these renovations
- Security for fundraising and development:
  - Owning the asset gives CCT control and long-term security, supporting both capital investment and revenue fundraising
- Strategic growth:
  - This project will act as a springboard for CCT potentially to acquire and manage further community assets, including land and other buildings, creating a portfolio of facilities that benefit our community

1.3. Rationale

Closure of our hall would deny Coulter a central, accessible space and severely limit opportunities for community interaction. In contrast, village ownership of the hall will enable significantly greater community cohesion and social inclusion.

Initial financial analysis has indicated:

- Positive cashflow is achievable within a short timeframe
- Cost reductions will be supported by volunteer contributions
- Increased hall utilisation will be driven by proactive marketing and leveraging of local networks

However, in a time of challenge and cost escalation, work has been done to develop an effective business model.

A May 2024 community survey confirmed strong local support for CCT to manage the hall, with residents expressing a clear preference for a village-based organisation focused on enhancing community life. The hall is seen as a vital facility for the geographic community of Coulter parish, rather than for any single interest group.

Interim Measures

CCT has taken steps to ensure the hall remains open and available while we develop our full CAT application and purchase. A lease agreement under SLC's the CAT Light framework began in November 2024, allowing continued community use and early implementation of our engagement and development plans. We have been given reassurance by SLC that this lease will be renewed in November 2025, enabling us to keep our hall open whilst we continue to negotiate our purchase of the building.

1.4. About our charity

CCT was founded as a Scottish Charitable Incorporated Organisation (SCIO) in May 2024 with the express aim of furthering the achievement of sustainable development by addressing the accelerating decline in community cohesion and social inclusion in Coulter parish, and the loss of an increasing number of village assets. We were able to gain rapid support – and within a matter of weeks, over a third of the adult population of the parish became members of our charity.

Our core aims

The Coulter Hall project aligns directly with our charitable purposes of fostering community development in Coulter Parish. Our core aims are set out overleaf.

- Provide inclusive opportunities for residents of all ages, backgrounds and abilities
- Support families by enabling activities that strengthen community participation
- Address isolation among the elderly and those without transport due to poor bus services
- Promote physical and mental wellbeing through leisure and social activities
- Build aspiration and personal development via volunteering and lifelong learning
- Strengthen community resilience and sustainability by building local capacity
- Lay foundations for rural regeneration and broader economic prosperity

These aims will be realised through this project and future community initiatives.

Our mission is to establish Coulter Hall as a fully functioning community hub that is open and accessible to all and aligned with our community's needs

1.5. About Coulter Hall

1.5.1. History

The Coulter Parish records, held in the Mitchell Library in Glasgow, contain the following entry from 1909[1] relating to correspondence from a Mr Young of Cornhill House, Coulter and the then parish council:

> *"I was instructed to write to you to ascertain if the council would accept of the school for a public hall as a gift of property in the sense of Section 14 (1) (d) of the Local Government (Scotland) Act 1894"*

Mr Young subsequently purchased the former village school and gifted it to the council. The parish archives also record a condition report and submitted plans by Carrick and Wright architects (dated 14/01/1911) for the conversion of the school to a public hall.

Older residents of Coulter, who were contacted as part of the community engagement activity detailed in this business plan, have shared their personal stories and experiences of the project to extend and develop the hall that took place in the late 1950s and early 1960s. They told us about the fundraising activities organised by village residents to raise money for the construction of the present building, including an event where local people were asked for donations in return for being able to take penalty shots with a celebrity footballer in goal.

We understand that around 50% of the total project cost was donated or raised by the people of Coulter themselves.

1.5.2. The present building

The hall building currently has a total gross internal area of 332.12m^2 (3,575 sq. ft) comprising:

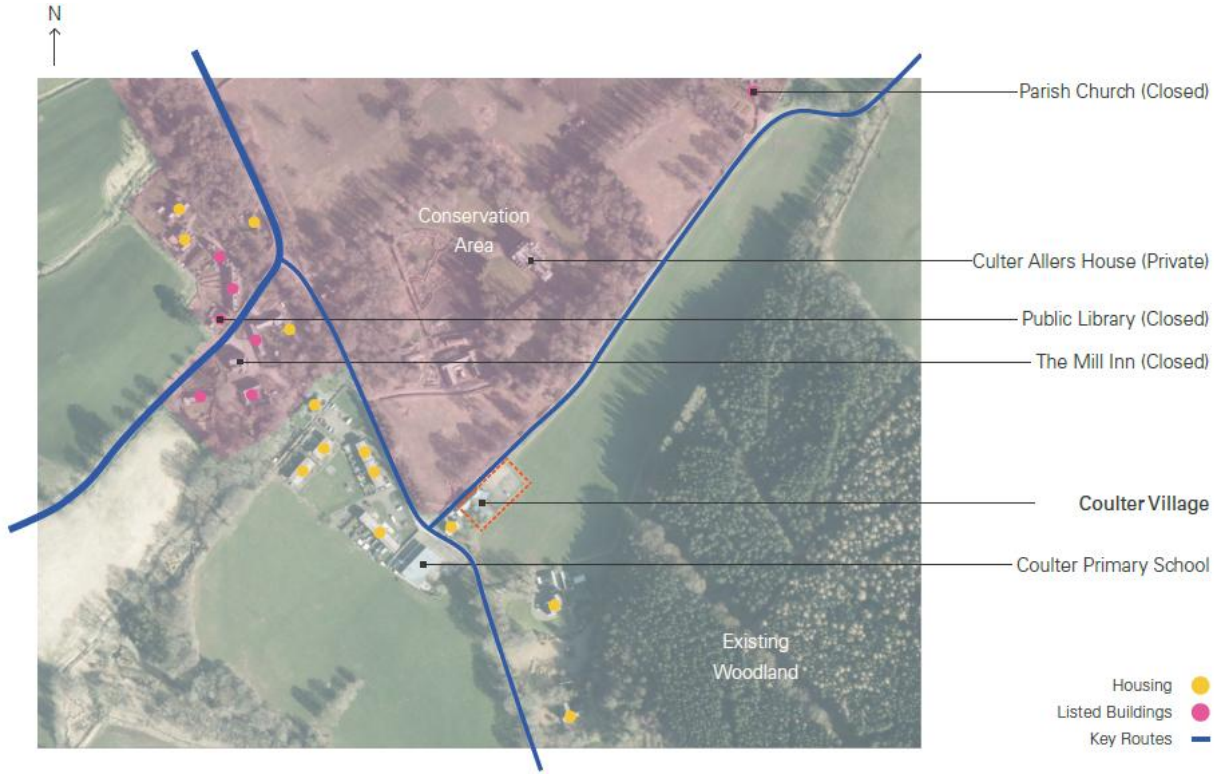
- Main hall (148m^2) with capacity for 228 people in concert-style 165 people seated at tables
- Anterooms as shown in the floor plans above
- Parking for approximately 25 vehicles
- Kitchen

[1] Archive reference C01/82/2 p. 124

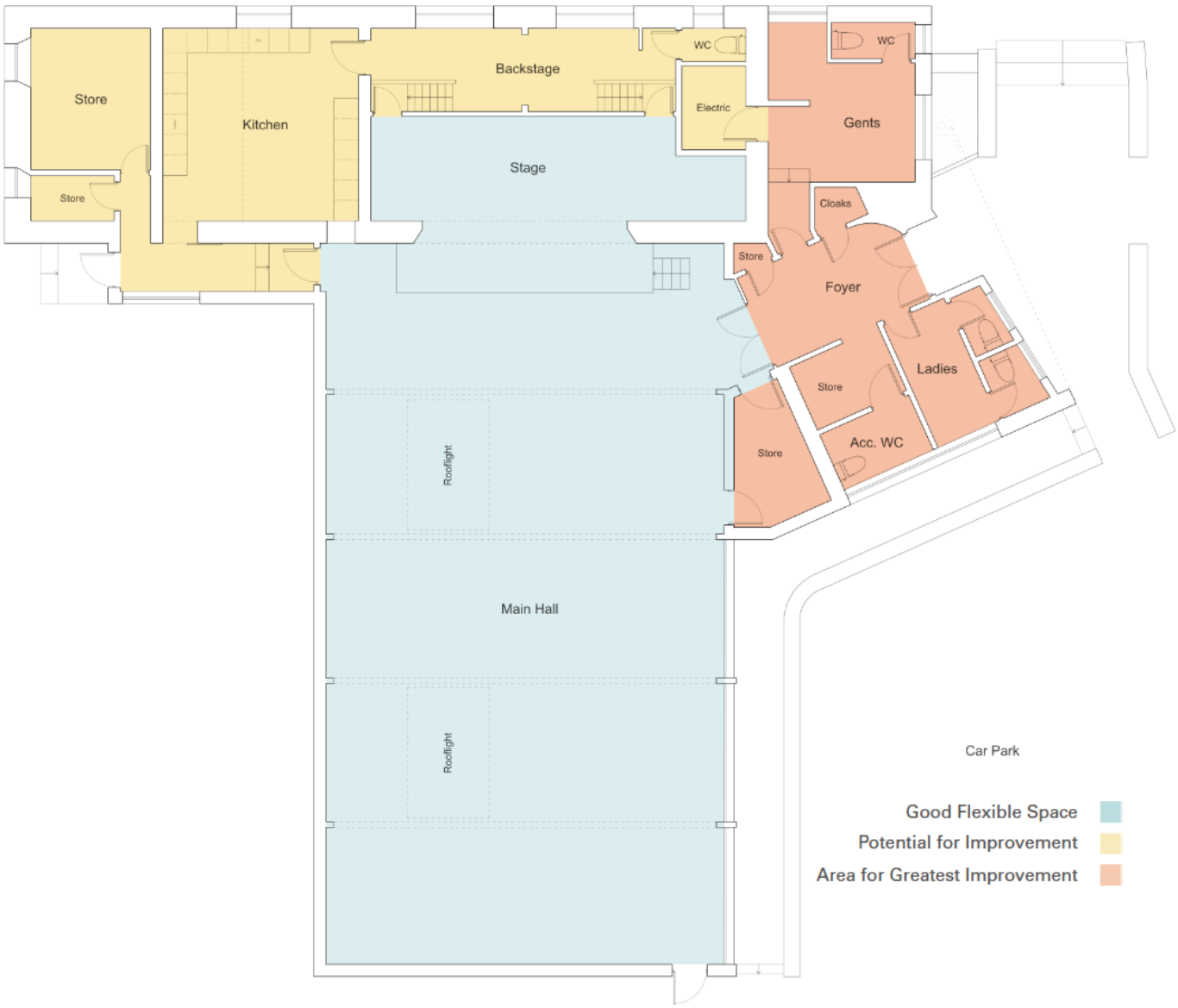
The building is partially accessible (main hall and accessible toilet only), but all back of house areas have stepped access.

Historical profit and loss figures provided by SLC (see section 8.2.1) and experience gained by CCT during the period of the current lease provide evidence of the high energy costs related to heating Coulter Hall. **We have assessed that the building in its present state is financially unsustainable.** If its future as a viable community asset is to be secured, improvements must be made to the thermal performance and energy efficiency of the building. This work will only be practicable as part of an extensive refurbishment project.

The Coulter Hall site



Floorplan of the present building

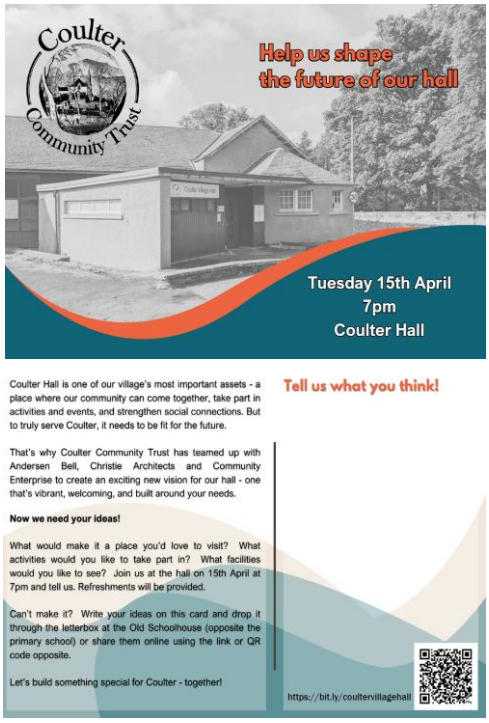


Photographs of the present building

1.6. How this business plan was developed

CCT has carried out extensive consultation and research, and we have gathered evidence of need with support from Community Enterprise, whose consultants specialise in community buildings. The stages of study are summarised below.

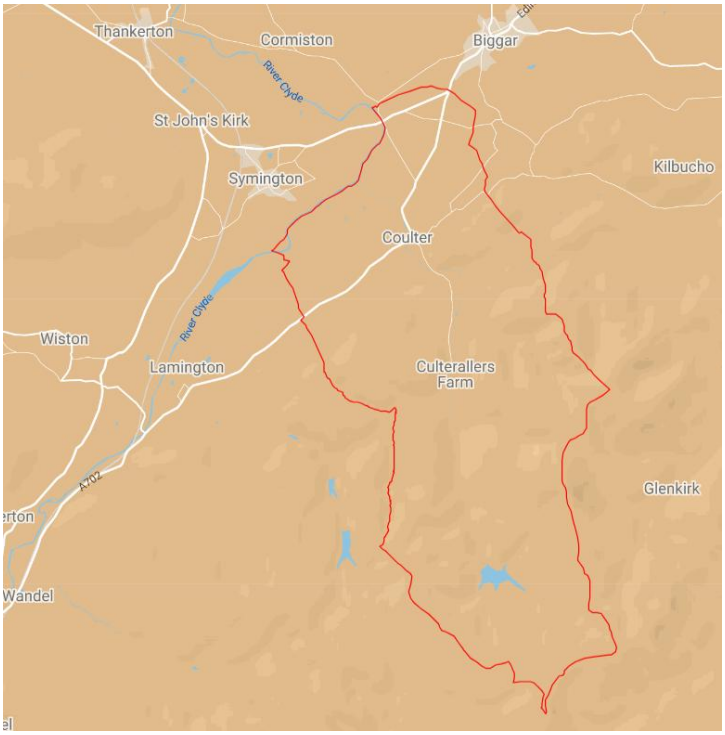
Raising awareness	• Social media promotion • Open community meeting in November 2024 *(see photograph below)* • Communication by the Trust and local stakeholders to their contact lists • Creation of an information postcard that residents could use to submit ideas (see above). This was distributed to every house in the village.
Community survey	CCT undertook a full community survey in May in 2024, the results of which are analysed in Appendix A. The 70 responses received represent around 35% of the population.
Initial research	• Review of demographic trends • Analysis of national, local authority and local policies and priorities • Review of background information • Mapping of existing community assets in the village to mitigate against duplication or competition
Stakeholder interviews	Interviews with community groups, other venues and local interested parties were carried out, and a stakeholder summit was held in May to allow key stakeholders the opportunity to contribute ideas and comment on the architects' plans.
Ideas cards	A post card (see below right) was distributed to every home in Coulter parish, and a range of comments and ideas were submitted. This was complemented by an online survey,
Public meetings	CCT held a public meeting in the hall in November 2024, which was attended by around 50 people. Many ideas emerged from the open discussion that were included in the brief to the architect. Views were gathered from the public through an open event in April 2025 where Coulter residents and existing hall users could find out about the project and offer opinions and ideas. A stakeholder summit was held in May 2025.
Business plan	Production of this plan for discussion so that a final direction of travel can be agreed.



2. Summary of research

2.1. About the community

The following demographics report has been prepared for use by CCT. Unless otherwise noted, the data presented in this report is from the 2022 Census and relates to the Coulter (also spelt "Culter") Civil Parish boundary as shown on the map opposite

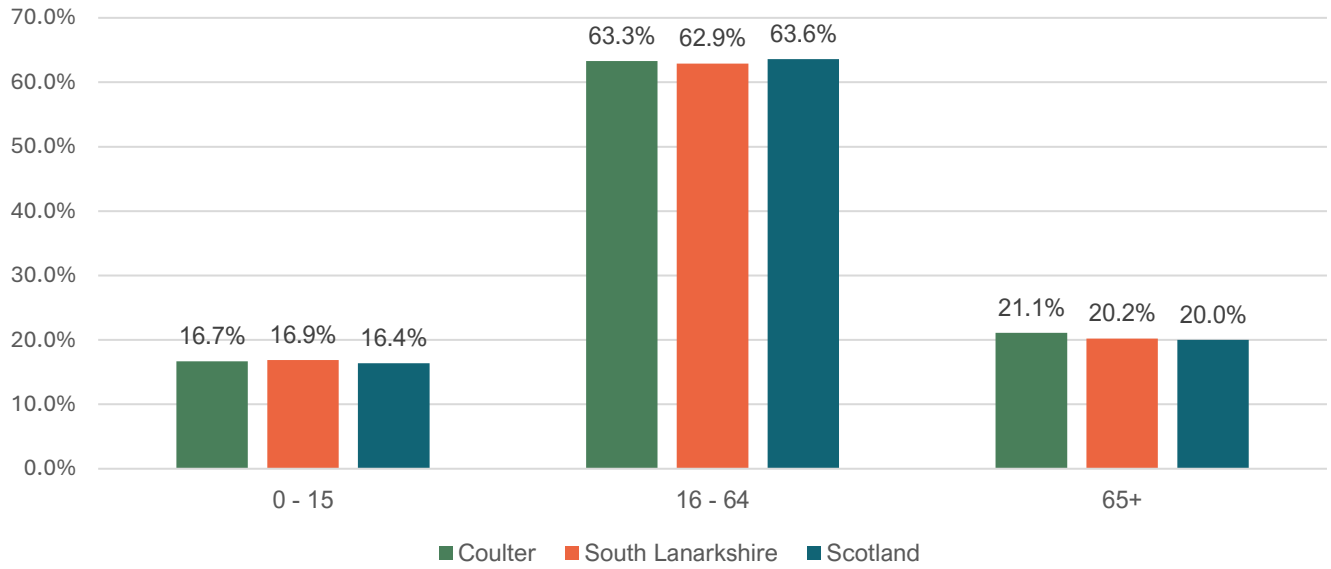


Population and age

According to the 2022 Census, there are 251 people living in Coulter Parish. The population is 52.6% female and 47.4% male.

