



BUSINESS PLAN

Reference Number		Date Received	
------------------	--	---------------	--

(OFFICE USE ONLY)

Guidance Notes

Northamptonshire County Council is working with community groups to deliver a community managed library service for the future. As a part of this process, the Council has a duty to ensure that all proposed services are supported locally and that all proposals are sustainable and viable. One standardised method of doing this is to ask for a Business Plan to be completed. This allows a consistent approach and also ensures that all aspects of the proposal have been thought about and developed prior to any handover. This provides assurance for all parties and would normally form a part of any grant funding application.

The aims of a Libraries Transfer from Northamptonshire County Council are:-

- To encourage people to take part in economic and community life
- To develop capacity in and connections between public, private, voluntary and community sectors in order to support economic and social development
- To safeguard buildings for community use

When initially assessing your completed "Business Plan", the Council will consider:-

- Does the project meet at least one of the Council's Library Transfer aims?
- Have you given the figures for funding / costs?
- Do the figures add up – that is, does income match expenditure ie: is it sustainable?
- Does the proposal benefit the people of Northamptonshire?
- Does the project contribute to the Council's corporate priorities and plan?

NOTE – You must be realistic about the amount of time it will take to do your proposal and what you can achieve.

If your Business Plan meets the Council's criteria, it will be considered for submission as a Library Transfer application. A Library Transfer will not be finally approved until it is clear that your project can be realised – that is, the funding is in place, the plan is viable, and your management structures are sufficiently robust to implement and operate the library.

However, if your application is approved in principle, your proposal may be endorsed by the Council if you are seeking external funding.

Please feel free to add additional text in order to answer the questions or attach a separate sheet / documents as requested or required. If you have previously submitted information as part of the Independent Library process, then you can use this information and include this in your business case.

This form, once completed, should be sent to:

libraries@northamptonshire.gov.uk

PART A – ORGANISATION DETAILS

1. Library Name	Desborough Library		
2. When will your library provision start?	01/09/2019	Library provision end date (if applicable)	N/A
Property Address	High Street Desborough Northamptonshire NN14 2QS		
Is the property owned by NCC?	Yes		
3. Organisation Name	Desborough Library and Community Hub		
4 Contact person	Gil Holmes		
5. Position held	Chair		
6. Contact Address	70 Rushton Road, Desborough NN14 2QD		
7. Telephone number	07540450420		
8. Email address	dhubcontact@gmail.com		
9. Website address	http://www.dlch.org.uk		
10. When did your organisation start?	July 2018		
11. Constitution enclosed If NO, why not? (attach details)	YES		

<p>12. What are the main aims and objectives of your organisation?</p>	<p>To promote for the benefit of the residents of Desborough and surrounding area or communities the provision of a public library for recreation and or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said residents.</p>
<p>13. List any organisations that you are affiliated to or work with.</p>	<p>None</p>
<p>14. Are other organisations responsible for delivering any parts of this library? If yes, please tell us who and how they are involved.</p>	<p>None</p>

PART B – BUSINESS PLAN PROPOSAL DETAILS
15. Describe the proposal - Tell us what you want to do.

Include:

What are the core activities, including those in addition to the library and information provision, your library will deliver?

What do you want to use the property for?

Any relevant timescales

Who are the stakeholders?

Any innovative features about the proposal, are there any community needs you will fulfil? An example of this would be a library that works with the elderly in the area for loneliness, a kids club over the summer.

Core Activities

Provision of a free public library lending service

Provision of Universal Children's Services

Bus Pass Application and Renewal

Blue Badge Application and Renewal

Photocopying and Printing

Public Monitors and Internet access

Free WiFi

Additional Activities

Kettering Borough Council Service Desk (Tues, Thurs & Fri)

Citizen Advice Bureau - Appointments available

Credit Union - Appointments available

FODL - friends group coffee mornings

Laminating service available

Scrabble Club - Thurs pm

Planned Additional Activities

Extending the hours of the Core Activities to include Weds 9 am - 6 pm and Saturday 11 am - 1 pm

Kettering Borough Council Service Desk expanding into Weds when Library fully volunteer staffed if KBC have the manpower

Adult Education Classes

NHS health service clinics

Exercise Classes - Qi Gong is currently on offer once per month Saturday am

Film Club (films being shown Quarterly)

Bingo nights (Quarterly)

