
Report to: Partnership & Performance Committee

Date of Meeting: 27th September 2018

Subject: Clackmannan Regeneration Project – Community Enterprise Hub.

Report by: Strategic Director; Partnership & Performance

1.0 Purpose

- 1.1. The purpose of this report is to provide the Partnership and Performance Committee an opportunity to scrutinise proposals for a community enterprise hub in Clackmannan. A Community Hub and Café Business Plan has been developed by the Clackmannan Town Hall Development Trust (CTHT) with assistance from funding agreed by Council in March 2017. Details of the Community Enterprise Hub project are required to be brought to Council for approval.

2.0 Recommendations

- 2.1. It is recommended that Committee;
- (a) Note that Council agreed in March 2017, a sum in principle of £93k for a Community Enterprise Hub Project in Clackmannan and that a further report be brought back to Council in due course.
 - (b) Note, challenge and comment on the report and attached Business Plan.
 - (c) Endorses that £85, 718 is committed from the Councils capital programme to enable the development of the Community Enterprise Hub subject to approval by Council on the 25th October 2018.

3.0 Considerations

- 3.1. In March 2017 Council agreed £93k of capital expenditure for the development of a Community Enterprise Hub within Clackmannan CAP as part of the Clackmannan Regeneration Project subject to detail being brought back to Council for approval. This work was agreed as part of a programme of work partly funded by the £2m awarded by the Scottish Governments Economic Development in March 2017.
- 3.2. Over the past 18 months CTHT has undertaken significant work to explore the development of a Community Enterprise Hub within the current CAP/Library

adjoining the Town Hall. This has included the recruitment of a temporary project officer; feasibility studies and engagement events with the local community. These events were designed to explore potential options for use of the hub by the community, including a community café/kitchen, healthy eating services, support for local groups/small businesses, services for older adults and tourist/heritage information.

- 3.3. The full business plan is provided at Appendix 1. This has been developed by the Clackmannan Town Hall Development Trust to develop proposals for community use of the CAP/Library. The Clackmannan Town Hall Trust already has a long term peppercorn lease with Clackmannanshire Council to run the Town Hall. The business plan is based on similar lease arrangements being negotiated between the Trust and Clackmannanshire Council for the CAP/Library.
- 3.4. The proposal set out in the business plan is to create a community kitchen and café which will provide healthy and affordable food and drinks and offer a place to socialise and access community based resources. The offering will include:
- A community café open 6 or 7 days a week providing affordable and healthy food and drinks options;
 - A catering and take-away service including affordable food boxes for local people;
 - A small gift shop with cards and tourist related gifts;
 - A dedicated heritage and tourist information area linked with cycling tourism;
 - A self-serving library facility and bookbug sessions;
 - Digital, employability and universal credit support service for local people;
 - A meeting space for local community groups;
 - A training venue and work placement venue for young people (particularly in food preparation and customer service);
 - A volunteering venue for local people to remain active through a variety of activities;
 - A support venue for local people with learning difficulties.
- 3.5 The proposal sets out the programme of development work on the premises to create the community kitchen/café and resource space. This includes work to fit a professional kitchen and café space for 40 covers compliant with legal and safety requirements; internal remodelling to create a comfortable and welcoming community space with flexible meeting space; digital space and heritage section. If approved, work will commence over the Autumn and Winter with the kitchen/café and community hub opening in Spring 2018.
- 3.6 A full financial profile including profit and loss and cashflow projections are set out in the business plan. This includes capital start up costs for the development work on the premises totalling £63, 218. Revenue costs are also set out along with plans for funding to cover these costs. Support is being provided to the Trust by CTSL, Business Gateway and Development

Trust Association. Working with these organisations, the Trust is exploring different funding options for raising revenue.

- 3.7 CTSI and DTAS have supported the trust to develop the business plan and Council Legal and Financial services have provided challenge to ensure that plans are as feasible and realistic as can be reasonably expected.