The age breakdown of the local population is roughly in line with both regional and national trends. In Coulter, 16.7% of the population is aged 0-15, 63.3% are aged 16-64 and 21.1% are aged 65 or over. There is a slightly higher proportion of older people (aged 65+) than nationally, but this is nominal at around 1%.

Age demographics- local and national comparison



Population change

The population of Coulter has decreased in the past decade or so. At the 2011 census, there were 278 people living in the area, but this reduced to 251 at the 2022 census. This represents a 9.7% decrease in the local population. However, it should be noted that in small areas, a small change in the number of residents can result in a large percentage change.

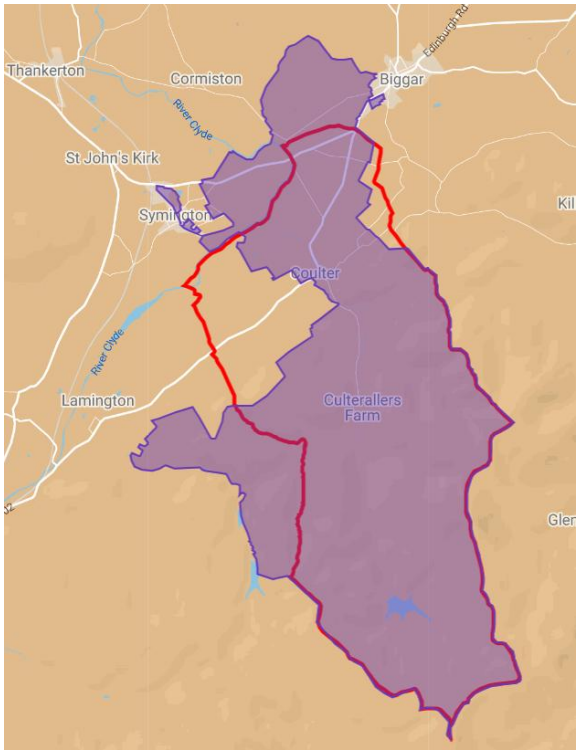
SIMD

The Scottish Index of Multiple Deprivation (SIMD) measures the level of deprivation across 6,976 datazones in Scotland.

While SIMD is relevant to rural areas, care needs to be taken in analysing the data because:

- Data zones in rural areas are bigger than those in urban areas.
- Pockets of deprivation are smaller in rural areas, and these are more likely to include a mix of households experiencing different levels of deprivation.
- Problems of transport and distance to employment and services are very important features of rural deprivation, and these factors have less impact on overall SIMD rank.

The majority of the Coulter Parish Boundary is located in the Biggar, Symington, Thankerton and Dolphinton – 02 data zone (purple shaded area on diagram below). This datazone is ranked in the 20% least deprived in Scotland.



While SIMD provides an overall ranking for each data zone, it also looks at seven "domains": income, employment, health, education, housing, crime, and access to services.

Coulter experiences significant deprivation locally in regard to geographic access to services - the area falls within the 10% of the most deprived data zones for this domain.

Local Jobs

Data on local jobs is provided by the Business Register and Employment Survey (BRES) at data zone level. According to BRES figures from 2022, the three largest industry groups for workforce jobs based in the Coulter area are:

- Accommodation and food services (50%)
- Business administration and support services (20%)
- Professional, scientific and technical (15%)

2.2. Community meeting, April 2025

The responses gathered at the open community meeting in April 2025 are set out overleaf.

The building as a whole:

- Potential to be a hub and gathering place
- Its connection to Shaw Hill
- At the moment it does not feel welcoming – a bit drab.
- Make a welcoming entrance – currently not attractive at all

The main hall

- Sub divide the hall
- Bi-folding doors to half the hall if required
- Doors to open from hall onto car park

The stage:

- Keep stage for young farmers and others.
- Keep stage for events, weddings etc.
- Retain stage for music groups, amateur dramatics etc.
- Lose the stage – a portable stage could be put up quickly and cheaply

Kitchen:

- Make the kitchen the community room
- Move kitchen near bar – existing kitchen area could be made into a community room and used as overflow for backstage use
- Halve kitchen and add a big table (for meetings etc.)
- Wonder if moving the kitchen to the bar area/foyer area would be better?
- Bar and kitchen should be together

Bar:

- Bar access should be in the hall to keep everyone together at a function
- Bar and kitchen should be together

Activities and Ideas

- Cinema nights
- Basketball *(2 responses)*
- Repair shop

Storage:

- Storage for clubs and sports to keep equipment in
- Storage for bowling boards and equipment
- Hope bowling boards can stay at back of hall

Outside space:

- Pay as you go – will bring dog walkers in
- Can we extend onto the glebe – football
- More space for cars
- Need more parking spaces for bigger events eg. weddings, receptions etc.
- An outdoor kitchen with BBQ
- Trees round perimeter of car park

- Improved outside lighting (especially in the car park)
- Cycle racks
- Interpretation panels (outside) with a map showing some of the network of paths and trails available in the vicinity for walking / cycling / horse riding. Panels could include info on local heritage features of interest and details of the Scottish Outdoor Access Code.
- Overnight campervan parking facilities (electric hookup, wastewater disposal, and water) in the car park. May be able to generate a bit of income from this.
- Electric car charging facility

2.3. Original community survey

CCT conducted a survey in May 2024 to assess local support for retaining the hall as a community asset. A total of 70 responses were received from residents of Coulter Parish, all in favour of CCT taking on the hall. This represents around 33% of the adult population.

Respondents were asked the binary question whether they supported the asset transfer of the hall to the community. 100% of respondents said yes.

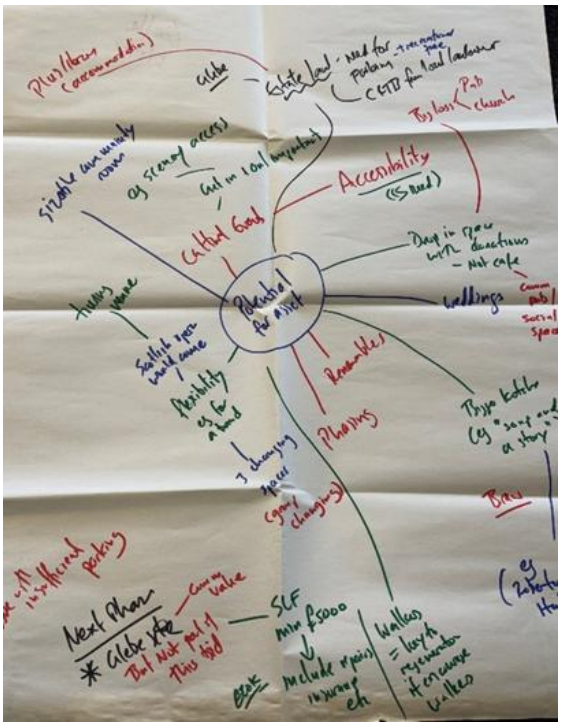
The full results of the survey are included in Appendix A.

2.4. Ideas cards and online survey

The two-sided ideas cards shown in section 1.6 above were put through the letterbox of every household in the parish (see section 1.5 above). People were asked to comment on the ideas and plans so far to give the architect more information to help them move forward. Most responses were submitted online, some of which were very detailed in nature. The full results of this exercise are included in Appendix B.

2.5. Stakeholder contact

Contact was made with a range of stakeholders by email and telephone to gather thoughts and ideas, and some attended a stakeholder focus group in early May. These included Braw Clan (a locally based professional Scots language theatre group), Coulter Carpet Bowling Club, Biggar Young Farmers and elected representatives.



The Young Famers and bowlers were passionately keen to continue as regular users and keen to support CCT's aims for Coulter Hall. Braw Clan spoke in detail about the Scots language dramas they were keen to perform in the hall. They explained that their plays were presented "in the round" and that they wouldn't require a stage, but they discussed a range of requirements that would help them make full use of the building (easy access to the building for get-in and get-out would be a necessity for movement of equipment and scenery, so it is important that there are large full height doors).

Potential for asset

There was interest in a future foyer space being used for a pop-up café/pub, run by volunteers rather than as a commercial operation. The closure of the village pub and church have been big losses to the village and there is a desire to replicate something like a licenced gathering space, although it is acknowledged that this is not likely to be sustainable unless staffing costs are kept at a minimum.

Weddings are viewed as a big opportunity in a revamped hall, and the current owner of the nearby Coulter church is keen to collaborate with CCT.

There is a need for a better equipped kitchen to host receptions, functions and “soup and a story” events.

The site is constrained on all sides, and there is potential for future issues with insufficient parking without more land. CCT would like to acquire addition ground beyond the current Coulter Hall boundary in the adjacent field to provide additional parking and recreational space. Together with the garden at the nearby Coulter Library – and potentially other areas of ground in the village – we hope to create a range of community controlled outdoor spaces.

Installation of renewables will be vital in order to make the building financially sustainable.

Phasing of the refurbishment will almost certainly be required to divide the total cost into fundable tranches.

2.6. Competitive and gap analysis

The following is a summary of all the community venues within a 20-minute drive from Coulter with journey times from Coulter included in brackets. It is clear that the use of Coulter Hall in relation to the needs identified above are very local and there is therefore minimal competition with other nearby halls, which are also largely local in use apart from the Corn Exchange and Municipal Hall in Biggar which host more general interest events.

Venue name	Summary
Cornhill Castle	A grand castle venue offering luxurious settings for weddings and special events amidst scenic countryside *(4 minutes)*
Biggar Municipal Hall	Located in the heart of Biggar, this hall hosts a variety of local events and functions *(5 minutes)*

Venue name	Summary
Biggar Rugby Club	Offers well-equipped sports facilities, a function suite and bar *(5 minutes)*
Biggar Corn Exchange	A historic venue on Biggar's High Street, offering live music, theatre and cinema *(6 minutes)*
St Mary's Hall	The main church hall in Biggar, which is used for meetings and smaller events and activities *(6 minutes)*
Gillespie Centre	Caters for a wide range of activities in its two small halls, with its kitchen providing a variety of menu options *(6 minutes)*
Symington Hall	A local venue in Symington offering facilities for various community activities and gatherings *(6 minutes)*
Roberton Hall	Serving the village of Roberton, this hall is a focal point for community events and social functions *(11 minutes)*
Thankerton Hall	This hall provides a venue for local events and serves as a community gathering point *(11 minutes)*
Crawford Hall	A community-managed hall providing space for local events, meetings, and recreational activities *(19 minutes)*
Rigside Hall	A community space hosting events, meetings, and recreational activities for local residents *(19 minutes)*

As the primary beneficiaries of CCT are residents of Coulter parish, and as Coulter Hall is the only publicly accessible community venue in the village, there will always be a local market for our hall. Many of the larger local venues are already heavily utilised, expensive to hire, or serve specific needs that may render them unsuitable for many community uses. Coulter Hall's size, location and car parking make it a popular venue, and undersupply in the district has historically driven significant business to our hall.

3. Policy fit

This section examines the Coulter Hall project's alignment with public policy and strategy. Demonstrating a strong alignment helps to make the case for investment of public resources, and for partnership with public bodies and charitable funders. More generally, the underpinning research set out in these policies can provide further evidence of need.

3.1. Sustainable development

CCT's constitution has been reviewed by the Scottish Government's Community Land Team and has received a confirmation notice that under section 34(4) (Part 2 – Community Right to Buy) and section 97D(6) (Part 3A - Community Right to Buy Abandoned, Neglected or Detrimental Land) of the Land Reform (Scotland) Act 2003 and section 49(7) (Part 5 – Right to Buy Land to Further Sustainable Development) of the Land Reform (Scotland) Act 2016, Scottish Ministers are satisfied that the main purpose of CCT is consistent with furthering the achievement of sustainable development.

3.2. Scottish Government National Performance Framework

The National Performance Framework provides a vision for Scotland with broad measures of national wellbeing. It is intended to inform discussion, collaboration and planning of policy and services throughout Scotland, across public sector, businesses, civil society and communities. It is in the process of being revised, with proposed new outcomes laid before parliament in May 2024. The Coulter Hall project directly contributes to these national outcomes within the revised Framework

Outcome	How CCT will address it
Communities We live in communities that are inclusive, empowered, resilient and safe	We will provide an accessible space for recreational activity and social interaction, and offer local services and amenities from a community-owned building.
Wellbeing Economy and Fair Work We have thriving and innovative businesses, with quality jobs and fair work for everyone	Community asset ownership is part of community wealth building – this is the Scottish Government's approach to delivering the wellbeing economy.
Culture We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	Drama and music will be a key part of the use of the hall (including Scots language theatre), enhanced by its stage and backstage space

There will also be indirect contributions to the proposed national outcomes for climate action, education and learning, and health.

3.3. Scotland's National Strategy for Economic Transformation (NSET), 2022

The vision is to create a wellbeing economy, ie. a society that is thriving across economic, social and environmental dimensions, and that delivers prosperity for all Scotland's people and places.

NSET includes recognition of the importance of a mixed economy and localism of businesses.

Community wealth building

The vision of the NSET is to create a wellbeing economy. The Scottish Government has adopted the internationally recognised Community Wealth Building approach to economic development as a way of bringing that about. The Programme for Government published in September 2024 includes a Community Wealth Building Bill that is being consulted on at the present time.

Coulter Hall will contribute to having a strong local economy through ensuring good local supply chains and employing local people.

Community empowerment

The Community Empowerment (Scotland) Act 2015 aims to help empower community bodies through the ownership or control of land and buildings and by strengthening their voices in decision making around public services.

The Scottish Government recognises that asset ownership can provide revenue for community organisations, making them more sustainable in the long term as well as giving local people a renewed sense of control over their communities, a real sense of a stake in the future of the places they live and work.

Community ownership of Coulter Hall directly contributes to these policy objectives.

3.4. South Lanarkshire Council strategic priorities

Priority	How CCT will address it
Improve later life	We will provide opportunities for greater inclusion for those who are elderly, living alone or without their own transport, who struggle to maintain social connections because of poor bus service provision in the village. These may include coffee mornings, lunch clubs and recreational activities aimed at older residents, and will be encouraged by prioritising availability of our hall to village groups such as the SWRI and opportunities for lifelong learning such as talks, cultural activities and U3A events.
Protect vulnerable children, young people and adults	Our community hub will provide a safe and welcoming environment for all vulnerable groups to play an active participatory role in Coulter life, promoting inclusion and bringing benefits of greater diversity to community events and activities. As set out in our Safeguarding Policy, we will protect peoples' health, wellbeing and human rights consistently and without exception across everything we do, by proactively identifying, preventing and guarding against all risks of harm, exploitation and abuse, and having mature, accountable and transparent systems for response, reporting and learning when risks materialise.
Deliver better Health and Social Care outcomes for all	We will promote physical wellbeing through the provision of leisure, sporting and recreational activities in the village, and seek to improve mental wellbeing by encouraging residents to engage with community events and activities, extend their social and support networks within the village and develop greater personal resilience. We will support aspiration and ambition, and encourage people to take an active role in organising activities in support of their community by providing opportunities for volunteering, personal development and lifelong learning.

Priority	How CCT will address it
Work with communities and partners to promote high quality, thriving and sustainable communities	Establishing Coulter Hall as a community hub is the central project in addressing the accelerating decline in community engagement and social inclusion in Coulter parish, following the loss of the village church and closure of the pub. CCT has established a high level of community support, and our membership has grown rapidly. Our Trustees, management committee and volunteers will work closely with community groups, other charities, local businesses, advisors, funders and the public sector to deliver positive outcomes for the village, parish and wider district, measuring and assessing impact against clearly defined metrics.
Support the local economy by providing the right conditions for inclusive growth	We will build capacity within our village and parish, strengthening the skills, abilities, experience, processes and resources that we need to become a sustainable, adaptable and thriving community. We will support local businesses and sole traders by offering opportunities to provide goods and services to support the operation of our Hall, and by improving the wellbeing and productivity of the local workforce through our work with our community. By laying solid foundations for rural regeneration, growth and greater economic prosperity in the Coulter, we will make our village and parish a better place for people at all socioeconomic levels to live, work and visit.
Supporting our communities by tackling disadvantage and deprivation and supporting aspiration	Our community hub will operate in lock step with the needs of the village and be open and accessible to all. By hosting events and activities here in Coulter, we will help reduce poverty-related attainment gaps by addressing the lack of public transport serving the village that make it difficult and expensive to get to similar facilities elsewhere. By providing volunteering opportunities and training, we will support personal development and aspiration, offering individuals the chance to learn new skills and play a greater part in village life.
Improve achievement, raise educational attainment and support lifelong learning	We will organise and host activities aimed at lifelong learning such as talks, cultural activities and U3A events. We will also promote personal development and achievement by providing volunteering opportunities that will enable Coulter residents to play an active role in delivering positive outcomes for our community. Encouraging personal development through mentoring, training and hands-on experience will form an essential part of our succession planning, and volunteers will be encouraged to aspire to leadership roles on our management committee and Board.
Encourage participation in physical and cultural activities	We will organise and host a programme of sporting, recreational, educational and cultural events and activities, working with community groups and partners. By promoting physical and mental wellbeing, improving health outcomes, offering volunteering, training and opportunities for advancement to our beneficiaries, we will enhance quality of life in our village, encourage participation and aspiration, and achieve greater levels of social inclusion and connection.
Ensure schools and other places of learning are inspirational	Not directly addressed by this project, although we hope that the events and activities that take place in our community hub will encourage our beneficiaries' curiosity and inspire them to gain new knowledge, skills and experience.

4. What we will do

4.1. Our vision

Our vision sets out the long-term change that we intend to make through Coulter Hall:

Coulter will be an inclusive, vibrant and resilient community connected, positive and mutually supportive

4.2. Our objectives

Community ownership of our hall will open up new possibilities for CCT to expand services, reach more people, and deliver increased social impact.