Quiz Nights (Quarterly)

Timescales

The Core and Additional Activities will continue uninterrupted, the Planned Additional Activities will be ramped up from Sept 2019 through to December 2019

Stakeholders

The residents of Desborough and surrounding villages

The businesses of Desborough and surrounding villages

The schools and schoolchildren in Desborough and surrounding villages

Maud Elkington Charitable Trust

Desborough Town Council

Desborough Library and Community Hub

Kettering Borough Council

Northants County Council and its successors

PART C – BENEFITS and BENEFICIARIES

16. What groups of people will benefit from the proposal?	How?	How many?	How often?
0 to 5 year olds and their families	Children's Services	0-4 children are 7% of population = 875 Existing numbers for 2017/18 attendees = 2720 avg attendance per session =13.3	1 - 2 sessions per week
Children with disabilities	Children's Services	8% of child population has a learning or physical disability and could be attending children's services = 65	1 - 2 per week Possible partnership with another charity to deliver specialist offering
Elderly	At risk of loneliness and social isolation Bus Pass services	23% population are elderly = 2875 Existing Bus Pass number 2017/18 = 510	Whenever Library open
Disabled Population	Needing help from KBC for housing advice, possible referrals for NCC services of social care, home care etc. Blue Badge services	8% of Child population 19% Working Age 45% Pension Age are disabled Existing Blue Badge number 2017/18 = 41	Whenever Library open

Population and percentage figures based on sources from KBC and NCC websites, the Draft Plan for Desborough, Scope UK and www.gov.uk websites

PART D – MANAGING THE LIBRARY

17. Who will manage the Library?(e.g. a management committee, steering group, project manager)?

a) Tell us about your organisation’s track record if it has one.

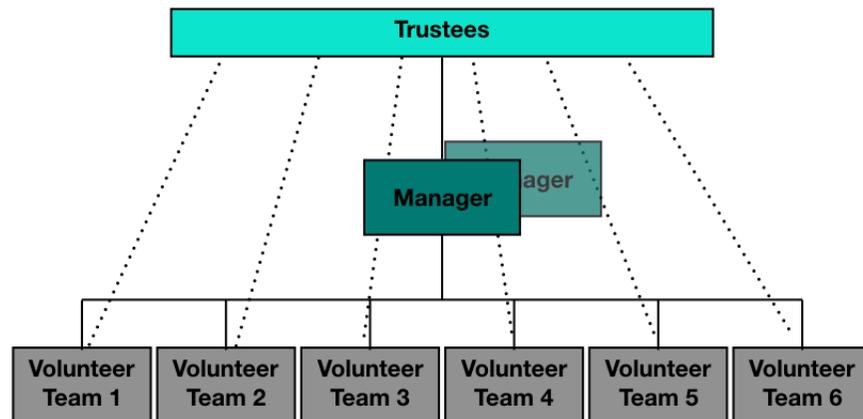
The Library will be managed by the DLCH Trustees who will form the management committee. DLCH is a CIO which was created in July of 2018 to run the CML in Desborough. Its track record is that it has gained a grant of £150,000 from the Maud Elkington Charitable Trust towards the cost of the building and has also raised the rest of the money for the building from the local town council. Additionally it has received further grant funding from the Central England Co-op and local town based charities “Desborough Community Development Trust” and another.

Describe a structure chart for your current / proposed organisation (this should show your governance structure, staff if you are employing any, and volunteers).

b) Explain this structure and tell us about the expertise of Board Members/ Directors or Trustees

The chart below shows The Board of Trustees which is drawn from residents of Desborough. Several of the trustees run their own businesses or have done in the recent past. Amongst our 10 trustees we have a qualified accountant, an IT Systems project manager, an IT systems consultant, a former owner of printing firm, a health professional, a retail manager, a retired Qualified Librarian and experienced trustees from other charities and trusts. Several of the trustees are serving members of Desborough Town Council.

The Trustee Board will be responsible for the recruitment, training and rostering of the volunteers. The intention is to employ a paid staff member who will manage the volunteers in the context of the day-to-day running of the Library whilst they are on duty. The volunteer pool currently stands at 30 people.



Please Note
 The Manager position may be part time and or Job Shared
 Within each Volunteer Team will be a Leader sufficiently trained to cover for the Manager

c) Further to this chart(s), clarify how you intend to manage the day to day running of the library? Who will be responsible for the day to day running of this library and what will they do.