Sustainability Implications

- 3.8 This project is designed to stimulate community regeneration and development in Clackmannan as part of a wider programme of work. Whilst a great deal of multi-agency work has gone into ensuring that the business plan is feasible, given the nature of the development there are risks associated for Council. The Clackmannan Town Hall Trust however has successfully operated the Town Hall since 2004, with significant support from the local community.
- 3.9 The Best Value and Sustainability Checklist has been completed. Positive impacts have been assessed on:
- Creating sustainable economic development
 - Targeting skills and training and reducing unemployment
 - Reducing social exclusion
 - Regenerating Clackmannanshire's town centres
 - Reducing health inequalities.

4 Resource Implications

4.1 Financial Details

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

- 4.3 Finance has been consulted and confirmed that the funding for this project is not budgeted within this years capital plan. However this will be funded through the 18/19 capital programme underspend. (ref 2018/19/1). Yes **X**

4.4 Staffing

No Implications for Council.

5 Exempt Reports

- 5.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No **X**

6.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all X
Our families; children and young people will have the best possible start in life ☐
Women and girls will be confident and aspirational, and achieve their full potential ☐
Our communities will be resilient and empowered so that they can thrive and flourish X

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

7.0 Equalities Impact

7.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes X No ☐

8.0 Legality

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

9.0 Appendices

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

Appendix 1 – Clackmannan Town Hall Trust Community Hub and Café Business Plan.

10.0 Background Papers

10.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes X (please list the documents below) No

Clackmannan Regeneration Project Report to Clackmannanshire Council
March 2017

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CLACKMANNAN TOWN HALL TRUST

COMMUNITY HUB AND CAFÉ BUSINESS PLAN



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Executive Summary

In 2015, a Community Action Plan for 2015 to 2020 was created to establish local needs and priorities for Clackmannan. It was prepared and published with assistance from Coalfields Regeneration Trust, the Clackmannan Town Hall Trust, the Clackmannan Development Trust and the Community Council. It identified 5 priority areas: local heritage, parking roads and transport, town environment and appearance, community involvement, activities and events, and lastly, community services, facilities and amenities. In particular, it identified that the Clackmannan community felt it was important to have a café or restaurant in which to meet socially.

Following further community consultation and a comprehensive survey, outcomes have confirmed that the community desires a Community Hub and Café in a central location to the town. This will fulfil the need for a place to meet, socialise, and continue to provide a small Library facility. It is hoped that the Café and Hub will also encourage tourism, benefit local businesses and boost the wider economic development of the Clackmannan area. Also identified was the need for activities or groups to be made available within the café with members of the public suggesting ideas such as:

- Knit and Knatter groups
- IT skills.
- Help getting back into work
- Craft groups
- Dementia friendly activities
- Cooking Classes
- Book Groups
- Heritage talks
- Youth Club

This would have huge community benefit, providing some resolution to isolation, loneliness and even unemployment.

Through discussions with the Development Trust and the Community Council, it was felt the best-placed, most established organisation to carry forward the project development was the Clackmannan Town Hall Trust, who have been operating since 2004.

In conjunction with the Council and with the support of regeneration funding from Scottish Government, the development of a Community Hub and Café is now underway. This business plan provides an outline of the plans and the three-year model for development.

Background.

After the closure of the Longannet Power Station, Scottish Government agreed to invest £2 million into Clackmannan, to mitigate the expected economic downturn of the area. This money was awarded by the Scottish Government as part of the Local Economic Development Fund. It was agreed that the money would be used to support a number of elements including town centre regeneration, small and medium enterprise development, community amenities and development, and parking improvements.

To date the regeneration has improved the surrounds to Clackmannan Primary School which included the demolition of an old bus garage / business units to provide a potential small affordable housing development site. A Town Centre Streetscape improvement programme including Heritage style resurfacing and a one-way traffic system, the demolition of an old printers unit to be replaced by modern home above business units. There is also improvement of existing cycle routes and pathways with support from Sustrans and finally the development of Clackmannan Town Hall and CAP/ Library.