Our key objectives are to:

- Secure ownership of the hall from South Lanarkshire Council
- Launch our community ownership of the hall with a robust and engaging communication plan to keep people interested and energised.
- Continue to offer the hall to existing users and market it to new groups
- Secure funding for the next stage of design team fees and commission the architect to secure RIBA 3 planning
- Secure capital funding within two years to refurbish and upgrade the whole hall complex to make it fit for purpose and financially sustainable
- Re-open as a community-run multi-purpose space

4.3. Key activities

This section describes the specific activities and services that will be delivered at the hall and how they will develop when it is in community ownership.

The activities are split into four key themes:

Theme	Activities
Events	This activity is split into two elements: • The hall will be offered for crucial family life events, including birthdays, anniversaries, weddings and funerals. This will position the hall as the hub of not just community activity but of individual and family life, building memories and creating community • The hall will be used for seasonal events such as Burns Night and parties at Christmas, Halloween etc.
Multi-purpose community activity	Once re-configured, the hall and other community spaces will be used for a range of existing and new activities. Regular users of the hall include: • Coulter Badminton Club one evening per week • Chair Yoga one morning per week • Coulter Carpet Bowling Club two evenings per week and tournaments twice per year in March and December

Theme	Activities
	• Coulter Ringcraft Club (dog training) one evening per week with dog shows twice a year • Coulter SWRI one afternoon per month • Biggar Young Farmers one whole week each February for annual concert and weekend rehearsals in run up to concert as well as events during the year • St Andrew's Day ceilidh in November We are currently in discussion with Guide Dogs with a view to starting monthly puppy training sessions in our hall There are also periodic bookings for private parties and receptions. The events that were highlighted in sections 2.2 and 2.3, from craft classes to wellbeing and keep fit, will start to be booked in once the hall can offer is high quality affordable space.
Arts and Cultural activity	The hall, with the stage and upgraded back of house areas, will be used for theatre and events. Braw Clan has started presenting Scots language plays in the hall, and there is interest from local music promoters. The Biggar Little Festival is interested in extending creative events and there is the possibility of Biggar Theatre Workshop also using the hall as rehearsal space. Other users such as the Clydesdale Folk Club and a local dance instructor have also expressed an interest.
Informal gathering	A space will be created where local people, residents and those out for a walk can use the facility to relax, read, meet friends gather in small groups. There will be opportunities for a volunteer-run pop-up café or pub to be set up, which will be broadened in scope once the hall has upgraded kitchen facilities.
Cross-cutting theme	
Heritage	Although not necessarily requiring dedicated space, there is significant interest in celebrating and understanding the history of the village in photos, archives, digital data and artefacts.

4.4. Refurbishment

As outlined in section 1.5.2, we consider that Coulter Hall in its present state is financially unviable. The aims of the refurbishment of our hall are to:

- Improve the fabric of the building
- Reduce running costs through sustainability
- Strengthen its unique identity
- Reconfigure the layout so that it is more flexible
- Provide the potential to support larger events and commercial hires

Drawing on the results of community engagement and consultation, the architect has developed a floor plan for our hall to deliver these aims and provide a strategic way forward for the facility. This is accompanied by detailed quantity surveyor's cost estimates.[2] A phased approach to the refurbishment will be taken to provide a realistic funding route, which is set out overleaf.

[2] Stage 1 Elemental Cost Plan, rev 1 (Brown + Wallace)

Phase 1: Focus on community needs by prioritising critical initial works to deliver lower running costs and improved amenities for the hall as it is currently used

Estimated cost: £1.4M

Phase 2: Addition of spaces to improve how the hall functions, enhancing facilities to serve broader market needs and enable CCT attract a wider customer base for the hall

Estimated cost: £860K

We recognise that there is increasing competition for funding, and the estimated refurbishment costs will present a significant challenge. Depending on availability of funding at Phase 1, this may be further split into two sub-phases:

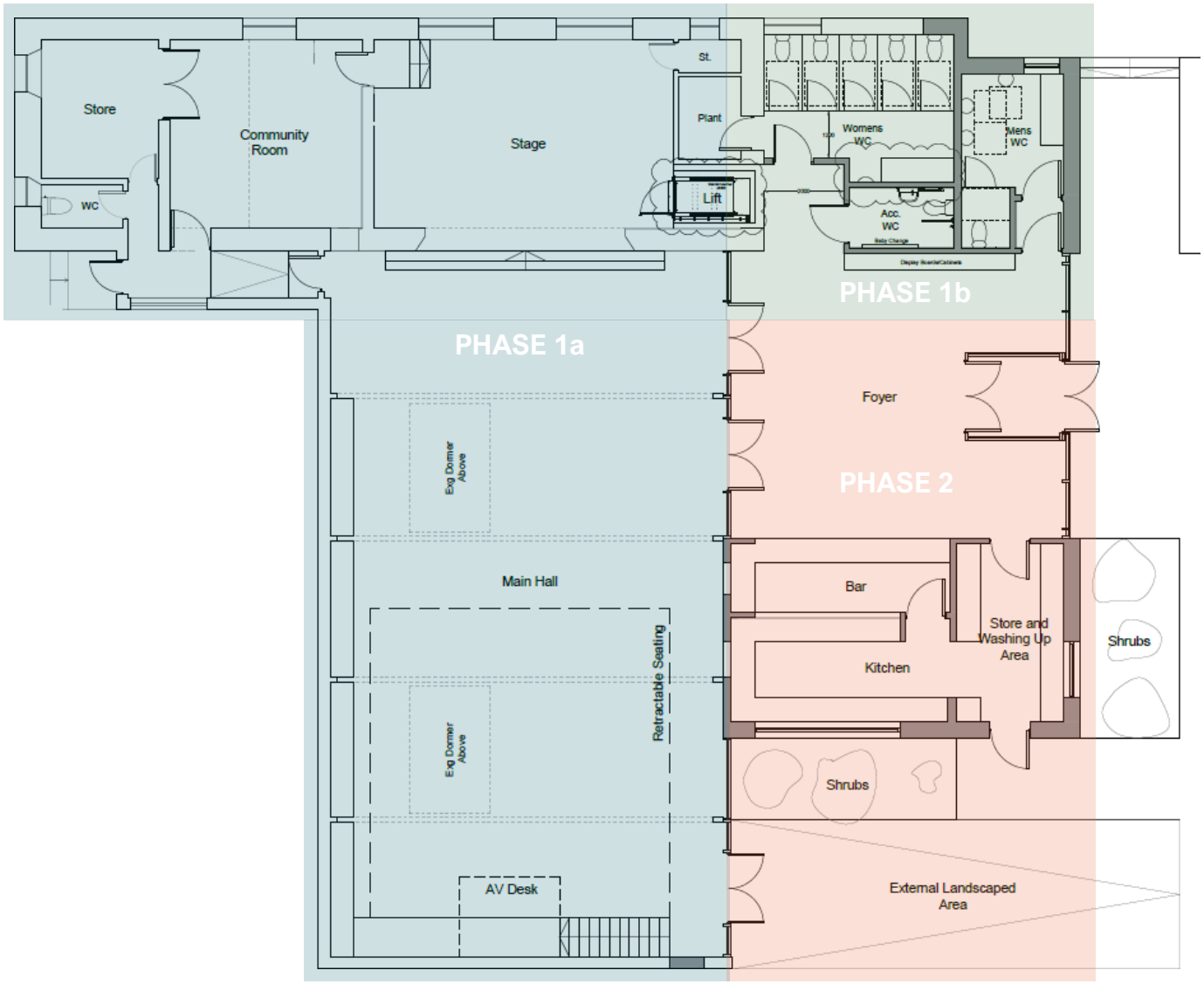
Phase 1a: Enhancement of existing toilet facilities and entrance lobby within the existing building envelope

Estimated cost: £1.2M

Phase 1b: Demolition and rebuilding of the toilets and entrance hall

Estimated cost: £200K

This phased approach will be revisited at each subsequent design stage.



Value engineering

The quantity surveyor has also carried out a value engineering assessment to identify options for reducing project costs. Whilst the options identified involve changes to the building specifications or project scope that will require compromises to be made in the facilities that the hall can offer, potential cost savings of up to £595k against the total estimated project cost of £2.2M have been identified.

5. Impact

5.1. Project benefits

5.1.1. Broad benefit

Securing the future of the hall and establishing a community hub that serves the needs and acts in best interests of the village and parish will enhance the ability of Coulter residents to live better and more fulfilled lives by providing opportunities for attending events, participating in activities and volunteering on their doorstep. Such activities will encourage greater social inclusion and promote better community engagement and the ability of local residents to participate in community life. They will also drive rural regeneration by helping to reverse a decline in social inclusion, cohesion and quality of life in our parish, making it a better place to live, work and visit.

- Improved availability of the hall for hire to Coulter residents will revitalise village groups that have suffered decline in recent years (such as the Coulter SWRI and Flower Show), many of which are particularly well placed to provide important social connections for older people.
- Promotion of the hall as a venue for parties and celebrations will bring Coulter families, children and young people together and provide opportunities for recreation and greater social interaction within the village.
- Hall hires from the wider district will increase the diversity of activities and events available to Coulter residents, providing greater access to the arts, culture and education.
- Events and activities on the doorstep will help reduce poverty-related attainment gaps by addressing the lack of public transport serving the village that make it difficult and expensive to get to similar facilities elsewhere.
- Providing volunteering opportunities and training will support personal development and aspiration and offer individuals the chance to learn new skills and play a greater part in village life.
- Promoting physical and mental wellbeing and improving health outcomes for local people will enhance productivity and reduce the burden on services provided by SLC, the NHS and Scottish Government, freeing up capacity for the benefit of the wider population.
- Refurbishing the hall will significantly increase the energy efficiency of the building, making it financially sustainable and enabling CCT to contribute towards the transition to a low-carbon economy.
- Engaging local businesses and sole traders to provide services related to the management and operation of our hall will support the local economy and promote job creation and employment.
- Promoting greater engagement, social inclusion and cohesion will help secure Coulter's future as a thriving and sustainable community.

5.1.2. Link to Scottish Land Fund's Outcomes

The Scottish Land Fund (SLF) has contributed towards the cost of engaging the architect and Community Enterprise, and we will likely approach them again later in the project. There is a strong fit with the SLF outcomes.

Outcome 1: Our communities will achieve more sustainable economic, environmental and / or social development through the ownership of land and buildings

Building a sustainable economy

We will locally source products and services to support the operation of the hall wherever possible. This will contribute to the local economy. We will also provide opportunities for

professional instructors to run fitness and recreational classes in our hall, and pay professional local performers, including musicians, and theatre groups to provide theatre, music and other entertainment. This will invest directly in the regional creative economy and secure jobs for individuals who may not themselves be based in the village but who are endeavouring to refocus creative and cultural activity away from large cities and into the rural areas. This can be financially challenging for them and requires support at a community level.

Community ownership of the hall will ultimately create at least two paid roles, providing employment opportunities in the village. Although these would only be part time – which is vital if we are to sustain those posts – this is still significant in this village of only 251 people. Further staff roles may be created if we need to increase capacity.

The cashflow forecast for year 5 shows income of around £58k (all except £5k of which is expected to be generated by charitable activities and trading) against expenditure of around £54k.

Sustainable environmental outcomes

If the site is not taken into community ownership, the likelihood is that it will be developed for housing, with the demolition of the existing building. NPF4 notes that given the need to conserve embodied energy, demolition will be regarded as the least preferred option. **CCT's proposal retains the existing building.**

The plans for the capital upgrade will include measures to improve the building's energy efficiency. Discussions are taking place with the design team to install PV panels, battery storage and a heat pump, complemented by high performance insulation, glazing, heat recovery and ventilation.

We will focus our work on circular economy principles and will try to reuse items such as composting food waste from the kitchen. During the build, we will aim to use locally sourced materials and labour, and re-use as much of the existing building fabric as possible. We intend to build these requirements into the contract if they are viewed as affordable.

Social development

The population of the village is around 250. With the closure of the church and the pub, the hall is the only gathering space in the village. Culture is changing habits, especially with increased mobile device and car ownership, and more leisure time is spent at home or in other communities where there are shops and good facilities. It is vital that our hall can offer interesting and attractive alternatives and becomes an interesting, engaging space where people will want to spend time.

Coulter Hall will offer space for parties, learning, health and wellbeing, culture and community events. Almost the whole population will attend at one time or another and will create connections that will stimulate mutual help within the community and beyond the hall.

By providing a drop-in gathering space, residents, walkers, cyclists and other visitors to the village will have an affordable easily accessible place to meet, relax and find light refreshments.

Focusing on volunteers is not being done to save money but to ensure that the hall is run by people who benefit from it, and we will strive to encourage succession to the next generation. This creates a sustainable village facility that is based on local skills, local passion and care. 67% of those who responded to our community survey said they either wanted to, or might be interested in getting involved.

Outcome 2: Our communities will have a stronger role in and control over their development

Our consultations have revealed concern around the loss of facilities in the village. Along with many other local authority areas, SLC has taken a strategic decision to relinquish responsibility

for community facilities and the cost and burden to the local authority. This fits well with the Community Empowerment legislation but is only possible if there is a group of people involved.

In Coulter, CCT has emerged as a high quality, highly skilled community (see section 6.6 below). A key outcome of this work will be the complete control of the hall moving into the hands of the community. Our charity has an appetite and the resources to roll this out and we are already considering taking on additional land in the village and ownership of our historic village library.

Our charity has around 75 ordinary (full voting) members who live in the local community, as well as around 10 associate members from the surrounding district. About a third of the community of Coulter is therefore already involved in the governance of the charity and control of facilities in the village, and all ordinary members are eligible for positions on sub-committees or for election to the board.

Links are being made with the Coulter Primary School to identify how young people in the village can be encouraged to play a role and influence the future plans for our hall.

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

Well-managed

The skills audit we have carried our has identified a strong skill set on our Board. Although a few of the current trustees have identified training needs, the board as a whole has significant skills in business planning, marketing, facilities management, finance and governance. We believe that our hall will be managed by a passionate team of people with high levels of knowledge and expertise.

As this business plan sets out, we have clear, well thought-through governance structures, and there is already a substantial suite of policies and procedures in place.

Financially sustainable

Staffing is being kept to a minimum and there is a focus on reducing energy usage through smart technical interventions. The cash flow shows the charity in surplus, and CCT has secured three years' revenue funding from the Nadara Glenkerie Windfarm fund.

5.2. Return on investment

Social Return on Investment (SROI) is a framework for measuring, managing, and accounting for the social value created by an organisation or project. It expands on traditional cost-benefit analysis to include broader societal impacts and uses financial proxies to value outcomes that might not have a readily available monetary value. The core idea is to express social and environmental value in monetary terms to demonstrate the return on investment for stakeholders.

Social values have been calculated using the **Social Value Engine** software tool, which creates and measures Coulter Hall as a key asset within the community. Figures for this calculation are predictions for year 2 (2026-27). As such, these predictions are rooted in current usage (see below) and expressions of interest from volunteers. The calculation considers the expected social impact from Coulter Hall prior to its refurbishment. It includes:

- The Coulter Hall project scope and objectives
- Relevant inputs and outputs
- Appropriate outcomes and proxies

The Social Value Engine has validated over 850 approximations of value to support organisations in accurately calculating social return on investment. These proxies come from official government sources, independent reports, and academic sources which are regularly updated.

Proxies make it easier to estimate the social return of initiatives and go alongside other relevant research.

The values detailed here are based on the Community Asset Transfer of Coulter Hall and its operations prior to any planned capital build improvements. As the Hall is developed it will then be possible to edit, duplicate or delete activities as needed, allowing for continuous improvement and growth.

The table below provides details of groups that hired Coulter Hall on a regular basis in 2024-25. It excludes one-off and ad hoc bookings.

Group	Frequency	Attendees
Coulter Ringcraft Club	Weekly	18
Badminton Club	Weekly	10
Coulter Carpet Bowling Club	Twice weekly, October to March	16
Coulter SWI	Monthly	16
Biggar Young Farmers - social events	Twice per year	200
Biggar Young Farmers - concert prep	Four times a year	50
MP surgeries	Twice per year	10
Fitness classes	Weekly	15

In order to calculate a return on investment, we must explore what inputs (monetary and otherwise) are utilised to produce the desired outcome. For Coulter Hall, we have estimated these inputs based on 2026 – 2027 (Year 2) cash flow expenditure and volunteer hours invested in the Hall.

Input	Category	Total Value
Expenditure	Money	£42,328 (Year 2)
Volunteering hours	Volunteering[3]	£31,775[4]

From the current activities within Coulter Hall, the following outcomes and stakeholders have been identified. Using Social Value Engine proxies, the social value is outlined in the table overleaf.

[3] Volunteering financial value follows approach taken in Coulter Village Hall Annual Report 24-25 – utilising UK minimum wage (called 'National Living Wage for over 21s). Projecting forward to Year 2 of Business Plan – the projected UK Living Wage in April 2026 is £12.71 (subject to change). Source: https://www.gov.uk/government/news/national-living-wage-estimate-update.

[4] Calculation based on 2500 hours of volunteering per year (for 30 volunteers including Board). Estimated value of volunteering hours at £12.71 per hour (estimated UK Living Wage from April 2026) = £31,775 value of volunteering.

Outcome	Proxy	Quantity (year 2)	Value per year[5]
Improved social connections	Regular attendance at voluntary or local organisation (2020)[6]	100 local people (annually)	£137,295.00
Volunteering	Value that frequent volunteers place on volunteering (2018)[7]	30 regular volunteers per year (including Board)	£65,426.40

From these figures we can generate an SROI of £2.64 for our current activities at Coulter Hall.

For every £1 invested in Coulter Hall, £2.64 is generated in social value

This figure is conservative and based on realistic predictions that are closely linked to existing use and volunteering interest. We expect this social value to increase after Hall refurbishments (Year 3) as more local people regularly use this space for activities, community lets, and as a cultural and arts event space.