The Library Manager on duty will be responsible for the day-to-day running of the library. They will be responsible for the

- a. safety and security of the building, the staff and visitors,
- b. management of the delivery of the planned services and sessions
- c. management of cash
- d. reporting of problems to the management board of trustees.

d) If different to c) above, who will be responsible for making decisions regarding the property?

The board of Trustees of DLCH will be responsible for decisions regarding the property.

e) Tell us who will be responsible for the finances of the library and their previous experience?

The Board of Trustees and in particular the Treasurer will be responsible for the finances of the DLCH organisation, The treasurer is a qualified accountant and company finance director and has many years experience of running various businesses.

18. Work Plan

- a) Attach an outline action plan that shows your key milestones for the project including any works to the property asset and injection of funds.

The action plan should demonstrate a logical timetable of tasks or key events that your project will undergo. You should also include key milestones. Milestones are dates that you have set as deadlines for achieving certain activities during your proposed project. These dates must be realistic.

Please see attached separate document DLCH_Lib_PP_20190612.pdf

- b) Tell us about what changes or works you intend to do to the property to make it further fit for purpose.

Medium Term - There is a small meeting room which we plan to expand and refurbish to enhance the availability of a private meeting space for hire and to create a further funding stream.

Longer Term - Extension to the Kitchen area of the staff room and an extra toilet would allow better facilities for events that utilise the Library space. Addition of a flexible 'makerspace'

All of these plans are as funds allow and as we are successful with targeted grant applications.

c) Tell us what else do you need to do to set up your library?

We will be taking on an existing Library and as such the running costs are fairly well known and are fixed.

19. Explain how the proposed library will be financially sustainable.

a) Describe your start-up costs.

Our start up costs are buying the Library building @ £270,000

Additional set up will be for the launch event in late August / early September which is budgeted for £250.

Later in the year in October there will be the set up of the AV equipment for which we have grant funding for the purchase. This will enable the start up of a film club and additional activities.

b) How certain are you that you have this financial resource? Tell us if you are relying on grants (whole or part) or volunteers / donations.

We have a grant of £150,000 which has a 5 year charge attached after which it is written off by the grantee.

Funding of £210,000 has been set aside by Desborough Town Council for the purchase and running of the Library, which will also carry a charge on the Library building for a set period of time to be negotiated.

Funding of £5,000 for each of the next 3 years has been granted by Desborough Community Development Trust and again £5,000 for each of the next 3 years has also been granted by another donor.

c) Describe your estimated running costs – indicative figures can be obtained from NCC if you do not already have these.

Based on figures provided by NCC our estimated running costs are £19,000 per year for the Utilities and bills and approx £20,000 for staffing costs.

d) Explain how you will fund these? Tell us if you are relying on grants (whole or part) or volunteers / donations.

Parts of the building are sub-let to Desborough Town Council and Kettering Borough Council and these leases will raise £11,500 in rental income per year.

The remainder will be met through grant funding and income raising activities (please see further down in this document for further details)

e) How will you ensure there is sufficient resource of paid staff or volunteers to meet the minimum opening hours requirements?

We are actively working to retain the current NCC staff and have already recruited a pool of 30 volunteers. This means that we will be able to open the library with a mixture of volunteers and paid staff for a total of 35 hours per week well above the required 12 hours.

PART E – RISK ASSESSMENT and RISK MANAGEMENT

20. Complete the risk assessment table in Appendix A as fully as possible.

Refer to the guidance notes in Appendix A and use the table to help you to think about your project and identify potential risks that need your attention.

Examples of the types of risk you may wish to consider are: Access to local or national match funding, Staffing, Planning & Building consents, Deliverability, environmental, other factors specific to your project.

21. Part F - Impacts of your Business Plan Proposals.

Tell us what these may be - These may be things that take some time to have an effect as a result of your proposed business plan. You may be asked about your progress towards these impacts. (For example, “Older people’s lunch club sessions have led to increased morale and reduced loneliness”)

a) Retention of the Library services will enable young families with 0 - 5 year olds to have access to books and learning facilities. Socialising of young children and inclusion and cohesion for families within the community.

b) The Library services will enable the elderly and vulnerable members of society to have access to a safe and welcoming environment where valuable time can be spent socialising and feeling less isolated. Currently there is a “Scrabble Club” that meets on a Thursday afternoon, and a “chat group” meets on a Thursday morning, both of which tend to have elderly residents in attendance.

c) Proposed Health Visitors sessions will have a beneficial effect on the health and wellbeing of new mothers and their children.

d) Proposed rental of room spaces to finance professionals, banks and legal firms will help those who are less able to travel in the community with legal and financial advice and lead to positive outcomes.