Clackmannanshire Council agreed in the budget of March 2018 to close the CAP and Library based on a greatly reduced footfall and pressure to find increased savings (less than 1% of Clackmannan's population use the Library.) However, a major theme of the Community Action Plan was identifying a need for a place for the community to meet to promote inclusiveness and whole community benefit. Finding a long term sustainable solution to continue to provide the services of the CAP/ Library in a convenient town centre location were seen to be key to this. Through a community survey, it was found Clackmannan residents are reluctant for this service to disappear and do not wish to see the building lie empty.

Clackmannan Town Hall Trust.

The Clackmannan Town Hall Trust is a voluntary membership organisation, established in October 2004 after the Council had announced that the Clackmannan Town Hall was identified for closure. After confirming the feasibility of the project, consultations were drafted, and a committee was elected.

By April 2005 the committee had formed a company Limited by Guarantee under the name of the Clackmannan Town Hall Trust. Thereafter, in May 2005 the company attained charitable status from the inland revenue. A 25-year lease was granted in favour of the Trust and came into effect on 4th February 2006.

The Town Hall Trust work closely with the Clackmannan Development Trust which was established in 2013 and is also based in an office in the Hall. Following some initial staff funding from Coalfields Regeneration Trust, the Development Trust then received funding in August 2017 from Big Lottery for three years for a full time Development Worker and a part time Finance Assistant post with associated costs. The main focus of their work being community engagement and improving the health and life inequalities of local residents. The Development Trust also works to build collaborative relationships with the Community Council, business community and other organisations, including Cycling UK and Development Trust Association Scotland. The Town Hall Trust and the Development Trust are led by volunteers, while the Community Council are elected. Together, they have had a positive impact on the community and a passion for improving the town. All three groups within the village have worked closely and maintain a good relationship in order to improve the town and its facilities.

Through joint discussions, it was felt the Town Hall Trust was the best-placed organisation to lead on the proposed development of a community space and initiate a community asset transfer, being the more established community organisation. The Town Hall Trust has a committee of 9 members, with Chair, Treasurer, Secretary. They currently employ one part time hall keeper and a cleaner.

All hall bookings are managed by the committee.

The Town Hall Trust income and reserves figures are included below:

Turnover	2015/16	2016/17	2017/18
Income	£22,702	£23,714	£20,897.00
Expenditure	£21,399.00	£22,940	£20,872.00
Profit/loss	£1,302.00	£773	£25.00
Restricted Funds	0	£0.00	£12,029.00
Reserves	£24,724	£21,942.00	£35,053.00

Following discussions between the Trust and the Council, it was decided that work would commence to establish the feasibility of the Trust leasing the building occupied by the CAP/ Library for the development of a Community Hub and Café. To this end, the Trust employed a Project Officer on a one-year contract to consult with the community, assess the feasibility of the project and prepare a business plan. The Project Officer is employed until September 2018.

Consultations and a survey (See pages 21 to 31 for survey and results) carried out by the Project Officer confirmed that a Community Café was attractive to the community as this would offer a venue to meet and socialise, would satisfy current tourist needs and would provide an opportunity to further promote and serve heritage and cycle tourism in the area.

The Clackmannan Town Hall Trust feel it is in the best interests of the Charity to create the Community Hub and Café as a trading subsidiary. A trading subsidiary is a separate legal entity and by The Clackmannan Town Hall Trust choosing this option it protects their charity from any high risks such as losing assets, incurring trading losses and avoids eating into the Trust's monetary reserves. Any profit made within the Community Hub and Café would be used to further improve the community.

By carrying over the same peppercorn rent agreement as the Town Hall Trust currently have with Clackmannanshire Council we feel that financially this would be the best way to help start up the Community Hub and Cafe.