5.3. Monitoring and evaluation

Monitoring our outputs and outcomes helps us to:

- Show the positive difference we make, so that we can better engage the community and partners
- Learn and improve
- Make the case to funders for support

5.3.1. Creating a baseline

The baseline for reporting the evaluation findings will be:

- Targets outlined in this plan, particularly those set out in section 5.2
- Demographics and statistics

5.3.2. Gathering evidence

Evidence will be gathered on:

- Number of bookings
- Number, location and nature of volunteers
- Number of events and numbers at events
- Level of skills developed
- Softer impact such as confidence, happiness to remain in Coulter etc.
- Impact on participants
  - through 'life story' interviews with participants
  - (where appropriate) observation / informal conversation with participants

[5] These figures include deflator values for deadweight (*How much of the outcome might have been achieved without intervention?)* that are in-built to Social Value Engine (25% for Improved Social Connections and 35% for volunteering). Additionally, we have included a 10% deflator on attribution values (*What proportion of the outcome might be attributed to others because their activity contributed to it?).*

[6] Source (via Social Value Engine): https://www.tnlcommunityfund.org.uk/media/insights/documents/The-Economics-of-CATs-Power-to-Change.pdf?mtime=20200306143844&focal=none

[7] Source (via Social Value Engine): https://www.powertochange.org.uk/wp-content/uploads/2020/06/Value_of_Volunteering_Working_Paper_Final.pdf

  - annual survey for participants asking about the difference our hall has made to them
- Online comments

5.3.3. Reporting

CCT is volunteer led, so reporting needs to be kept manageable. A common reporting template will be created, and this will be used for all funders and stakeholders with an executive summary using infographics.

5.3.4. Financial impact

Once agreed, the board will monitor finances with management accounts presented at each board meeting, looking at actual versus budgeted spending and considering variances.

As well as financial sustainability, the board will then be able to show the local social impact particularly in relation to a local supply chain policy.

6. Governance and management

6.1. Legal structure

CCT is a two-tier Scottish Incorporated Charitable Organisation (registered with OSCR, no. SC053346). We have around 75 ordinary (voting) members who are residents of Coulter Parish, and 10 associate members from the surrounding district. This structure provides a separate legal personality and limited liability for members. Charitable status provides rates relief entitlement and access to charitable funding and other support. The powers in our constitution are wide enough to cover the acquisition and further development of the hall.

There are currently six members of CCT's Board, all of whom are founder Trustees of the charity.

Trading activity at CCT will be low level and will mostly constitute primary purpose trading because it directly contributes to the charitable purposes. This will continue to be monitored by the board and a separate trading subsidiary set up if necessary.

Purposes

CCT was founded by residents of the village for the public benefit of the community of Coulter Parish, South Lanarkshire with the purposes listed below to be exercised following the principles of sustainable development (where sustainable development means development which meets the needs of the present without compromising the ability of future generations to meet their own needs).

- the provision of recreational facilities, or the organisation of recreational activities.
- the advancement of the arts, heritage, culture or science.
- the advancement of citizenship or community development.

The Constitution allows corporate bodies that support the aims and activities of CCT to become corporate associate members.

6.2. Governance

Our Board recognises the importance of best practice, good governance and diversity of thought in establishing CCT as an effective, resilient and sustainable charity. The Chair and Treasurer have significant third-sector experience as trustees of local and national charities, and the combined skills and experience of the Board mean that CCT is well positioned to tackle the challenges that lie ahead.

As the project progresses, suitably qualified and experienced volunteers will be recruited to take on key operational roles, with staff being recruited to fill paid positions if this becomes necessary to secure successful project outcomes.

Project impact will be assessed continually, so that CCT can measure achievement against its core aims and demonstrate successful social value delivery.

6.2.1. Membership

Ordinary membership is open to any individual over 16 who is resident in the Coulter Parish. Individuals living elsewhere who have a connection to Coulter and support the aims and purposes of the charity may join as associate members, but do not have voting rights. The ordinary members therefore control the charity.

6.2.2. Board

CCT is governed by a Board, which must consist of between 3 and 10 Trustees. Unless co-opted to the Board under the terms of the Constitution, Trustees must be elected from the Ordinary Members of the charity. No more than 4 Trustees may be co-opted, and Elected Trustees must always make up the majority of the board. A quorum at Board meetings is not deemed to be present unless not less than 50% of the Trustees are present and Elected Trustees are in the majority. Employees of the charity are not eligible for membership of the charity and may not be co-opted as Trustees.

The Trustees are required to elect a Chair, Treasurer and Secretary. Full information on election, appointment, retiral and re-election of Trustees and office-bearers can be found in the Constitution.

As part of CCT's core aim to support aspiration and ambition, there will be a plan for succession by encouraging members to play an active role in the running of the charity. This will include appointing members to key volunteer leadership roles, inviting members to be observers at Board meetings, and providing a clear path for advancement within the charity. Supported by CCT's Diversity and Inclusion Policy, the Trustees will seek to maximise diversity of thought on our Board and Management Committee by encouraging those from under-represented groups to put themselves forward for Board and management positions. After each AGM, the Board will seek to co-opt an Ordinary Member aged between 16 and 25 years as a Trustee, with the specific role of representing the interests of young people in Coulter Parish.

The Board aims to maintain the highest standards of governance, integrity and leadership; Trustees are expected to act as role models to those aspiring to personal development.

6.2.3. Sub-committees

- **Volunteering:** Volunteer resource planning, recruitment, induction and training, management of the volunteering roster and volunteer performance monitoring.
- **Fundraising:** All aspects of raising funds, including grant applications, donor liaison, donation platforms and fundraising events.
- **Marketing:** Marketing analysis and strategy, communications, website and social media, and business development.
- **Facilities:** Management of the fabric and facilities of the hall, including regulatory compliance, technical services and maintenance.

6.3. Staffing and volunteer structure

6.3.1. Volunteers

All volunteers will receive a copy of a volunteer agreement and will sign a form to confirm their acceptance. The agreement includes induction, conduct, practical information about tasks, health and safety responsibilities, and support, supervision and management etc.

6.3.2. Staff Roles

We will employ a hall caretaker who will support the board with facilities management. Their role will generally involve maintaining the cleanliness and order of a building or facility, while also

performing minor maintenance tasks. The role can include cleaning, sweeping, mopping, dusting, and vacuuming, as well as duties like setting up for meetings, moving furniture, and reporting maintenance issues.

Key Responsibilities:

- **Cleaning:** maintaining a high level of cleanliness throughout the building, including cleaning, sweeping, mopping, dusting, and vacuuming
- **Minor maintenance:** performing small repairs, making sure heating, lighting, and alarm systems are working properly, and reporting any issues to the supervisor
- **Building security:** opening and locking doors as needed, controlling access, and ensuring a safe environment
- **Event preparation:** setting up for meetings, events, or other gatherings by arranging furniture, equipment and materials
- **Waste management:** emptying bins, recycling and disposing of waste properly
- **Stock management:** ordering cleaning supplies, bulbs, and other necessary materials.
- **Health and safety:** ensuring a safe environment in line with CCT's Health and Safety Policy, reporting hazards, and following health and safety procedures

6.4. Operation, policy and procedures

CCT has implemented the following policy documents, which complement and build upon the governance framework set out in the Constitution:

- Acceptance of donations policy
- Code of conduct
- Complaints procedure
- Data protection policy
- Delegation of authority policy
- Disciplinary procedure
- Equality, diversity and inclusion policy
- Expenses policy
- Fire safety policy
- Gift and hospitality policy
- Health and safety statement and policy
- Risk management policy
- Safeguarding policy
- Social media policy
- Trustee conflict of interest policy
- Trustee code of conduct
- Whistleblowing policy

A booking policy and system have also been implemented. The system has operated efficiently and effectively since CCT's lease of the hall began.

Induction and training will be provided to new trustees, staff and (where appropriate) volunteers on the use of these policies. The following are some examples of what will be developed but are not an exhaustive list and some external support will be required to finalise the suite of policies.

- Full and detailed HR policies summarised in a staff handbook
- Confidentiality Policy
- Membership Policy
- Staffing Policy
- Volunteering Policy
- Recruitment and Training Policy
- Environmental Policy and Net Zero Commitment
- Policy governing allocation of space (hire policy)
- Specific policies in relation to future bar space (eg. licencing)
- Specific policies in relation to the food (eg. food handling)

As well as these and more policies, CCT will be a Living Wage Employer and will buy into the Fair Work First agenda and ensure our suppliers do the same. CCT will do this too with just transition to net zero.

The organisation is committed to The Scottish Governance Code for the Third Sector and the Scottish Fundraising Adjudication Panel's Code of Fundraising Practice, will sign up to a variety of other good practice badges including the Business Pledge, Living Wage Employer, Disability Confident, Dementia Friendly, Breastfeeding Friendly Scotland etc.

6.5. Partnerships

Partner	Contribution
Development Trusts Association Scotland (DTAS)	CCT is developing its CAT application with the support of the Development Trust Association Scotland (DTAS). DTAS can also provide access to funding, policies, information and guidance that can be passed to members.
Duneaton Community Council	Has provided advice and guidance.
Community Enterprise	Support with business planning and project development activities. There may be additional pro bono support available long term.
Biggar Young Farmers	A major user of Coulter Hall, supporting the community hub project and CAT application, and some of its members will join our volunteer team.
Oran Consulting Ltd. and Infinsys Ltd	Two Coulter-based businesses provided initial seed funding when CCT was founded.
VASLan	South Lanarkshire's third sector interface has provided support with governance and funding, and one of our trustees was selected to take part in VASLan's Business Growth Programme.
Scottish Council for Voluntary Organisations (SCVO)	Through its member ship of SCVO, CCT has had access to template policies and has received specialist legal and tax advice.
Anderson Bell + Christie	ABC was appointed by CCT as principal architects for the refurbishment of Coulter Hall
Heritage Trust Network	Linking CCT with other operators of heritage buildings throughout the UK

6.6. Skills

6.6.1. Our Trustees

Malcolm Muir (Chair) is a retired local government manager and former chair of Duneaton Community Council. He has also chaired the board of Biggar Corn Exchange for many years, leading its development as a thriving and successful community arts and performance venue.

Roger Duerden (Treasurer and Secretary) is a Chartered Engineer with over thirty years' commercial and project management experience. He has been trustee and treasurer of a number of local and national charities, and currently sits on the board of Blood Bikes Scotland, a charity that provides specialist medical courier services to the NHS.

Mhairi Brown is a teacher with twenty years' experience in both school and adult education. She is also a local sheep farmer, farm bookkeeper and holiday property manager.

Ann Dobinson is a retired clerical worker, having worked in the railway industry and at the State Hospital, Carstairs. She has sixty years' experience as a Scottish Women's Rural Institute member

and secretary, and is a member of ACWW, an international development organisation for women in rural communities.

Jen Meikle is Operations Manager at the Centre for Tropical Livestock Genetics & Health at the University of Edinburgh. As an experienced finance officer in the agriculture sector, she supports livestock farmers in Scotland whilst championing global collaboration and sustainable agriculture.

Chris Mitchell is a Chartered Surveyor with thirty years' experience in UK and international commercial property, and currently manages complex European transactions for a major multinational in the power generation sector.

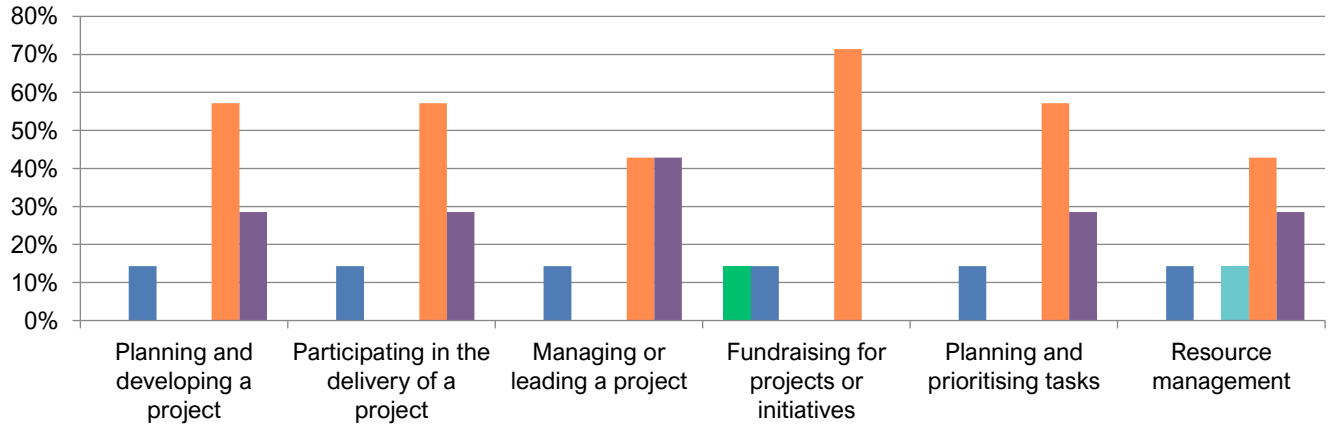
6.6.2. Skills audit

Our Trustees took part in an independently conducted skills audit in May 2025, and the key findings are summarised below. For each board skill, respondents are asked to score themselves on the following scale

- 0 – no experience
- 1 – basic level skills
- 2 – limited working knowledge
- 3 – average working knowledge
- 4 – good working knowledge
- 5 – high-level skills/expertise

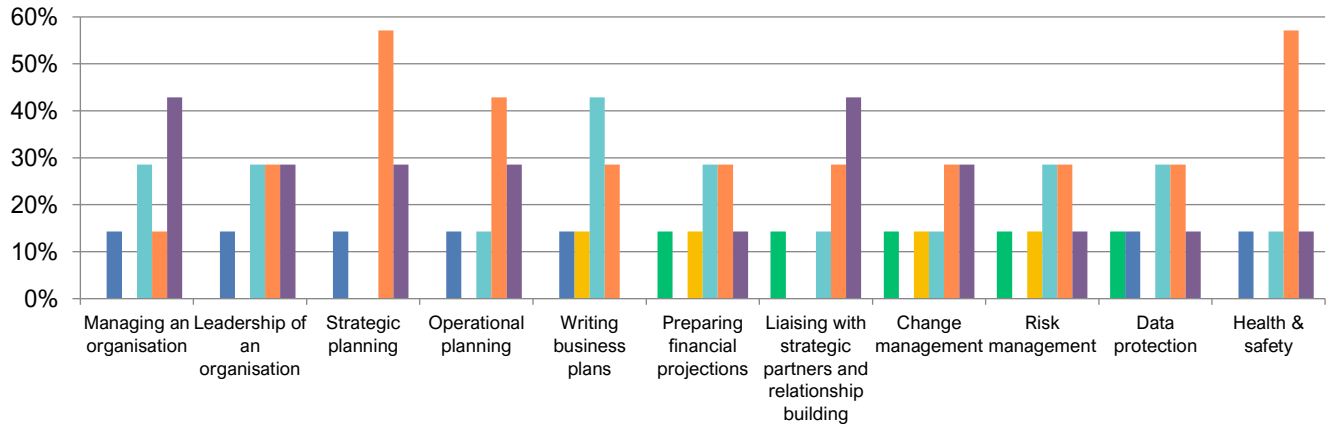
Projects and initiatives

There is a high level of skills in project management, delivery and fundraising (although a third of respondents were less comfortable in this area).



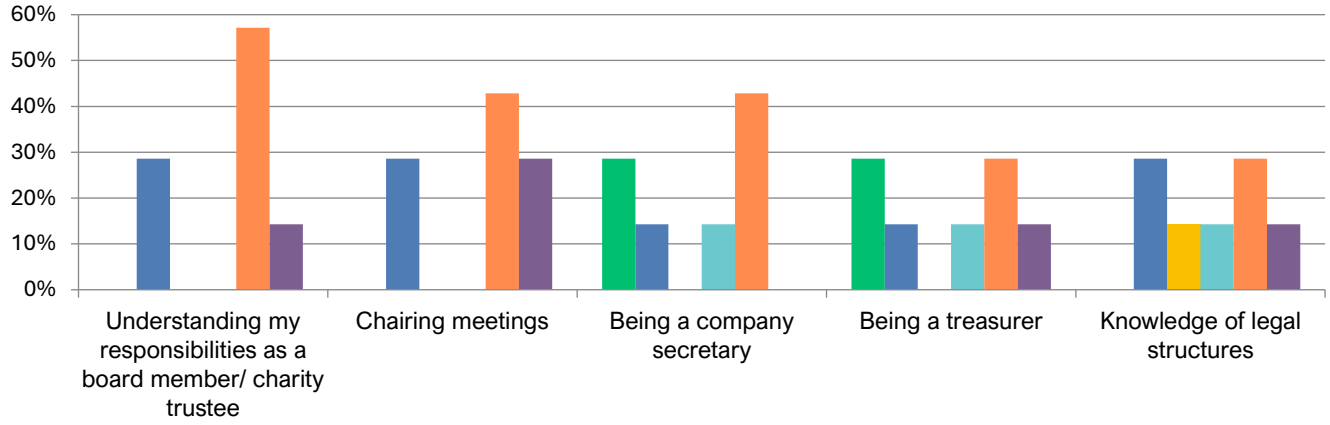
Business planning and management

With high scores in experience of managing an organisation, leadership and strategic planning, there's a high level of skills in this area. There is a good understanding of risk management, change management and data protection.