PART G – FINANCIAL DETAILS

The costings are an extremely important part of your application. Costs and sources of funding frequently change in the time between applying and actually spending the money, so it is vital that you keep the Council informed of any changes. Any significant changes to costs or to how they will be met should be put in writing and agreed with the Council, as they may change the potential of your proposal. Be realistic about when your proposal is likely to need funding and how likely it is to be available.

Indicate whether costs are estimates / actual / in kind.

Where appropriate, this completed “Project Business Plan” form should be accompanied by professional estimates, tenders or quotations. Where it is recoverable, VAT should not be included in these costs.

VAT number (if applicable) N/A

Our organisation can recover VAT

Our organisation can NOT recover VAT X

22. Develop your financial proposal and attach a summary.

(Please use the “Budget” spreadsheet and guidance notes in Appendix B to do this.)

Library Costs Summary (transferred from Appendix B)

Financial Summary Year 1 - Libraries

Total Income	£48825
Total Cost (inc VAT)	£34880
Total Income Minus Total Cost (inc VAT)	£13945

Library Budget -Guidance

You will need to develop a breakdown of your library costs for the first 5 Years.

This should show:-

- the total amount
- revenue and capital
- how this will be funded

Consider carefully how much your library will cost in total, and how much you need to fund. Complete the budget sheet using the guideline budget headings and add any that are specific to your library so we can see what your library will cost.

Although we understand that the figures you give at this stage may be estimates and that they might change when your library actually starts, you should try to ensure that you cost your library accurately. This is especially important if your library will need grant funding because, if you are awarded a grant, funding organisations will not normally be able to increase your grant at a later stage if your calculations prove to be inaccurate.

You will be asked to provide these detailed assessments at a later stage.

23. What would happen to the delivery of your library if funding becomes unavailable, or is available for only for a reduced amount?

We would have to consider becoming totally run by volunteers which would remove £20k from the costs. With the leases bringing in £11500 plus a contribution towards the utilities from DTC (as per their lease) and our belief we can drive down the running costs (having received agreement from KBC) that in addition to the mandatory 80% business rate relief because of our charitable status, there will be discretionary relief of the other 20% which will take £3300 off the running costs.

We are looking to maintain the grounds ourselves, further reducing the costs by £214 and also dispensing with the refuse collections service as so little refuse is generated which will take £613 off the running costs. This would take the running cost figure down to £14053 (based on the figures provided by NCC) without even looking into cost savings on the others (a task for us to do when this plan is accepted by NCC) which leave a gap of £2553. In addition there is £800 of income generated through the photovoltaic cells which FODL has agreed to sign over to DLCH, which further reduces the figure to £1753.

Looking at our income projections, we do not anticipate a problem with generating this. It should be noted that we do not want to run the library without staff however and this is a fallback position.

Data Protection and Information Security

The information submitted in this “Business Plan” application form will be processed in accordance with the Data Protection Act (2018) and General Data Protection Regulation (GDPR).

For the administration, appraisal, approval, monitoring and auditing of this project, Northamptonshire County Council will hold your proposal information. We may need to share it with the Appraisal Panel, elected Members, Officers from the Council – and any internal or external auditors required to audit the activities of the Council.

Please sign and date below to confirm that the information supplied in this “Business Plan” form is accurate, and that you accept processing of your information as stated above.

Applicant's Signature		Date	
--------------------------	--	------	--

Please note - the information contained in these documents is strictly confidential, privileged and only for the information of the intended recipients as stated above and may not be used, published or redistributed without the prior written consent of Desborough Library and Community Hub.