Community Engagement.

In February of this year, a Community Fun and Information Day was held by the Project Officer on behalf of the Clackmannan Town Hall Trust. The day attracted **around 500 people**. The whole Town Hall building was used with bouncy castles, face painting, Bookbug and crafts for kids while for adults there were cooking demonstrations, cake demonstrations by a local baker. As well as this, there were a variety of stands with information to give to the public from Women's Aid, CTSL, Citizens advice, the Fire service, Red Cross and local community groups such as the Clackmannan Development Trust, Clackmannan Community Council and Clackmannan Town Hall Trust. Local community group Bargains and Bites came along and provided soup and scones for the public within the Library area, helping people to envision what the Community Hub and Café could look like.

Overall, the day was a success demonstrating to the public how busy the Town Hall can be and gave them a chance to think about what kind of activities they would like to see take place both within the Town Hall and the Community Hub and Café.

Photographs from Community Fun Day & Information Day - Feb 2018

It was important to get the ideas and opinions from not only the adults in the community but also the children. The Project officer also got in touch with the local primary school to speak to some pupils about the Community Hub and Café. A group of children ranging from primary 2-7 helped the Project Officer to design their very own Community Café with children making good suggestions such as soft, relaxed seating eg, sofas and a kid's area for smaller children.

Ongoing interaction with the community has been an important part of this project to ensure that the needs and wants of the community are met. Regular consultation meetings were organised in order to keep the public fully informed of the plans and information regarding this project over the year.

The Project Officer also took the time to visit all businesses within Clackmannan as it was important to establish relationships quickly with various business owners and make them aware of the project taking place. Most were supportive of the change taking place and look forward to seeing a busier Town.

Capturing the views of cyclists passing through the town helped to give us an insight into what cyclists look for in a café. It is important to accommodate what they want as we want to attract the many cyclists that pass through the town to stop by our café for a relaxing break and refreshments.

Visiting all community groups in the town was a good way to engage with as many different people as possible and therefore getting the news out in the town of the new project taking place within the Clackmannan Library. As well as this, visiting as many different groups as possible helps to make people feel included in what is going on within their town and in turn making them feel like they are part of a positive change.

Ethos.

The Trust's mission is to create a place for everyone to visit and feel comfortable, helping the community to have a voice and respond to the community's needs.

Key to the success of the Café will be creation of an environment where all visitors will feel comfortable and welcome. The well trained, friendly and approachable staff will strive to provide excellent service. The Café will provide good quality, healthy and affordable food and drinks to customers and a place to socialise and access resources.

Once the Café is up and running, the Trust will monitor sales and encourage users to provide feedback. Taking account of this information, the café will be responsive to changes in demand arising from customer preference.

Target Market.

Local population

The resident population in the Clackmannan area is around 3,500 and will increase in the near term as a result of a new housing development presently under way on the outskirts of the town at Burnside, expecting to build around 80 new homes. Planning permission has also been granted for significant further housing development in the Forestmill area.

Main Street, Clackmannan is frequented by locals and passing traffic and is the main bus route through the town. Facilities in the Main Street include the small Co-operative food supermarket, hot food takeaway shop, Indian take away, fish & chip shop, 2 public houses, 2 hairdressers, pharmacy, CAP and Library. The Town Hall is the venue for a variety of groups (listed below), on average let out for 35-40 hours a week and used by around 226 people a week, attending groups. In addition, around 90 people attend the CAP/Library a week. This means over 300 people access the Town Hall/CAP a week currently.

The local Health Centre is directly opposite the proposed Hub/Café site. New car parking facilities are being constructed there and there are a number of parking spaces behind the Community Hub and Café in addition to local on-street parking.

Surveys have shown that local people would use the community café. There presently is no café or tearoom in Clackmannan where locals and visitors can enjoy hot food and drinks each day. The local

church has a coffee morning for a couple hours on Tuesday mornings, offering hot drinks and cake and Bargains and Bites is another group that offers soup and scones for a couple of hours every Friday. Other than this, locals must travel out with the town to enjoy sit in hot food and drink facilities.