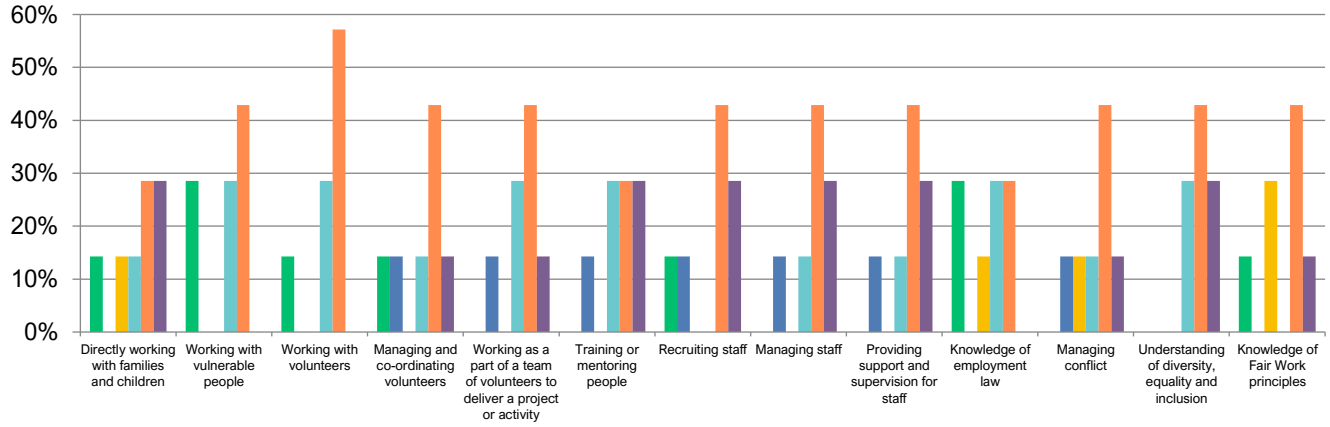
Governance

Although there are relatively lower levels of skills in being a treasurer or company secretary overall, there are enough board members with high skills in this area for it to be a good organisational skill set.



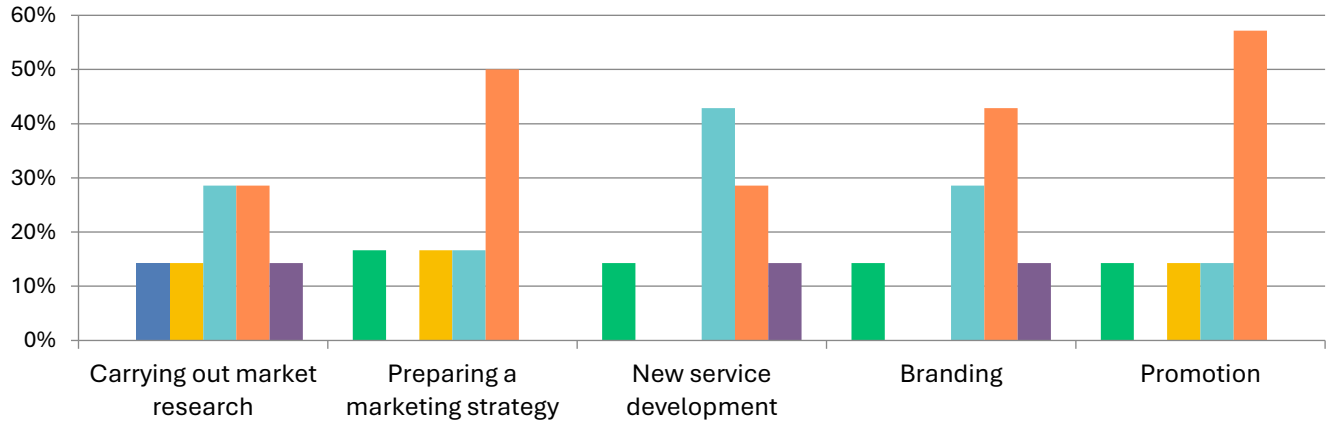
Working With People

While some Trustees are less confident in recruiting, managing volunteers and working with vulnerable people, there are enough people with that skill set across the Board.



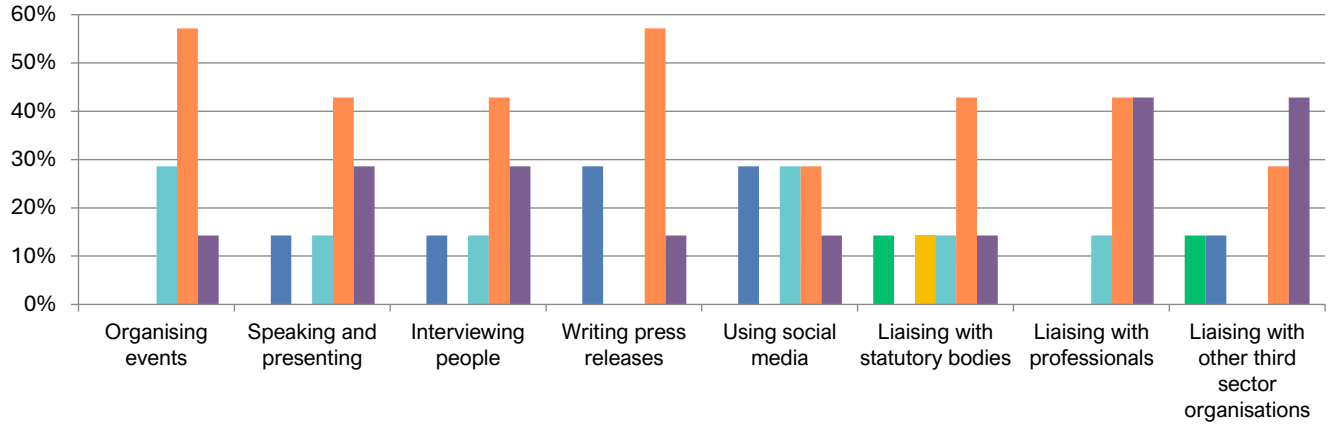
Marketing

Although there are some individuals with less experience in this area, there are a small number of marketing specialists which create confidence in this area.



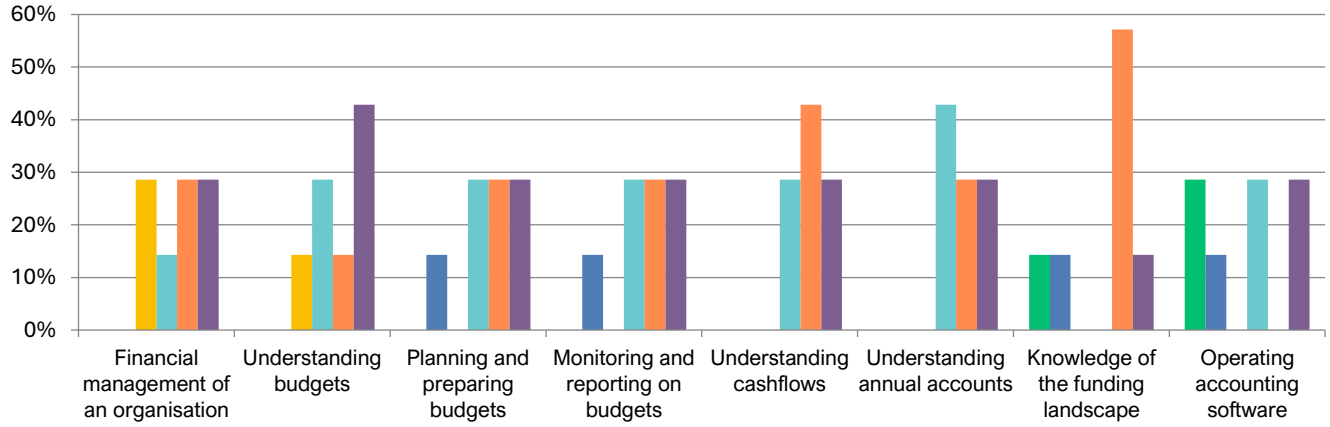
Communications

Although liaising with other third sector organisations is a weakness for a small number of board members, others have a high skills set in this area. Across the board, there is a high level of skills in communication.



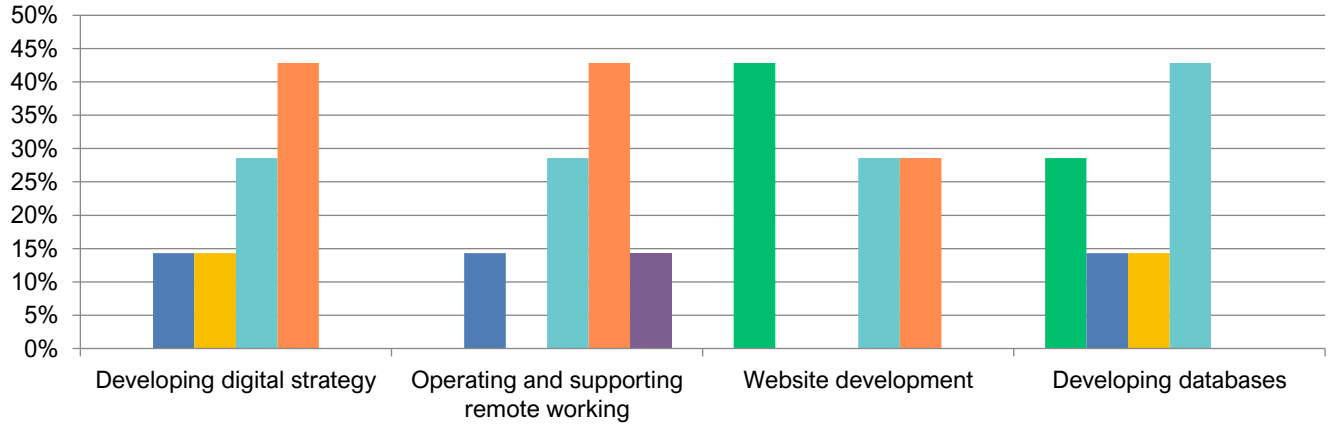
Finance

There are good finance strengths on the board, although around 50% are less confident with funding and with operating accounting software.



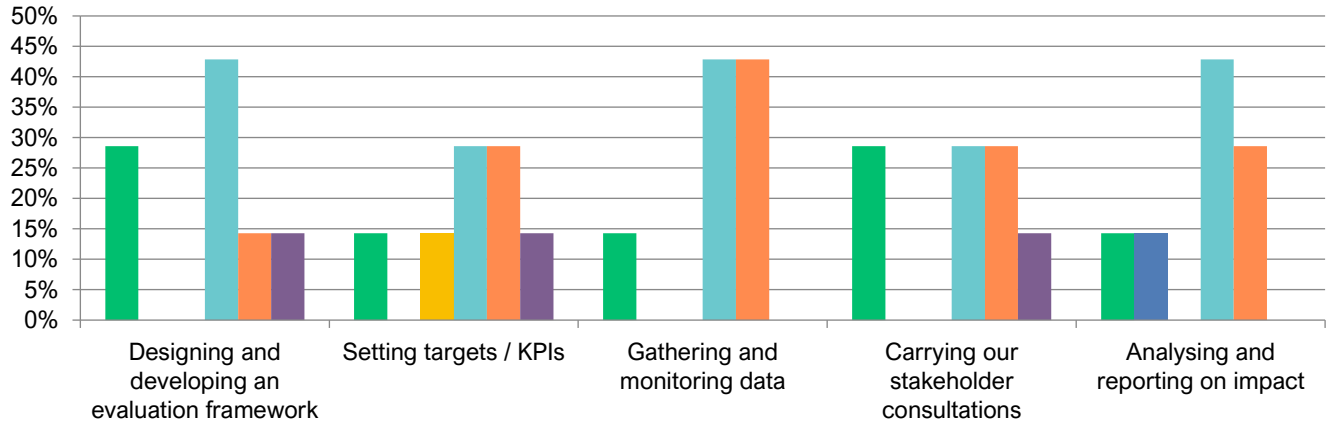
Digital and ICT

One individual has good experience but there may be a need to bring in external expertise to deliver elements such as cyber security and digital strategy.



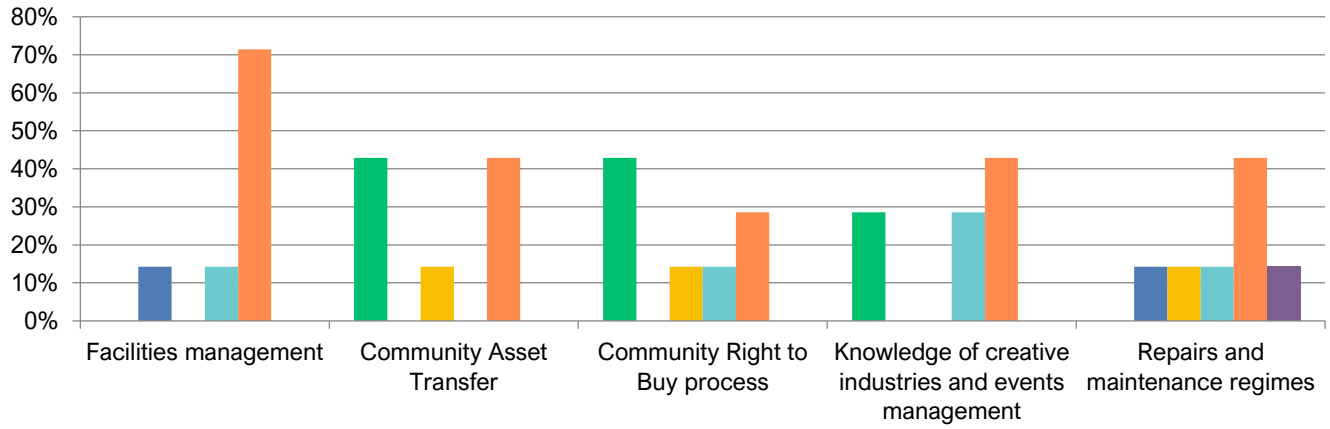
Impact Assessment

There is a fair level of experience in this area with a small number of people having more in-depth experience.



Asset Management

Although there are some individuals with less experience there are high scores for those board members who are comfortable in this area.



Learning

All Board members are happy to extend their skills. Individual Trustees have indicated the specific areas that they feel would be for benefit to them individually and for the organisation. As a result, a training programme can easily be pulled together. Most Trustees are happy to spend up to 30 hours or more on training.

6.7. Risk management

Risk	Impact	Prob.	Existing controls	Actions required	Lead responsibility
Building acquisition					
Price cannot be agreed with South Lanarkshire Council.	High	Low	Valuation obtained for present use Ongoing engagement with SLC who are keen to sell SLC policy on price is known and understood Ongoing support from elected representatives	Continue communication with SLC Submit CAT application and appeal if turned down.	Chair, Treasurer
Failure to secure funding for purchase at the end of Stage 1	High	Low to Medium	Engagement with fund officers Business planning through Stage 1 Keep offer price low	Finalise and submit Stage 2 grant application Develop a backup funding strategy	Treasurer
Capital					
Unable to secure capital funding for the hall refurbishment	Medium	High	Building is usable in the meantime (though not sustainable in the long term)	Continue to identify and target funders Consider community fundraising and crowdfunding	Board
Capital costs greater than anticipated	Medium	Medium	Detailed QS estimates in place	Volunteer effort and support to keep costs down Works are phased over a longer period	Board
Sustainability					
Costs are not covered by income generated	High	Low to Medium	Plan to use renewables to keep prices down Cashflows prepared and updated Keeping staffing cost low	Secure funding for renewables, especially PV and heat pump	Treasurer
Cultural organisations are not attracted to the venue.	Medium	Low	Good facilities created in consultation with potential hall users	Marketing and promotion to event co-ordinators	Board
Insufficient reserves to manage cashflow	High	Low	Board has experience of procurement and managing and budgets Regular reporting to Board Use volunteers to costs low	Ongoing careful financial monitoring Plan fundraising events/drives around this	Board
Governance					
Loss of key individuals	Medium	High	Skills audit shows strength in depth across board and steering group Culture of openness encourages raising of concerns and stepping up to help	Develop a succession plan for trustees	Chair
Membership drops off	Medium	Low	Large, engaged membership that is passionate about the hall Effective and robust member engagement and communication	Further member recruitment. Develop member incentives, such as discounts and deals.	Board
Service delivery					
Bookings drop as groups dissolve due to financial constraints.	Medium	Medium	Affordable hire charges	Use income from commercial hires, SEG payments and fundraising events to keep hire charges low for community users	Treasurer
Demand for services lower than expected (eg. for events)	High	Medium	Strong evidence of demand shown in the research. Good relationships with local partners.	Enhanced promotion and marketing Ongoing social media and digital marketing plan	Board

7. Marketing

7.1. Strategy

In general, our marketing strategy aims to:

- Raise awareness of Coulter Hall as a welcoming and accessible space to deliver activities
- Ensure that the community and partners are aware of the full range of activities at the hall
- Encourage people to get involved – especially those who have not taken part in events previously
- Raise awareness of the benefits that CCT delivers to the community and celebrate these
- Boost attendance by non-residents at events
- Maximise region-wide bookings for commercial events eg. conferences and weddings

A clear marketing strategy will be written that will consider our target audience, segmentation of that audience, the messaging they will respond to, and where to advertise. This will be built into a budgeted strategy and action plan.

Brand

We already have a strong brand and have developed a set of brand guidelines, but this will be built into a brand architecture as new products and services are offered from the hall and more nuanced branding and messaging becomes necessary.

7.2. Communication channels

Channel	**Year 0 & 1** (pre purchase)	**Year 2** (after purchase)	**Year 3** (onwards)
Website	Information on the charity and Coulter Hall Online hall booking Provide project updates and news of the asset transfer on the CCT website Facility to make donations online	Launch community ownership with celebration messaging and statistics of success	Add signup capability to the website (for easy signup to workshops etc.) Update information on volunteer and training opportunities in listings and directories
Social Media	Launch of CCT's Facebook page	Develop a CCT Instagram presence Social media campaign to generate interest prior to and during launch	Social media profiles regularly updated with details of activities, upcoming events and workshops Features on key partners using CCT, volunteer recruitment information, etc.
Email	Maintain GDPR compliant contacts database of supporters of CCT Initially aimed at members but this will grow to supportive non-members	Consider quarterly newsletter Maintain individual contact with key partners	Ongoing newsletter and contact with partners

Channel	**Year 0 & 1** (pre purchase)	**Year 2** (after purchase)	**Year 3** (onwards)
Print/ press	Posters, survey cards and flyers	Consider stories in the press as updates on the community asset transfer Press releases eg. Hamilton Advertiser Poster campaign Listing on What's on Biggar and What's on in Lanarkshire	Regular "What's On" updates to local press
Word of mouth	Ongoing events	Event to celebrate the hall in community ownership	Ongoing events and stalls for fundraising drives
On site	Install community notice board at the hall	Signage on/around the hall following transfer of ownership.	Maintain and update onsite signage Addition of including electronic information board

8. Funding and finance

8.1. Acquisition

Coulter Hall has been valued by an independent valuer at £35,000[8]. CCT is aware that SLC's policy is to seek a capital receipt when considering CAT applications, with a target of securing 20% of the valuation. In deciding on their offer price for the property, the Trustees of CCT have considered the following:

- That the original acquisition and development costs of the property were largely borne by the residents of Coulter (see section 1.5.1)
- The social value that will be generated through CCT's ownership of Coulter Hall (see section 5.2)
- The cost of remedial works required to address issues resulting from inadequate maintenance of the building in recent years
- The capital costs associated with energy efficiency improvements to the building that will be required to make it financially viable as a sustainable community asset

On this basis, our CAT application will be submitted to SLC offering a price of £1.