This “Project Business Plan” must be submitted electronically to libraries@northamptonshire.gov.uk

APPENDIX A – RISK ASSESSMENT

Risk Factor	Risk Assessment (high, medium, moderate, low)	Explanation / Justification	Actions to Minimise Risk / Mitigating Factors
Funding to purchase Library Building not available	Low	Funds have already been allocated by DTC and the Maud Elkington Charitable Trust	DLCH are in continual contact with both organisations to inform them of progress and the likely dates for draw down of the funds they have allocated. Our respective legal representatives have already made contact and are aware of the situation and what the process will involve
Staff are unavailable	Low	Staff are expressing a wish to continue	DLCH trustees have been in contact over an extended period with the current staff and many work alongside as volunteers so a good rapport and healthy working environment has been established and maintained. We are also considering an apprenticeship.
Reliance on Volunteers	Medium	There is a medium term risk that the “novelty” factor of volunteering wears off for some	DLCH are constantly on the lookout for Volunteers willing to be trained up and engaged with the running of the Library and/or its ancillary activities. (Events and fund-raising)
Non performance of income streams	Medium	Some of the estimates may be over optimistic and some may be over pessimistic	DLCH believe they have erred on the side of caution with income projections on the ancillary activities.
Trustees leave or become less available	Medium	There is a phenomenon known as Trustee fatigue	DLCH has an objective built into its constitution for cycling the appointment of trustees for a fixed 2,3 or 4 year term after which they are re-elected or replaced whenever possible. This will help to alleviate any problems with Trustees becoming burnt out or overworked.

APPENDIX B –Budget

Please use a section 19 or a separate page to outline a full breakdown and calculations

Organisation Name	NCC													
	Year 1													
Income & Expenditure Forecast	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	12 month total	Supporting Statement Please use this space to tell us how you either intend to generate the income or what you have based your costings on)
Income														
Printing / Photocopying	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	1140	From NCC figures
Sales	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	720	Forecast figure
Fines	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	240	Decreasing trend from NCC figures
Resource Rental charges- DVDs etc	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	120	Decreasing significantly from NCC figures
Room hire	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1200	Using the Library on a Monday when closed for business appointments
Equipment hire / use	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	240	£1 per 20 minutes computer usage
Donations	31.25	31.25	31.25	31.25	31.25	31.25	31.25	31.25	31.25	31.25	31.25	31.25	375	Through the collection box in the Library £25 per month uplifted by Gift Aid at 25%
Event Hire Charges	255.00	255.00	255.00	255.00	255.00	255.00	255.00	255.00	255.00	255.00	255.00	255.00	3060	£60 per week for 4 hours evening hire

Sponsorship Level 1	370.00	370.00	370.00	370.00	370.00	370.00	370.00	370.00	370.00	370.00	370.00	370.00	370.00	4440	£10.00 per year level 1 sponsorship for individuals - 4 newsletters per year and discount on 2 events Taking the population figure as 12500 and allowing for a 5% take up in total that is 625 people. Split 70/30 with level 1 and level 2
Sponsorship Level 2	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	3600	£20.00 per year level 2 sponsorship for individuals - 4 newsletters per annum plus discount on 4 events. Taking the population figure as 12500 and allowing for a 5% take up in total that is 625 people. Split 70/30 with level 1 and level 2
Launch Raffle														3000	5000 tickets at £1.00 each with expected sale of 3000
Desborough Town Council Rent	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	666.67	8000	£8000 per year
Kettering Borough Council Rent	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	3500	£3500 per year
DCDT Grant	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5000	£5000 per year for 3 years
Other grant	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5000	£5000 per year for 3 years
DCDT Grant for IT and related equipment														3500	Grant for IT equipment

DLCH fun events	133.33	133.33	133.33	133.33	133.33	133.33	133.33	133.33	133.33	133.33	133.33	133.33	133.33	1600	Quizzes every quarter, Bingo the same - with raffles (assume £200.00 raised each time)
Film Shows	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	400	Quarterly £100 per event
Drinks/Biscuits/Cakes	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600	Look at offering cakes (figure from NCC for 2018/19 was £982) - so very cautious figure here and no allowance for cakes in NCC figure
Requests	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	240	Based on NCC figures
DLCH events	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	900	Readings, drama, art etc. Allow 6 per year generating £150 each.
1940s Day														200	Tea room
Gala Night														150	Stall & Drinks
Carnival Stall														100	Sales of Books, DVDs, CDs plus donations
Business Sponsorship	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	500	Forecast figure
Photovoltaic Panels	66.67	66.67	66.67	66.67	66.67	66.67	66.67	66.67	66.67	66.67	66.67	66.67	66.67	800	Forecast figure based on NCC figures
Fashion Show														200	Forecast figure based on previous shows held elsewhere in town
Total Income	3472.92	48825													