There is also no gift shop in the village where reasonably priced small gifts, cards etc can be purchased. It is felt that offering a small selection of gifts would appeal to local people and also tourists to the area.

A full survey has been carried out with 219 responses and is included in Appendix 1. The survey was handed out to every child in the local Primary School and Nursery, all community groups and activities such as Bargains and Bites, Tuesday coffee mornings run by the church, Church Sunday Service and included into the Clackmannan Newsletter sent out to every household in Clackmannan, Kennet and Forestmill.

Library & family market.

The Library is seen to be an important facility for local people and yet is currently not being used to the level needed to justify its continuation. The exception is the regular high numbers of young families who attend the Bookbug session and Nursery session on a Wednesday. Around 40 families are attending each week and this group would be a key market to retain and build on in the future, with other supported play/craft etc sessions for existing and new families moving into the area.

Photo of Weekly
Book bug session
within Clackmannan
Library.

Book bug caters for pre-school and as this is such a popular activity the Community Hub and Café are interested in keeping this group going with many parents likely to stay for refreshments after the session. Many school children have explained their frustration of having very little to do so the Community Hub and Café want to help kids find something, whether it be creating a youth club, hosting cooking lessons or even one off fun days the Community Hub will be a place where they can come along and enjoy. These suggestions were mentioned during school consultations.

Tourist traffic

From a historical perspective, Clackmannan, which is the old county town of Clackmannanshire has much to offer and local heritage plays an important part in the community. Examples include Main

Street, the active centre of the town where the Community Hub and Café will be located, which runs east from the old Scots market place to the Town Hall and includes many centuries old buildings. Located in the former market place is the ancient Stone of Mannan which sits adjacent to the 16th Century Tolbooth and Mercat Cross. To the West of Main Street, we have the old High Street, which leads up to the crest of King's Seat Hill to the 14th Century Tower with its King Robert Bruce and earlier associations.

Clackmannan is also the ancestral home of the current Prophet of the Mormon Church and as such attracts in a number of American pilgrims.

Clackmannan is a popular heritage tourism destination with visitors arriving on foot and by car. It is hoped that it will better link to the Fife Coastal driving routes and be an easy access destination from Edinburgh and Glasgow conurbations with the walks, Tower and café being part of that experience.



Photo of Mercat Fayre 2017

The Community Action Plan identified that the area around the Tolbooth had been neglected and required attention and that local walking routes could be promoted to encourage local people as well as visitors to enjoy our heritage and surrounding countryside. To these ends, major regeneration and streetscaping improvement works have been carried out in the Main Street and other areas of the town and a project completed which improved, signposted, mapped and provided information about local heritage walks. This significantly improved the attractiveness of the area for tourism and accordingly an increase in the number of tourists is expected.

It was mentioned within the Community Action Plan that people wanted to see tourist and historical information and even some local souvenirs for people to purchase. The Development Trust were successful in 2017 in attracting Stories, Stones and Bones grant around the Year of History, Heritage and Archaeology and have already produced a Clackmannan Heritage Walks leaflet. The Community Hub and Café has been designed with those features in mind and consultations took place with the community in order to find out how our ideas could be improved. The Hub/Café will also provide a place for small groups to meet and socialise such as walking groups or historical groups. It has also

linked in with Discover Clackmannanshire which is promoting the whole of Clacks highly successfully through national channels.

Cycling tourism

The town is also popular with cyclists using the local cycle paths and is on the National Cycle Network in Scotland being developed by Sustrans in partnership with local authorities and other relevant bodies. Cycling is a popular sport/pastime (according to the Annual Scotland Cycle Monitoring Report 2017, 33% of households have access to one or more bikes for private use. Active travel is also a key national priority.) The new work underway in Clackmannann currently will improve the eastern links to Dunfermline with widening of the paths, improved safer crossing and more signage to ensure greater enjoyment for cyclists using the area.