8.2. Sustainability

8.2.1. Historical costs

The following figures were provided to CCT by SLC in response to a freedom of information request. Whilst the income and expenditure costs between 2020 and 2023 appear low, they are unsurprising in the context of the Covid epidemic. However, the 2023-24 property costs are more representative and are predominantly driven by the cost of electricity to heat the hall.

	2020-21	2021-22	2022-23	2023-24
Income				
Fees & charges	£ 154	£ 2,471	£ 5,244	£ 5,517
Total Income	**£ 154**	**£ 2,471**	**£ 5,244**	**£ 5,517**
Expenditure				
Staffing costs	£ 6,259	£ 6,740	£ 7,245	£ 7,975
Property costs	£ 7,032	£ 9,957	£ 10,962	£ 19,324
Supplies, services & other	£ 30	£ 23	£ 18	£ 106
Total expenditure	**£ 13,321**	**£ 16,720**	**£ 18,225**	**£ 27,405**
Surplus/(deficit)	**£ (13,167)**	**£ (14,249)**	**£ (12,981)**	**£ (21,888)**

8.2.2. Future income

CCT's approach to sustainability is that the services we provide should be available and accessible to all – but not necessarily free. We expect to generate income from a range of sources:

Hall fees

Coulter Hall is currently charged at the rates shown in the table overleaf. This fee structure was carried over from SLLC to provide continuity, and the rates will be reviewed in Autumn 2025.

[8] Valuation Report, Coulter Village Hall, 18/03/2025 (Graham + Sibbald)

	Monday to Friday 08:00 - 16:00	Monday to Friday 16:00 – 0:00	Weekends 08:00 – 00:00
Community rate Adult activity & hobby groups, children & youth groups, clubs & associations, sporting activities, senior citizens, voluntary groups	£12.50	£15.00	£17.50
Social rate Not-for-profit social events and activities (including functions, parties, receptions, galas)	£26.00	£28.00	£30.00
Commercial rate For-profit events and activities, business meetings and conferences	£37.00	£40.00	£43.00

Community events

With reasonable ticket sales (£10 rising to £15) and costs for performances, the estimate is to have around four events in year 2.

Commercial lets

With only small numbers in early years, the aspiration is to have around one wedding or big event per month in a renovated hall, generating £750. This is viewed in the market as very reasonable, and pricing can be reviewed in future years.

Pop-up café and community pub

As this is speculative and volunteer run, only small numbers are projected here. Informal café operation has been included in year 2 (income included in Bar Sales in the cashflow projection in Appendix D).

Grants

It is assumed that there will be grants and fundraising as part of the income mix until the end of year 4. Sources are likely to include:

- Nadara Glenkerie Wind Farm Community Fund
- Clyde Community Fund
- Clyde Extension Fund
- National Lottery Awards for All Scotland
- Other community benefit funds

CCT's application to the Scottish Land Fund for Stage 2 funding will include provision for legal fees, one year's building and contents insurance, one year's funding for a part time hall manager, and any health and safety costs for which CCT will become liable once we have ownership of the building (accessibility, electrical issues, toilets etc.)

In year 2, we anticipate that there will be a contribution to the cost of the hall caretaker from Scottish Land Fund.

Solar PV electricity generation

The installation of solar PV panels and battery storage will enable us to offset the electricity costs for the hall and allow Smart Export Guarantee (SEG) income to be generated in the summer months when energy requirements for the hall are low and daylight hours are longer.

An analysis of expected electricity usage and generation after refurbishment is set out in Appendix C.

Donations

Whilst we continue to seek donations to support the work of our charity and provide mechanisms by which donations may be made, experience of our community suggests that residents of Coulter are more likely to support us by attending a fundraising event than making a cash donation.

Investment income

Interest is calculated on the basis that we will seek to maintain a balance of £10k in the current account to cover daily operational costs, and that all remaining cash reserves will be held in an interest-bearing deposit account. An interest rate of 0.6% is assumed in year 1, reducing to 0.5% for years 2 to 5.

8.2.3. Cashflow forecasting

For the purpose of this Business Plan, the cash flow forecast in Appendix D shows:

- Actual income and expenditure in year 0 (2024-25 financial year)
- Actual income and expenditure in year 1 (2025-26) to date, with a forecast for the remainder of the period
- Anticipated income and expenditure for year 2 (2026-27) when the Community Asset Transfer is complete, but refurbishment of the hall has not begun. The current hall operating costs have been used to determine this cashflow, and it is assumed that one member of staff will be employed from November onwards. Hall fees in this cashflow projection are based on a split of hire types: 75% at community rate, 20% at social rate and 5% at commercial rate. An occupancy of 10% has been assumed and seasonally weighted based on historical hire data.
- Cashflow for three further years is based on the capital work having been completed, and a gradual increase in occupancy to 30%. The split of hire types has been changed to reflect an increase in commercial hires. This is viewed as reasonable given the enhanced facilities that the hall will be able to offer but will require marketing effort to encourage additional use.

The financial projections assume 2.8% inflation from year 2 onwards and a 2% cost-of-living increase for staff costs.

Hall housekeeping costs are based on 5% and maintenance at 10% of monthly hall turnover. The monthly provision for health and safety costs is based on 6% of average monthly hall turnover.

We have included a contingency of 5% of average monthly expenditure.

It is not yet possible to determine a timescale for the start of refurbishment or the duration of the period during which the hall will need to close. CCT recognises that trading revenue will cease during this period and that some overheads will still need to be met.

The cashflow forecast excludes the capital cost and professional fees related to the refurbishment project as these will be separately funded.

A summary of cashflow from year 0 to year 5 is shown below.

Cashflow summary	Year 0	Year 1	Year 2		Year 3	Year 4	Year 5	TOTAL
Income								
Grants	£ 43,450	£ 24,750	£ 20,000	REFURBISHMENT	£ 15,000	£ 10,000	£ 5,000	£ 118,200
Trading	£ 4,608	£ 8,013	£ 22,417		£ 33,625	£ 43,097	£ 53,162	£ 164,922
Total Income	**£ 48,058**	**£ 32,763**	**£ 42,417**		**£ 48,625**	**£ 53,097**	**£ 58,162**	**£ 283,122**
Total expenditure	**£ 17,696**	**£ 56,086**	**£ 42,328**		**£ 45,954**	**£ 47,394**	**£ 53,761**	**£ 263,219**
Surplus/(deficit)	**£ 30,363**	**£ (23,324)**	**£ 89**		**£ 2,671**	**£ 5,702**	**£ 4,402**	**£ 19,903**
Closing balance	**£ 33,560**	**£ 10,236**	**£ 10,325**		**£ 12,996**	**£ 18,737**	**£ 23,138**	

Notes:

- It is assumed that we will receive revenue grant funding until the end of year 5, with the requirement reducing from £20k in year 2 to £5k in year 5.
- A deficit is anticipated in year 1
  - Funding for professional fees paid during the year was received in year 0 but billed in year 1
  - CCT was not billed for any electricity usage in year 0, so the estimated cost is carried over to year 1
- We expect to just break even in year 2 because of the estimated ongoing cost of electricity to heat the hall before improvements to the building are made as part of its refurbishment (see Appendix C)
- We expect to make a surplus from year 3 onwards

8.3. Capital development and funding

The table overleaf sets out some of the potential sources of funding for the capital costs of refurbishing Coulter Hall that we have identified.

Fund	Details	Amount	Eligibility	Info	Deadline
Regeneration Capital Grants Fund	Fund applicant would be South Lanarkshire Council so it would need to be persuaded to bid on behalf Coulter. Feels like a potentially strong fit if there is a focus on lettable space and the link to jobs and economic development/rural regeneration. Wellbeing is also a driver for this fund. Fund paused in Spring 2024 due to Scottish Government budget cuts. There is a budget allocated in the Feb 2025 budget and the fund has just opened but this will be too soon for Coulter.	Average Grant is £1m	Annual ability to apply and need to spend in next financial year	The applicant is the Council so there is a need to court a relationship	Unsure if this will open in 2026
Community Ownership Fund	UK Government fund to secure assets for the community that could be lost. Can fund purchase, lease, renovation or revenue.	£250,000 ceiling now increased to £2m but the higher the grant the harder the assessment.	Need to spend within 12 months of securing the grant	Not likely to be eligible	Current fund closed but may be a new fund in the future
Shared prosperity fund	This is UK funding distributed by local authorities. Again, this is spent with no confirmation of future funding, but local authorities are talking about getting information soon about the new funds.	Unknown to be discussed with SLC			
CARES	Will depend on the building as this is for retrofitting public buildings with renewables	Up to £80,000 and up to 80% of costs	Funds things like ground or air source heat pumps	Fund open just now.	Fund open for new applications
Garfield Weston Foundation	Will fund up to 10% of capital project budgets. For local community projects, grants are unlikely to exceed £30k	£30,000 or 10% of project costs	Note: will not fund unless the organisation has a track record of service delivery. "Planning permissions should be secured before you apply to us.	Use their grant application portal online https://garfieldweston.org/for-grant-applicants/how-to-apply/	Rolling

Fund	Details	Amount	Eligibility	Info	Deadline
			They like you to have some funding in place before an application".		
Scottish Landfill Communities Fund	Object C: To provide, maintain or improve a public park or other public amenity	Circa £25,000	Within 10 miles of a landfill site	Submit expression of interest https://www.ebscotland.co.uk/index.php/contact	Rolling
Wolfson	Main programme funds are for capital but for very particular uses	£20,000 – £75,000 - capital only, no VAT, delivery fees or technical fees	Additional eligibility – need to fit one of the following: https://www.wolfson.org.uk/funding/funding-for-places/ This is a weak fit	Log in online for stage 1 application https://www2.grantrequest.co.uk/CreateAccount.aspx?sid=59 Or worth putting an expression of interest in https://www.wolfson.org.uk/contact/	Unclear from website
Clothworkers Foundation	Main grants funding for capital costs (including purchase of fixtures and equipment as well as building purchase or renovation) – usually over £10,000	Likely to fund around 10% of total project costs.	Must demonstrate that at least 50% of service users are within one or more target groups (these include: alcohol/substance misuse, disadvantaged minorities, older people)	Ongoing application process, decision within 8 weeks (<£10,000) or 6 months (>£10,000) Start by filling in online eligibility quiz https://clothworkers.typeform.com/to/TDLTOKzo?typeform-source=www.clothworkersfoundation.org.uk	Rolling
Hugh Fraser Foundation	General charitable activity including capital	Although average grant is £4,000, they can go as high as £100,000	Focus on broad charitable aims	Write to the legal firm looking after the fund https://www.turcanconnell.com/the-hugh-fraser-foundation	Trustees meet June, September and December
Swire Charitable Trust	Funds in the areas of Opportunity, Environment and Heritage	Circa £20,000	Focus on most vulnerable people	Submit eligibility test https://www.swirecharitabletrust.org.uk/our-funding/eligibility-test/	Rolling
The Turtleton Charitable Trust	Broad charitable aims	Around £25,000	Limited information	Submit online https://www.turcanconnell.com/the-turtleton-charitable-trust	Only gives grants one a year in Spring. Need to apply by 1st December
Barcapel	Focus on health heritage or youth	Max £100,000 but usually max £20,000	Registered charity	This is the link to the online application form, but the link is broken so may need to contact them direct	Deadline May and unclear what next deadline is

Fund	Details	Amount	Eligibility	Info	Deadline
				https://barcapelfoundation.org/?page_id=3030	
The Weir Charitable Trust	Includes a focus on "Recreational facilities: the provision or organisation of recreational facilities (buildings, pitches or similar) with the aim of improving the conditions of life for the people for whom the facilities are primarily intended. This is only in relation to facilities which are primarily intended for people who need them due to age, ill-health, disability, financial hardship or other disadvantage."	Up to £25,000	Try to focus on either the building or the green space	Expression of interest https://weircharitabletrust.com/apply-for-funding/	15th August and 31st October
SSE Renewables	Supports strategic projects in the regions where SSE Renewables is operating including South Lanarkshire	Circa £25,000	The community fund can support projects which: Creating opportunities – increase opportunities for education and employment. Empowering communities – build resilience and protect vulnerable residents. Building sustainable places – stimulate meaningful community regeneration.	Website for more information	Due to open Autumn 2026
Future/Other funds					
Rayne foundation	Just about to launch a capital renovation fund for community buildings but it is not open yet				
Community spaces Lottery fund ("Community Action") Mostly a revenue grant.	Consider new strategy launched in November	Up to £50,000	Must be added to a revenue project	Your project must achieve at least 2 of these outcomes: • build positive relationships • support people's health or wellbeing • help people improve their access and connection to nature • make a positive difference to the environment.	Rolling

Appendix A – Community survey results

The names and contact details of all respondents were provided to CCT but are redacted from this business plan for data protection reasons.

Q1. Do you support CCT in its bid to secure Coulter Hall?

Yes 70 No 0

Q2. What types of activities and events would you like to see taking place in the village hall?

Number of responses: 64

Text answers:

- Flower show, kids' events, netball, kids' dance classes, kids' gymnastic classes
- Car boot sales, beetle drive
- Fitness and general rural community activities/events
- Conversation cafes, afterschool clubs, craft fayres, community gatherings
- Live music
- More local and charity events
- Keep fit and dance classes.
- I really want to be able to keep the dog show training (ringcraft) classes
- SWI Meeting, Weekly Carpet Bowls, Young Farmers Concerts.
- Quiz nights, music nights, seasonal events eg. Harvest Festival auction /coffee mornings
- Not really sure what goes on at the moment, so I guess good publicity in the future would be good. Suggest activities for all age groups, I personally would use a Pilates class
- SWRI, badminton, Keep fit etc.
- Scouts, bowling, concerts any type of sports like badminton.
- Bowling, WRI, dog training, scouts, dance classes, yoga, craft classes, art classes, parties, fund-raising events .
- A wide range of community benefit events that include fairs, community social events, education and opportunities to support wider activities for our residents
- Carpet bowls
- Events to bring the community together and promote utilisation of the hall. Keep fit, yoga, games events, film nights. Promote local groups to use the hall.
- As varied as possible for all ages
- Unsure
- Badminton, table top sales
- School fundraisers/badminton/fitness classes
- Sports clubs and charity events. Quizzes
- Lunch club
- We use the hall on Wednesday evenings called Coulter Ringcraft Club
- Sporting activities- entertainment- family engagements
- Concerts, theatre, sport, general community events
- It would be nice to see it used for community group activities and clubs (some that used to happen there), such as badminton, playgroups, fitness / yoga classes, choir and music practice, coffee mornings, etc; as well as scouts and young farmers; also a great venue to hold meetings, other gigs, community and private party hire,

- Exhibitions, craft fairs, previously flower shows, etc.
- Scouts/ beavers as it is currently; other local groups or activities, available for the school to use; evening classes; available for hire for social events; puppy/ dog training classes
- Sports, hobbies, meetings, parties, young farmers
- Crafting Groups Dog Training
- Sports, meetings, concerts
- Learning, skill sharing
- A continuation of the events that have traditionally been held there with the addition of musical events.
- Events fostering greater community spirit. Exercise classes Fundraisers. Hall hire for party events. Public
- Gatherings communication events. Various socials
- Any community event, exercise classes and evening events
- Sports and community activities
- SWI, Concerts, Ceilidhs, Family parties, Youth group activities.
- Sport, Education, Leisure, Public Talks, Exhibitions, Music Concerts (eg BBC Young Trad Musician), Theatre
- Groups, Young Farmers Play - essentially anything that builds community in and around the village
- Flower shows, crafts, music, drama, badminton
- Farmer style markets - live performances - catered events such as burns suppers - hire of the hall for private parties
- Village halls are a fantastic amenity for the local community who cannot always rely on private/ public transport to get to and from larger towns. Keeping the hall open would provide an increased sense of community , improving well being and mental health for residents of Coulter and surrounding village.
- Pilates and exercise classes / talks esp on the local area, nature, / music / events that bring the community together eg food events - Pop up type thing esp since Mill is closed! / Creative classes eg drawing / Ceilidh /
- Continued use by Biggar Scouts and other local groups as well as Coulter community activities.
- Sports clubs, events to support young people - free events like cinema, career/skills sharing, encourage community involvement events ,
- Continue to see all activities & events that have used the Hall in the past, as well as more activities/events for the Villagers to get together!
- Social events for community; exercise/fitness classes
- health pursuits (yoga etc), discos, craft fairs, christmas fairs, family-friendly events, puppet shows, community theatre, music gigs/concerts, afternoon tea events, flower show, harvest festival, living history events
- community hub, basket making/soapmaking or other crafting workshops
- Community groups meeting, family occasions (e.g. wakes, birthdays etc) badminton
- concerts, parties, indoor sports
- Burns suppers, ceilidhs, cinema, concerts, the return of the flower festival
- Badminton, bowls and community gatherings
- Car boot sales, art and craft groups, social events etc
- I would like to see the Rural start up again, also coffee mornings or some kind of club for elderly residents.
- Various clubs and use for party’s

- More parties
- Sport and kids activities
- anything and everything. Hiring out as in the past to a wide range of people. blether and banter? Local community gatherings, parties etc
- Children's/ Small plays./music/Community hub/ mothers club
- Events that bring the community together
- continue activities already held, but also music events, wedding parties, and any events that brings the
- community together ie ceilidh's, arts and crafts for children
- local clubs and groups; restore the flower show; dances and social events, external hires, fund raisers, etc.
- Events for the residents of the local and surrounding community; playgroup, coffee mornings, day activities for retired/elderly, ceilidhs and residents able to hire the hall for family events .
- Badminton, wedding receptions, parties
- I would support events that involve the village and bring people from the village together

Q3. Would you like to get involved with running the village hall?