Expenditure														
Staff costs	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	20000	Based on NCC figures
Premises costs - Rent, lease, mortgage	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	
Premises costs - repairs & renewals	307.92	307.92	307.92	307.92	307.92	307.92	307.92	307.92	307.92	307.92	307.92	307.92	3695	Based on NCC figures of Building Maintenance £2270 centrally funded + £1425 repairs and maintenance
Utilities & Rates	446.33	446.33	446.33	446.33	446.33	446.33	446.33	446.33	446.33	446.33	446.33	446.33	5356	Rates are 100% discounted by KBC + NCC Figures of £226 Water hygiene supplies + £613 Refuse Collection + £3269 Electric + £990 Gas + £258 Water
Book / magazine purchase / loan costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	Newspapers paid for by FODL
Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	Assume current online subs for Findmypast etc. be kept up by NCC
Stationery	20.83	20.83	20.83	20.83	20.83	20.83	20.83	20.83	20.83	20.83	20.83	20.83	250	Forecast figure based on NCC figures
Equipment purchase costs	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	500	Forecast figure based on NCC figures
Equipment maintenance costs	153.92	153.92	153.92	153.92	153.92	153.92	153.92	153.92	153.92	153.92	153.92	153.92	1847	£115 Fire Equipment + £1732 Electrical testing/inspection
Other (please specify in Supporting Statement column)													3982	£214 Grounds Maint. + £293 Security Services + £3475 Cleaning Contract

Total Expenditure	2906.67	2906.67	2906.67	2906.67	2906.67	2906.67	2906.67	2906.67	2906.67	2906.67	2906.67	2906.67	34880	
Surplus / Deficit	1162.08	1162.08	1162.08	1162.08	1162.08	1162.08	1162.08	1162.08	1162.08	1162.08	1162.08	1162.08	13945	

Organisation Name	Desborough Library and Community Hub (DLCH)								
Income & Expenditure Forecast									
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Recoverable VAT	Total (less recoverable VAT)	Supporting Statement Please use this space to tell us how you either intend to generate the income or what you have based your costings on)
Income									
Printing / Photocopying	1140	1020	960	960	960	5040		5040	Slowly declining
Sales	720	780	840	900	960	4200		4200	Slowly increasing year on year as more and varied stock is offered with locally made gift and craft items stocked
Fines	240	180	180	144	144	888		888	Slowly declining year on year
Resource Rental charges- DVDs etc	120	90	60	60	60	390		390	Slowly declining
Room hire	1200	1350	1350	1440	1440	6780		6780	Increased usage over time as more awareness of the offer plus better facilities come on stream
Equipment hire / use	240	240	240	240	240	1200		1200	Predicting static usage of PCs
Donations	375	375	375	450	450	2025		2025	Gradual increase predicted as Library usage returns to pre-2016/17 levels
Other (please specify in Supporting Statement column)	44790	40270	41621	42640	42915	212236		212236	Please see explanations in year 1 income figures
Total Income	48825	44305	45626	46834	47169	232759	0	232759	
								0	
Expenditure								0	
Staff costs	20000	21000	22050	23153	24310	110513		110513	5% per year rises
Premises costs - Rent, lease, mortgage	0	0	0	0	0	0		0	
Premises costs - repairs & renewals	3695	3880	4074	4277	4491	20417		20417	Uplifted for 5% per year
Utilities & Rates	5356	5624	5905	6200	6510	29595		29595	Uplifted for 5% per year
Book / magazine purchase / loan costs	0	0	0	0	0	0		0	

Subscriptions	0	0	0	0	0	0		0	
Stationery	250	275	300	325	350	1500		1500	
Equipment purchase costs	500	550	600	650	700	3000		3000	
Equipment maintenance costs	1847	1900	2000	2100	2200	10047		10047	
Other (please specify in Supporting Statement column)	3982	2340	2340	2340	2340	13342		13342	<p style="text-align: center;"> Please see explanation in year 1 expenditure + Using a different cleaning contractor to reduce costs + DIY grounds maintenance from volunteers </p>
Total Expenditure	35630	35569	37269	39045	40902	188414	0	188414	
Surplus / Deficit	13195	8736	8357	7789	6267	44345	0	44345	