Sustrans have so far developed approximately 2,371 miles of National Cycle Network routes in Scotland and actively promote the use of the Network not only by long distance cyclists but by local communities also. Wee cycle, Wee walk website will be better linked to Discover Clackmannanshire and other appropriate websites.

Clackmannann Development Trust has a close relationship with Cycling UK and are currently working on a project to attract more cyclists to Clackmannann and to this end are promoting the area and having bike racks installed opposite the proposed location for the Community Hub and Café. The Hub/Café project also included the purchase of a water fountain where cyclists will be able to refill bottles. It has also been proposed that one of the first new e-bike pods be based in Clackmannann at the medical centre opposite the Hub.

The new Town Hall community garden is expected to be a part of an enjoyable experience for cyclists and other visitors in the future and will house tables and chairs in the summer months.



There will be an opportunity for the Community Garden to provide some fresh produce that could be used within the café.



Photograph of Town Hall Community Garden under construction 2018

Catering & Takeaway Facilities

The Community Hub/Café is keen to offer outside catering comprising cold buffets or hot food for parties, weddings, funerals and also events taking place within the Town Hall. There is also the opportunity to offer a home delivery service to those members of our community who are house bound or infirm.

Currently, there is no direct competition with regard to outside catering services in Clackmannan.

As well as offering outside catering the Community Hub and Café are also interested in selling food boxes. These boxes will provide a healthy, nutritious home made meals or snacks ideal for all ages within the town. There would be a variety of options available to suit any dietary requirements and affordable for all.

Current Market.

The table below shows the existing groups and activities that take place within the Town Hall on a weekly basis.

DAY OF WEEK	GROUP/CLASS	TIME
Monday	Toddlers Under 5's	9.30-11.30am
	Aerobics	6.00-7.00pm
	Pipe Band	7.45-9.30pm
Tuesday	Highland Dancing	6.00-8.00pm
	Ladies Badminton	8.00-9.30pm
(Last Tuesday of Month)	Town Hall Committee	7.00-9.00pm

Wednesday	Toddler Under 5's	9.30-11.30am
	Exercise Class	6.00-7.00pm
	Slimming World	6.00- 9.30pm
(Every Third Wednesday)	Community Council	7.00-9.30pm
Thursday	Active 50's Exercise	11.00-12noon
(Last Thursday on Month)	Gardening Group	2.00-4.00pm
(Every Third Thursday)	Circle of Friends	2.00-4.00pm
	Karate	4.00-5.45pm
	Yoga	6.00-7.15pm
	Zumba	6.15-7.15pm
	Badminton	7.30-9.30pm
	Line Dancing	7.30-9.00pm
Friday	Bargains and Bites	12.00-2.00pm
	Anchor Boys	5.30-6.30pm
	Boys Brigade	5.30-9.00pm

The Library and CAP attract around 350 people a month with a high number of those being families who attend the Bookbug sessions. Other groups that use the Library are the Wee County Walkers, Clacks Works, Integrated Mental Health and Assisted Digital Support.

We believe that the Community Hub and Café will provide a place for the community to use to socialise and meet people. Through both the survey and consultations, people were interested in new groups and activities within the Hub such as book groups, craft or knit & natter groups and games mornings. By hosting these sort of activities this will help to make the café a busier and more successful place and help provide Clackmannan with a vibrant “one stop shop” style facility for all.

Development of Premises.

The building that will house the Community Hub and Café is attached to and can be accessed from the Town Hall. It also has its own entrance, disabled toilets and disability access. It is located in and fronts on to Main Street, Clackmannan in the town centre. Main Street is the town's main shopping area, is the busiest area in the town, is on the main public transport route. After reviewing the options within the Hall to position a Hub & Café, it is felt that the existing CAP/ Library provides the best solution.