Yes: 14 Maybe: 33 No: 22

Q4. Are you likely to hire/use the hall for your own events or for a group that you are involved in? If yes, please provide details (eg. what for, how often, how long, etc.)

Yes: 24 Maybe: 33 No: 12

Text answers:

- birthday parties, kids play sessions
- birthday party
- Wednesday nights I attend ringcraft classes
- I am Sports Convenor for Lanarkshire SWI and book the hall for Bowling for Lanarkshire and I have booked it for Ayrshire Federation and Peeblesshire ladies have booked it
- Art fair once a year?
- SWRI September to May yearly.
- Carpet bowling tournaments
- Coulter SWI meets regularly and as secretary of the Lanarkshire Federation SWI we would also use the hall for day or evening events on an ad hoc basis. This could be crafts, bowling, games days or meetings.
- See Above. Every Wednesday Evening 7pm till 9pm.Have used the hall for the last two and a half years
- Unable to commit at the moment to regular events, but would definitely be keen to become more involved in the future. I have previously hired the hall myself for a party (as well as going to other parties there) and have plans to hopefully do so again in the future, very much hoping this will be possible.
- Not sure
- Ad hoc use for dance practice
- Unknown at this point in time
- Had our anniversary party there and hope to celebrate there again.
- Holding a charity night/s to raise funds - family get togethers - possible wedding venue (subject to renovation of the hall)

- Might be able to persuade my Pilates teacher to do an extra class here? Might occasionally host a party? Or persuade Lamingtons to do pop up?
- Biggar Scouts and Cubs use the hall every week as they have for years.
- Carpet bowling Nov-March twice per week
- Coulter SWI. 2 hours, Once a Month! Maybe oftener depending on the programme!
- crafting workshops, 1-2+ hour or half days, every 3-4 months
- Family events
- Business retreats, private functions
- Rural, two hours in the afternoon also meet and chat groups in the morning at least one day a week.
- Coulter carpet bowling club. Monday and Thursday nights 7-10 o’clock from Oct-April
- I have hired it in the past for birthdays, only recently my niece held her sons 5th birthday party
- Don't have any planned as yet
- occasional party.
- Family events and when I am retired sewing groups.

Appendix B – Ideas cards and online survey results

"My personal preference is for the option B that was presented. This option included an increase of 73m² new floor area with an AV desk at the back of the hall. However, I would recommend swapping the kitchen with the new community room as this would support the new bar area better. Additionally putting the community area at the back would create private access to it, enabling private groups to rent the community area space supporting an additional market for a revenue stream, e.g., faith groups."

"Lowering the stage and pushing it back into what is currently the backstage area would increase the hall space and reduce possible accidents from the stage while also improving options for stage accessibility. This could be further enhanced with the introduction of a small section of tiered, retractable seating towards the back of the hall reducing any issues with people wishing to view the stage."

"A defibrillator would be an appropriate consideration for inclusion. In addition to training local people in first aid and defibrillator use. Yes, I'm willing to volunteer!"

"It might be appropriate to have an additional, accessible toilet next to the left of the option B proposed kitchen"

"Moving the kitchen to the community room - next to the bar, also means the bar and foyer area with kitchen could be hired for smaller groups who might feel the hire of the whole hall would be excessive and cold. It could also support a monthly community pop up bar and snacks opportunity without having to involve every part of the building and so meaning the community room at the back could still be hired out separately at that time too."

"I really like the idea of making it easier to arrange things like a bar night/social given that we no longer have a pub"

"I don't like the idea of unisex loos though I can see why they are space efficient."

"Can we offer a decent sized disabled loo / ramps etc. I appreciate that there are legalities however surely its relative to the size of the community."

"Love the idea of connecting external space for spilling out."

"The hall would benefit from:

- keeping the stage.
- connecting the bar with the kitchen areas.
- opening the wall to the car park area with glass doors.
- having a smaller meeting room available.
- having a serving hatch into main hall.
- having storage with bar and kitchen close to car parking area for ease of deliveries."

"Easy these days to hire in a temporary stage, easily put together. A permanent stage seems like a redundant space except for one or two specific events."

"Carparking - how many spaces would be lost? The primary school uses the car park (teachers / parents) in the hall - can't park beside the school."

"Kitchen - revamp the kitchen space is large - it has a lovely window."

"Retain as a much as possible natural light."

"Retain original features in hall i.e., wooden beams."

"Windows in back of hall."

“I am a member of the Coulter carpet bowling club which plays in the hall through the winter and host two well attended bowling tournaments every year. Enabling bowling is vital.”

“It would be good for the hall to have changing rooms including shower facilities as that would make it usable for many different sporting activities. Facilities for different sports in the hall.”

Appendix C – Analysis of electricity usage and generation

Current energy usage (pre refurbishment)

At present, the annual electricity usage at Coulter Hall is in the order of **50,000kWh**. We will assume that **85%** of this is for heating and **15%** for lighting. The weighting values for heating and lighting in the tables below are calculated from average monthly temperatures and daylight hours in southern Scotland.

The monthly cost calculations below are based on an electricity purchase price of **£0.27/kWh**.

Month	Heating weight	Heating kWh	Lighting weight	Lighting kWh	Total kWh	Electricity cost
January	1.00	7,277	1.00	1,098	8,375	£2,261
February	0.93	6,768	0.80	878	7,646	£2,065
March	0.75	5,458	0.60	659	6,117	£1,652
April	0.50	3,639	0.40	439	4,078	£1,101
May	0.25	1,819	0.25	275	2,094	£565
June	0.10	728	0.15	165	892	£241
July	0.05	364	0.18	198	562	£152
August	0.08	582	0.30	329	912	£246
September	0.15	1,092	0.50	549	1,641	£443
October	0.40	2,911	0.75	824	3,735	£1,008
November	0.70	5,094	0.90	988	6,082	£1,642
December	0.93	6,768	1.00	1,098	7,866	£2,124

The current total annual cost of electricity to operate Coulter Hall is therefore estimated to be **£13,500**.

Future energy usage (with energy efficiency improvements and solar PV generation)

We have assessed that improvements in insulation, glazing, airtightness and ventilation, together with installation of a heat pump with smart controls and zoning, will result in a reduction in energy usage of **60%**.

Calculations for solar PV generation are based on an anticipated **25kW** installed capacity, typical irradiance in southern Scotland of **950 kWh/m²/year**, and a performance ratio for the site of **0.8**. This yields an estimated annual electricity generation of 19,000kWh, which is broken down by month below:

An SEG tariff of **£0.15/kWh** is assumed.

Month	% annual total	Generation kWh	Usage kWh	Import/ (export) kWh	Electricity cost	SEG payment
January	2%	380	3,350	2,970	£802	-
February	3%	570	3,059	2,489	£672	-
March	6%	1,140	2,447	1,307	£353	-
April	10%	1,900	1,631	(269)	-	£40
May	13%	2,470	838	(1,632)	-	£245

Month	% annual total	Generation kWh	Usage kWh	Import/ (export) kWh	Electricity cost	SEG payment
June	15%	2,850	357	(2,493)	-	£374
July	16%	3,040	225	(2,815)	-	£422
August	13%	2,470	365	(2,105)	-	£316
September	11%	2,090	656	(1,434)	-	£215
October	6%	1,140	1,494	354	£96	
November	3%	570	2,433	1,863	£503	
December	2%	380	3,146	2,766	£747	

The net annual cost of electricity to operate Coulter Hall after refurbishment is therefore estimated to be **£1,600**.

Environmental impact

A 60% reduction in electricity usage at Coulter Hall represents 30,000kWh. According to Government GHG Conversion Factors for Company Reporting 2025, the UK Electricity CO_2e factor is 0.1770kg/kWh[9]. This saving in electricity use is therefore equivalent to a reduction in CO_2 emissions of 5.31 tonnes a year.

[9] See https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2025

Year 0 (2024-25)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	TOTAL
Income													
Grants						£ 5,000	£ 250		£ 10,000	£ 21,950	£ 1,250	£ 5,000	**£43,450**
Donations and gift aid			£ 1,100	£ 1,830		£ 110	£ 157						**£ 3,197**
Events and activities													**£ -**
Hall fees						£ 310	£ 1,063	£ 803	£ 963	£ 839	£ 183	£ 386	**£ 4,546**
Commercial lets													**£ -**
Bar sales													**£ -**
Electricity SEG payments													**£ -**
Interest										£ 10	£ 29	£ 24	**£ 63**
Total income	**£ -**	**£ -**	**£ 1,100**	**£ 1,830**	**£ -**	**£ 5,420**	**£ 1,470**	**£ 803**	**£10,963**	**£22,799**	**£ 1,461**	**£ 5,410**	**£51,256**
Expenditure													
Electricity													**£ -**
Water													**£ -**
Insurances						£ 557				£ 1,150			**£ 1,707**
Rent and rates													**£ -**
Internet and telephone													**£ -**
IT and online hosting							£ 22	£ 22	£ 165	£ 58	£ 22	£ 22	**£ 309**
Waste collection and recycling													**£ -**
Printing & stationery													**£ -**
Professional fees										£ 1,800		£ 12,000	**£13,800**
Legal fees													**£ -**
Independent examination fee													**£ -**
Licences						£ 331							**£ 331**
Bar stock													**£ -**
Marketing										£ 838			**£ 838**
Hall housekeeping								£ 252		£ 52			**£ 304**
Hall health & safety										£ 133	£ 79	£ 26	**£ 238**
Training								£ 50					**£ 50**
Staff costs													**£ -**
Repairs & maintenance										£ 120			**£ 120**
Total expenditure	**£ -**	**£ -**	**£ -**	**£ -**	**£ -**	**£ 887**	**£ 22**	**£ 324**	**£ 165**	**£ 4,150**	**£ 100**	**£12,048**	**£17,696**
Surplus/(deficit)	**£ -**	**£ -**	**£ 1,100**	**£ 1,830**	**£ -**	**£ 4,533**	**£ 1,448**	**£ 479**	**£10,798**	**£18,649**	**£ 1,361**	**£ (6,637)**	**£33,560**
Balance brought forward	£ -	£ -	£ -	£ 1,100	£ 2,930	£ 2,930	£ 7,463	£ 8,911	£ 9,390	£ 20,187	£ 38,836	£ 40,197	**£ -**
Closing Balance	£ -	£ -	£ 1,100	£ 2,930	£ 2,930	£ 7,463	£ 8,911	£ 9,390	£ 20,187	£ 38,836	£ 40,197	£ 33,560	**£33,560**

Year 1 (2025-26)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Grants		£9,750		£ 5,000					£ 10,000				**£ 24,750**
Donations and gift aid													**£ -**
Events and activities		£ 21	£ 96	£ 270	£ 96	£ 396	£ 96	£ 96	£ 96	£ 120	£ 96	£ 96	**£ 1,479**
Hall fees	£ 380	£ 223	£ 375	£ 375	£ 625	£ 625	£ 1,250	£ 625	£ 625	£ 625	£ 375	£ 375	**£ 6,478**
Commercial lets													**£ -**
Bar sales													**£ -**
Electricity SEG payments													**£ -**
Interest	£ 19	£ 20	£ 5	£ 0	£ 2	£ 2	£ 1	£ 1	£ -	£ 4	£ 1	£ 0	**£ 56**
Total income	**£ 399**	**£ 10,014**	**£ 476**	**£ 5,645**	**£ 723**	**£ 1,023**	**£ 1,347**	**£ 722**	**£ 10,721**	**£ 749**	**£ 472**	**£ 471**	**£ 32,763**
Expenditure													
Electricity			£ 8,802	£ 443	£ 1,008	£ 1,642	£ 2,124	£ 2,261	£ 2,065	£ 1,652	£ 1,101	£ 565	**£ 21,663**
Water													**£ -**
Insurances						£ 620				£ 1,270			**£ 1,890**
Rent and rates													**£ -**
Internet and telephone													**£ -**
IT and online hosting	£ 22	£ 22	£ 22	£ 22	£ 22	£ 22	£ 22	£ 22	£ 165	£ 45	£ 22	£ 22	**£ 430**
Waste collection and recycling			£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	**£ 500**
Printing & stationery													**£ -**
Professional fees		£ 23,400											**£ 23,400**
Legal fees										£ 3,000			**£ 3,000**
Independent examination fee			£ 150										**£ 150**
Licences						£ 331							**£ 331**
Bar stock													**£ -**
Marketing			£ 150		£ 150		£ 150		£ 150		£ 150		**£ 750**
Hall housekeeping			£ 24	£ 32	£ 36	£ 51	£ 67	£ 36	£ 36	£ 37	£ 24	£ 24	**£ 367**
Hall health & safety				£ 150						£ 150			**£ 300**
Training													**£ -**
Staff costs													**£ -**
Repairs & maintenance			£ 1,500						£ 500				**£ 2,000**
Contingency			£ 131	£ 131	£ 131	£ 131	£ 131	£ 131	£ 131	£ 131	£ 131	£ 131	**£ 1,306**
Total expenditure	**£ 22**	**£ 23,422**	**£ 10,828**	**£ 828**	**£ 1,397**	**£ 2,847**	**£ 2,544**	**£ 2,500**	**£ 3,097**	**£ 6,335**	**£ 1,477**	**£ 791**	**£ 56,086**
Surplus/(deficit)	**£ 377**	**£ (13,408)**	**£ (10,352)**	**£ 4,817**	**£ (673)**	**£ (1,823)**	**£ (1,197)**	**£ (1,778)**	**£ 7,624**	**£ (5,586)**	**£ (1,005)**	**£ (320)**	**£ (23,324)**
Balance brought forward	£ 33,560	£ 33,937	£ 20,529	£ 10,177	£ 14,994	£ 14,321	£ 12,498	£ 11,301	£ 9,523	£ 17,148	£ 11,561	£ 10,556	**£ 33,560**
Closing Balance	£ 33,937	£ 20,529	£ 10,177	£ 14,994	£ 14,321	£ 12,498	£ 11,301	£ 9,523	£ 17,148	£ 11,561	£ 10,556	£ 10,236	**£ 10,236**

Year 2 (2026-27)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Grants			£ 10,000						£ 10,000				**£ 20,000**
Donations and gift aid													**£ -**
Events and activities	£ 350	£ 700	£ 350	£ 350	£ 350	£ 210	£ 420	£ 120	£ 120	£ 210	£ 210	£ 350	**£ 3,740**
Hall fees *(see below)*	£ 447	£ 269	£ 449	£ 558	£ 769	£ 1,055	£ 1,282	£ 974	£ 1,054	£ 1,013	£ 583	£ 462	**£ 8,915**
Commercial lets	£ 750	£ 750	£ 750	£ 1,500	£ 1,500	£ 750							**£ 6,000**
Bar sales	£ 299	£ 255	£ 300	£ 515	£ 567	£ 451	£ 321	£ 244	£ 263	£ 253	£ 146	£ 115	**£ 3,729**
Electricity SEG payments													**£ -**
Interest	£ 0	£ 0	£ 1	£ 5	£ 5	£ 6	£ 4	£ 3	£ 1	£ 4	£ 2	£ 1	**£ 33**
Total income	**£ 1,846**	**£ 1,974**	**£ 11,849**	**£ 2,928**	**£ 3,192**	**£ 2,472**	**£ 2,027**	**£ 1,341**	**£ 11,439**	**£ 1,480**	**£ 941**	**£ 928**	**£ 42,417**
Expenditure													
Electricity	£ 241	£ 152	£ 246	£ 443	£ 1,008	£ 1,642	£ 2,124	£ 2,261	£ 2,065	£ 1,652	£ 1,101	£ 565	**£ 13,500**
Water	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	**£ 1,800**
Insurances						£ 637				£ 1,306			**£ 1,943**
Rent and rates													**£ -**
Internet and telephone	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	**£ 960**
IT and online hosting	£ 23	£ 23	£ 23	£ 23	£ 23	£ 23	£ 23	£ 23	£ 170	£ 46	£ 23	£ 23	**£ 442**
Waste collection and recycling	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	**£ 616**
Printing & stationery	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	**£ 300**
Professional fees													**£ -**
Legal fees													**£ -**
Independent examination fee			£ 154										**£ 154**
Licences						£ 711							**£ 711**
Bar stock	£ 150	£ 127	£ 150	£ 257	£ 284	£ 226	£ 160	£ 122	£ 132	£ 127	£ 73	£ 58	**£ 1,864**
Marketing	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	£ 80	**£ 960**
Hall housekeeping	£ 92	£ 99	£ 92	£ 146	£ 159	£ 123	£ 101	£ 67	£ 72	£ 74	£ 47	£ 46	**£ 1,119**
Hall health & safety				£ 154						£ 154			**£ 308**
Staff costs						£ 1,828	£ 1,828	£ 1,828	£ 1,828	£ 1,828	£ 1,828	£ 1,828	**£ 12,796**
Training	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	**£ 600**
Repairs & maintenance	£ 185	£ 197	£ 185	£ 292	£ 319	£ 247	£ 202	£ 134	£ 144	£ 148	£ 94	£ 93	**£ 2,238**
Contingency	£ 168	£ 168	£ 168	£ 168	£ 168	£ 168	£ 168	£ 168	£ 168	£ 168	£ 168	£ 168	**£ 2,016**
Total expenditure	**£ 1,294**	**£ 1,202**	**£ 1,454**	**£ 1,920**	**£ 2,397**	**£ 6,041**	**£ 5,043**	**£ 5,038**	**£ 5,014**	**£ 5,938**	**£ 3,770**	**£ 3,217**	**£ 42,328**
Surplus/(deficit)	**£ 552**	**£ 772**	**£ 10,395**	**£ 1,008**	**£ 795**	**£ (3,569)**	**£ (3,016)**	**£ (3,697)**	**£ 6,424**	**£ (4,458)**	**£ (2,829)**	**£ (2,289)**	**£ 89**
Balance brought forward	£ 10,236	£ 10,788	£ 11,560	£ 21,955	£ 22,963	£ 23,759	£ 20,189	£ 17,174	£ 13,476	£ 19,901	£ 15,442	£ 12,614	**£ 10,236**
Closing Balance	£ 10,788	£ 11,560	£ 21,955	£ 22,963	£ 23,759	£ 20,189	£ 17,174	£ 13,476	£ 19,901	£ 15,442	£ 12,614	£ 10,325	**£ 10,325**

Year 2 (2026-27)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Hall fees												
Total available hours (13/day)	390	403	403	390	403	390	403	403	364	403	390	403
Utilisation	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Seasonal weighting	0.61	0.35	0.59	0.76	1.01	1.43	1.69	1.28	1.54	1.33	0.79	0.61
Community rate	£439	£453	£453	£439	£453	£439	£453	£453	£410	£453	£439	£453
Social rate	£218	£226	£226	£218	£226	£218	£226	£226	£204	£226	£218	£226
Commercial rate	£78	£81	£81	£78	£81	£78	£81	£81	£73	£81	£78	£81
Total hall fees	**£447**	**£269**	**£449**	**£558**	**£769**	**£1,055**	**£1,282**	**£974**	**£1,054**	**£1,013**	**£583**	**£462**

Rate/hr	Split
£15	75%
£28	20%
£40	5%

Year 3 (post refurbishment)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Grants			£ 5,000						£ 10,000				**£ 15,000**
Donations and gift aid													**£ -**
Events and activities	£ 385	£ 770	£ 385	£ 385	£ 385	£ 231	£ 462	£ 132	£ 132	£ 231	£ 231	£ 385	**£ 4,114**
Hall fees *(see below)*	£ 637	£ 398	£ 689	£ 887	£ 1,265	£ 1,792	£ 2,249	£ 1,762	£ 1,964	£ 1,943	£ 1,151	£ 936	**£ 15,672**
Commercial lets	£ 825	£ 825	£ 825	£ 1,650	£ 1,650	£ 825							**£ 6,600**
Bar sales	£ 365	£ 306	£ 378	£ 634	£ 729	£ 654	£ 562	£ 441	£ 491	£ 486	£ 288	£ 234	**£ 5,568**
Electricity SEG payments	£ 384	£ 434	£ 325	£ 221							£ 41	£ 252	**£ 1,657**
Interest	£ 0	£ -	£ -	£ 1	£ 2	£ 2	£ 1	£ 1	£ -	£ 3	£ 2	£ 2	**£ 14**
Total income	**£ 2,597**	**£ 2,733**	**£ 7,602**	**£ 3,779**	**£ 4,030**	**£ 3,504**	**£ 3,274**	**£ 2,336**	**£ 12,587**	**£ 2,663**	**£ 1,713**	**£ 1,809**	**£ 48,625**
Expenditure													
Electricity					£ 96	£ 503	£ 747	£ 802	£ 672	£ 353			**£ 3,173**
Water	£ 154	£ 154	£ 154	£ 154	£ 154	£ 154	£ 154	£ 154	£ 154	£ 154	£ 154	£ 154	**£ 1,850**
Insurances						£ 655				£ 1,342			**£ 1,997**
Rent and rates													**£ -**
Internet and telephone	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	**£ 987**
IT and online hosting	£ 23	£ 23	£ 23	£ 23	£ 23	£ 23	£ 23	£ 23	£ 174	£ 48	£ 23	£ 23	**£ 454**
Waste collection and recycling	£ 52	£ 52	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	**£ 633**
Printing & stationery	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	**£ 308**
Professional fees													**£ -**
Legal fees													**£ -**
Independent examination fee			£ 159										**£ 159**
Licences						£ 731							**£ 731**
Bar stock	£ 183	£ 153	£ 189	£ 317	£ 364	£ 327	£ 281	£ 220	£ 245	£ 243	£ 144	£ 117	**£ 2,784**
Marketing	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	£ 82	**£ 987**
Hall housekeeping	£ 111	£ 115	£ 114	£ 178	£ 201	£ 175	£ 164	£ 117	£ 129	£ 133	£ 83	£ 78	**£ 1,598**
Hall health & safety	£ 160	£ 160	£ 160	£ 160	£ 160	£ 160	£ 160	£ 160	£ 160	£ 160	£ 160	£ 160	**£ 1,917**
Staff costs	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	£ 1,865	**£ 22,375**
Training	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	£ 51	**£ 617**
Repairs & maintenance	£ 221	£ 230	£ 228	£ 356	£ 403	£ 350	£ 327	£ 233	£ 259	£ 266	£ 167	£ 156	**£ 3,195**
Contingency	£ 182	£ 182	£ 182	£ 182	£ 182	£ 182	£ 182	£ 182	£ 182	£ 182	£ 182	£ 182	**£ 2,188**
Total expenditure	**£ 3,193**	**£ 3,176**	**£ 3,368**	**£ 3,529**	**£ 3,743**	**£ 5,420**	**£ 4,198**	**£ 4,051**	**£ 4,135**	**£ 5,040**	**£ 3,073**	**£ 3,029**	**£ 45,954**
Surplus/(deficit)	**£ (596)**	**£ (443)**	**£ 4,234**	**£ 250**	**£ 287**	**£ (1,916)**	**£ (924)**	**£ (1,716)**	**£ 8,452**	**£ (2,377)**	**£ (1,360)**	**£ (1,220)**	**£ 2,671**
Balance brought forward	£ 10,325	£ 9,729	£ 9,286	£ 13,520	£ 13,770	£ 14,057	£ 12,141	£ 11,217	£ 9,502	£ 17,953	£ 15,576	£ 14,216	**£ 10,325**
Closing Balance	£ 9,729	£ 9,286	£ 13,520	£ 13,770	£ 14,057	£ 12,141	£ 11,217	£ 9,502	£ 17,953	£ 15,576	£ 14,216	£ 12,996	**£ 12,996**

Year 3 (post refurbishment)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Hall fees												
Total available hours (13/day)	390	403	403	390	403	390	403	403	364	403	390	403
Utilisation	13.0%	13.5%	14.0%	14.5%	15.0%	15.5%	16.0%	16.5%	17.0%	17.5%	18.0%	18.5%
Seasonal weighting	0.61	0.35	0.59	0.76	1.01	1.43	1.69	1.28	1.54	1.33	0.79	0.61
Community rate	£547	£587	£609	£610	£652	£652	£696	£718	£668	£761	£758	£805
Social rate	£292	£313	£325	£326	£348	£348	£371	£383	£356	£406	£404	£429
Commercial rate	£208	£224	£232	£233	£249	£249	£265	£273	£254	£290	£289	£307
Total hall fees	**£637**	**£398**	**£689**	**£887**	**£1,265**	**£1,792**	**£2,249**	**£1,762**	**£1,964**	**£1,943**	**£1,151**	**£936**

Rate/hr	Split
£15	70%
£29	20%
£41	10%

Year 4 (post refurbishment)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Grants			£ 5,000						£ 5,000				**£ 10,000**
Donations and gift aid													**£ -**
Events and activities	£ 424	£ 847	£ 424	£ 424	£ 424	£ 254	£ 508	£ 145	£ 145	£ 254	£ 254	£ 424	**£ 4,525**
Hall fees *(see below)*	£956	£592	£1,011	£1,290	£1,820	£2,555	£3,178	£2,471	£2,731	£2,682	£1,577	£1,274	**£ 22,139**
Commercial lets	£ 908	£ 908	£ 908	£ 1,815	£ 1,815	£ 908							**£ 7,260**
Bar sales	£ 466	£ 375	£ 480	£ 776	£ 909	£ 866	£ 795	£ 618	£ 683	£ 671	£ 394	£ 319	**£ 7,350**
Electricity SEG payments	£ 423	£ 477	£ 357	£ 243							£ 45	£ 277	**£ 1,823**
Interest	£ 1	£ 1	£ 1	£ 3	£ 4	£ 4	£ 4	£ 4	£ 3	£ 5	£ 4	£ 4	**£ 38**
Total income	**£ 3,177**	**£ 3,199**	**£ 8,181**	**£ 4,551**	**£ 4,971**	**£ 4,586**	**£ 4,485**	**£ 3,237**	**£ 8,563**	**£ 3,612**	**£ 2,275**	**£ 2,297**	**£ 53,135**
Expenditure													
Electricity					£ 99	£ 517	£ 768	£ 824	£ 691	£ 363			**£ 3,262**
Water	£ 159	£ 159	£ 159	£ 159	£ 159	£ 159	£ 159	£ 159	£ 159	£ 159	£ 159	£ 159	**£ 1,902**
Insurances						£ 674				£ 1,380			**£ 2,053**
Rent and rates													**£ -**
Internet and telephone	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	**£ 1,015**
IT and online hosting	£ 24	£ 24	£ 24	£ 24	£ 24	£ 24	£ 24	£ 24	£ 179	£ 49	£ 24	£ 24	**£ 467**
Waste collection and recycling	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	**£ 651**
Printing & stationery	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	£ 26	**£ 317**
Professional fees													**£ -**
Legal fees													**£ -**
Independent examination fee			£ 163										**£ 163**
Licences						£ 751							**£ 751**
Bar stock	£ 233	£ 187	£ 240	£ 388	£ 454	£ 433	£ 397	£ 309	£ 341	£ 335	£ 197	£ 159	**£ 3,675**
Marketing	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	**£ 1,015**
Hall housekeeping	£ 138	£ 136	£ 141	£ 215	£ 248	£ 229	£ 224	£ 162	£ 178	£ 180	£ 111	£ 101	**£ 2,064**
Hall health & safety	£ 206	£ 206	£ 206	£ 206	£ 206	£ 206	£ 206	£ 206	£ 206	£ 206	£ 206	£ 206	**£ 2,476**
Staff costs	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	£ 1,902	**£ 22,822**
Training	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	£ 53	**£ 634**
Repairs & maintenance	£ 275	£ 272	£ 282	£ 430	£ 497	£ 458	£ 448	£ 323	£ 356	£ 361	£ 223	£ 202	**£ 4,127**
Contingency	£ 197	£ 197	£ 197	£ 197	£ 197	£ 197	£ 197	£ 197	£ 197	£ 197	£ 197	£ 197	**£ 2,370**
Total expenditure	**£ 3,239**	**£ 3,188**	**£ 3,419**	**£ 3,627**	**£ 3,892**	**£ 5,656**	**£ 4,431**	**£ 4,212**	**£ 4,315**	**£ 5,237**	**£ 3,124**	**£ 3,055**	**£ 47,394**
Surplus/(deficit)	**£ (61)**	**£ 11**	**£ 4,761**	**£ 924**	**£ 1,080**	**£ (1,069)**	**£ 54**	**£ (975)**	**£ 4,248**	**£ (1,625)**	**£ (849)**	**£ (758)**	**£ 5,740**
Balance brought forward	£ 12,996	£ 12,935	£ 12,946	£ 17,707	£ 18,631	£ 19,710	£ 18,641	£ 18,696	£ 17,721	£ 21,969	£ 20,343	£ 19,494	**£ 12,996**
Closing Balance	£ 12,935	£ 12,946	£ 17,707	£ 18,631	£ 19,710	£ 18,641	£ 18,696	£ 17,721	£ 21,969	£ 20,343	£ 19,494	£ 18,737	**£ 18,737**

Year 4 (post refurbishment)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Hall fees												
Total available hours (13/day)	390	403	403	390	403	390	403	403	364	403	390	403
Utilisation	19.0%	19.5%	20.0%	20.5%	21.0%	21.5%	22.0%	22.5%	23.0%	23.5%	24.0%	24.5%
Seasonal weighting	0.61	0.35	0.59	0.76	1.01	1.43	1.69	1.28	1.54	1.33	0.79	0.61
Community rate	£822	£872	£894	£887	£939	£930	£984	£1,006	£929	£1,051	£1,039	£1,096
Social rate	£439	£465	£477	£473	£501	£496	£525	£537	£495	£560	£554	£584
Commercial rate	£313	£332	£341	£338	£358	£354	£375	£383	£354	£400	£396	£417
Total hall fees	**£956**	**£592**	**£1,011**	**£1,290**	**£1,820**	**£2,555**	**£3,178**	**£2,471**	**£2,731**	**£2,682**	**£1,577**	**£1,274**

Rate/hr	Split
£16	70%
£30	20%
£42	10%

Year 5 (post refurbishment)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Grants			£ 5,000										£ 5,000
Donations and gift aid													£ -
Events and activities	£ 466	£ 932	£ 466	£ 466	£ 466	£ 280	£ 559	£ 160	£ 160	£ 280	£ 280	£ 466	£ 4,978
Hall fees *(see below)*	£1,294	£795	£1,352	£1,714	£2,406	£3,360	£4,159	£3,217	£3,540	£3,461	£2,027	£1,604	£ 28,928
Commercial lets	£ 998	£ 998	£ 998	£ 1,997	£ 1,997	£ 998							£ 7,986
Bar sales	£ 573	£ 448	£ 587	£ 928	£ 1,101	£ 1,089	£ 1,040	£ 804	£ 885	£ 865	£ 507	£ 401	£ 9,229
Electricity SEG payments	£ 465	£ 525	£ 393	£ 267							£ 45	£ 277	£ 1,973
Interest	£ 4	£ 4	£ 4	£ 6	£ 6	£ 7	£ 7	£ 7	£ 7	£ 7	£ 6	£ 6	£ 69
Total income	**£ 3,799**	**£ 3,702**	**£ 8,800**	**£ 5,377**	**£ 5,975**	**£ 5,734**	**£ 5,764**	**£ 4,188**	**£ 4,592**	**£ 4,613**	**£ 2,864**	**£ 2,754**	**£ 58,162**
Expenditure													
Electricity					£ 101	£ 532	£ 789	£ 848	£ 710	£ 373			£ 3,353
Water	£ 163	£ 163	£ 163	£ 163	£ 163	£ 163	£ 163	£ 163	£ 163	£ 163	£ 163	£ 163	£ 1,955
Insurances						£ 692				£ 1,418			£ 2,111
Rent and rates													£ -
Internet and telephone	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 1,043
IT and online hosting	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 184	£ 50	£ 25	£ 25	£ 480
Waste collection and recycling	£ 55	£ 55	£ 56	£ 56	£ 56	£ 56	£ 56	£ 56	£ 56	£ 56	£ 56	£ 56	£ 669
Printing & stationery	£ 27	£ 27	£ 27	£ 27	£ 27	£ 27	£ 27	£ 27	£ 27	£ 27	£ 27	£ 27	£ 326
Professional fees													£ -
Legal fees													£ -
Independent examination fee			£ 168										£ 168
Licences						£ 772							£ 772
Bar stock	£ 286	£ 224	£ 294	£ 464	£ 550	£ 545	£ 520	£ 402	£ 443	£ 433	£ 253	£ 201	£ 4,614
Marketing	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 87	£ 1,043
Hall housekeeping	£ 167	£ 159	£ 170	£ 255	£ 298	£ 286	£ 288	£ 209	£ 229	£ 230	£ 141	£ 124	£ 2,556
Hall health & safety	£ 256	£ 256	£ 256	£ 256	£ 256	£ 256	£ 256	£ 256	£ 256	£ 256	£ 256	£ 256	£ 3,067
Staff costs	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 1,940	£ 23,279
Training	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 54	£ 652
Repairs & maintenance	£ 333	£ 317	£ 340	£ 510	£ 597	£ 573	£ 576	£ 418	£ 458	£ 461	£ 281	£ 247	£ 5,112
Contingency	£ 213	£ 213	£ 213	£ 213	£ 213	£ 213	£ 213	£ 213	£ 213	£ 213	£ 213	£ 213	£ 2,560
Total expenditure	**£ 3,693**	**£ 3,607**	**£ 3,879**	**£ 4,137**	**£ 4,455**	**£ 6,308**	**£ 5,080**	**£ 4,784**	**£ 4,908**	**£ 5,848**	**£ 3,583**	**£ 3,479**	**£ 53,761**
Surplus/(deficit)	**£ 106**	**£ 95**	**£ 4,921**	**£ 1,240**	**£ 1,521**	**£ (574)**	**£ 684**	**£ (596)**	**£ (316)**	**£ (1,235)**	**£ (719)**	**£ (725)**	**£ 4,402**
Balance brought forward	£ 18,737	£ 18,843	£ 18,938	£ 23,859	£ 25,099	£ 26,620	£ 26,046	£ 26,729	£ 26,133	£ 25,817	£ 24,582	£ 23,863	£ 18,737
Closing Balance	£ 18,843	£ 18,938	£ 23,859	£ 25,099	£ 26,620	£ 26,046	£ 26,729	£ 26,133	£ 25,817	£ 24,582	£ 23,863	£ 23,138	£ 23,138

Year 5 (post refurbishment)	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Hall fees												
Total available hours (13/day)	390	403	403	390	403	390	403	403	364	403	390	403
Utilisation	25.0%	25.5%	26.0%	26.5%	27.0%	27.5%	28.0%	28.5%	29.0%	29.5%	30.0%	30.0%
Seasonal weighting	0.61	0.35	0.59	0.76	1.01	1.43	1.69	1.28	1.54	1.33	0.79	0.61
Community rate	£1,112	£1,172	£1,195	£1,179	£1,241	£1,223	£1,287	£1,310	£1,204	£1,356	£1,335	£1,379
Social rate	£593	£625	£637	£629	£662	£652	£686	£699	£642	£723	£712	£736
Commercial rate	£424	£447	£455	£449	£473	£466	£490	£499	£459	£517	£508	£525
Total hall fees	**£1,294**	**£795**	**£1,352**	**£1,714**	**£2,406**	**£3,360**	**£4,159**	**£3,217**	**£3,540**	**£3,461**	**£2,027**	**£1,604**

Rate/hr	Split
£16	70%
£30	20%
£43	10%