Although the building is effectively part of the Town Hall, it is not included in the current lease to the Town Hall Trust. Leasing the current CAP/ Library building to the Town Hall Trust will consolidate the use of the building providing a joined-up Community Hub in the town centre.

To enable the building to provide an appealing and fresh look to visiting local people and tourists, it is felt the venue needs to be given a sufficient ‘make-over’ to look less ‘public building’ and more ‘coffee shop’ with the addition of a new modern kitchen professionally fitted and comply with all legal requirements. Plans of the proposed layouts for the Hub and Café and the kitchen within can be found on pages 25 and 26. The Town Hall Trust recognise the funding is ‘public’ money and therefore will ensure, in conjunction with the Local Council, it is spent with care and attention and procured compliantly, to ensure best value at all times.

The plan would be to carry out building work in Autumn 2018 and open the Community Hub and Café in Spring 2019, in time for the summer season.

The Clackmannan Town Hall currently has a catering kitchen that can be rented out with a room in the Town Hall. Although this could not be used on a full-time basis, the kitchen could be used in addition to the café to prepare baking or even to provide training sessions or workshops to improve employability of local people.

The key work to be completed:

- Removal of the Council online links to Kilncraigs for payment facilities
- Removal of the existing library/CAP service area to be replaced by appealing servery and display counter
- Coverage of walls to have less 'statutory feel'
- Inclusion of new fitted kitchen area to produce range of home-made food
- Create digital area; small library area and small office
- Create Heritage section with tourist map on entry wall
- Seating for up to 40 people

If necessary and desirable in the future, land to the rear of the premises could be developed as an outdoor seating area.

Proposed Products & Services.

The proposed Community Space and Café will provide the following products and services to meet a sustained business income and meet the aspirations of the local community.

- Café opened 6-7 days a week providing reasonably priced, home-made menu, drinks and baking.
- Small area providing selection of low costs gifts, cards and tourist related items.
- Dedicated Heritage and Tourist information area
- Self-serving library facility with support from Council and retention of Bookbug sessions
- Digital, employability support and Universal Credit service for local people
- Meeting space for local groups
- Training services for young people - work placement venue for customer service, food preparation etc.
- Volunteering venue for local people keen to remain active
- Supporting people with learning disabilities, autism and dementia living in the community

Community and Social Benefit

The community Hub and Café aims to provide a number of regular sessions to the public to help with community and social benefit:

- Provide universal credit/financial skills

- Volunteer/workplace opportunities
- IT Skills
- Catering for vulnerable people or groups in society e.g. dementia groups
- Provide pre-school activities e.g. Bookbug
- Genealogy Information

Any profit made within the Hub or Café will be put back into the community in order to support more groups or activities.

Staffing.

The responsibility for employing staff to operate the Café and oversee the use of the converted premises including the Café lies with the Town Hall Trust. The Trust will employ a suitably-qualified full time Café Supervisor, Weekend Supervisor and 2-part time Café assistants plus a part-time trainer cook.

It is hoped that that the Trust can attract future funding for an additional Co-ordinator for the Hall to train and support volunteers and will be employed to oversee the running of the Hub/Café and the Town Hall as well as carrying out administrative work for the Town Hall, managing booking and events. As well as this, it would be expected that the Co-ordinator would be responsible for some of the financial jobs such as ordering stock and payroll for employees within the Café.

Providing Apprenticeships or Community jobs is also something the Trust would be interested in. Creating jobs or work experience for those who live locally is something that is important to the Trust and the community. Developing opportunities for apprenticeships and employment would be of great advantage and can be done with the support of CTSI and suitable funding.

The Hub aims to support a team of volunteers to help within the Café area and would help to give local and people seeking work experience, more experience for getting a job in future or to help those that just wish to give up some of their time. However, this is something we could only expect to happen with the help of funding and CTSI.

Opening Hours

The Clackmannan Town Hall Trust proposes the Café to be open seven days per week, with the opening hours being the following:

Monday	8:30am-4:00pm
Tuesday	1pm-7:30pm
Wednesday	8:30am-4:00pm
Thursday	8:30am-4:00pm
Friday	1pm-7:30pm
Saturday	11:00-4:30pm
Sunday	11:00-4:30pm

The hours are based on the following feedback:

- Local residents wished to have a couple of late-night opening times.

- Times shortened on the days the popular Church coffee morning and Bargain & Bites held.
- The café will have a capacity for up to 40 visitors and the layout for the building is shown on the attached floorplan. Food and drink will be ordered, collected and paid for at the servery. Hot food requiring preparation will be brought to customers' tables.

The opening hours are just based on when the café will be open. It was mentioned that people would be interested in groups and activities taking place and meeting in the Hub/Café space. The building can be open at any time for this. There will be a continual review of the opening hours to ensure that the Community Hub and Café are maximising the opportunity to make money.

The Team.

The Trust will employ a Café Supervisor, Weekend Supervisor, a part-time trainer cook and two part time Café Assistants and hope to employ, with funded support, a Co-ordinator to help with running the Hall. All staff will be experienced and trained to industry standard. Every employee and volunteer will have a basic food hygiene qualification.

The Coordinator will take on the role of managing the Cafe/Hub finances and will liaise with the Town Hall Trust Treasurer on a regular basis.

The Coordinator will arrange for volunteers to assist in the Café. All volunteer development will be arranged by the Coordinator and be overseen by the Town Hall Trust.

As well as this, the Trust have worked closely with CTSI, establishing a plan of fundraising opportunities and funding options. It is essential to have funding in place for the Hub and Café to ensure its success. We are looking into funding with Community Jobs Scotland to help with employment within the Café. Also, Awards for All is another being considered for general money to go towards running different activities. Regular fundraising events will also be organised to help with building up stronger reserves as a precaution.

Marketing.

Marketing will be addressed in a number of ways.

Local residents - Clackmannan newsletter, social media and new website

The Town Hall Trust work closely with Clackmannan Development Trust who have developed strategies for conveying information generally and in particular to the local community by means of social media, partnership with the school, a community website and via newsletters delivered to each home in the Clackmannan community area. The Town Hall Trust will use these mechanisms and other methods such as the existing Town Hall Website / Facebook and in the local notice boards, advertising on local radio and newspapers. Permission will also be sought for signage in and around Clackmannan and outside the café itself.

Website – integrated online support for Hall

The Trust have plans to create and develop a new website that will allow people to find out what groups and activities are taking place. It will enable customers to book into events and let a room within the Town Hall. The website will be maintained regularly, and ongoing costs have been accounted for within the finance section of the business plan. Business Gateway have confirmed they will support the development of the website.

Publicity

Leaflets and notices will be printed for display in local businesses, and other local tourist attractions will be contacted with a view to them holding information about the facilities available. Business Gateway has given commitment to ongoing cost of publicity materials and some consultant marketing support.

Wider tourist market – press coverage and targeted social media campaign

With regard to cyclists, local cycle shops will be asked to hold information and locating information on local cycle paths and cycling websites is being investigated. This group can also be targeted through social media channels.

Clackmannan is the perfect place all year round for exploring its countryside, history and heritage. Countryside paths and cycle routes make the Town the ideal place to spend your afternoon and therefore, the Community Hub and Café the ideal place to have lunch afterwards. By establishing working relationship with Discover Clackmannanshire, Fife tourist routes and wider tourist sector particularly in relation to cycling and tourism, this would help to promote the town and help to entice people to spend time within Clackmannan.

On road signage

Key to attracting people into Clackmannan will be signage from the east, south and west on the main approach roads – highlighting the café to those passing through.

Competition.

Competitors

Currently there is no existing café in Clackmannan. There is a take-away shop, pub and also the Co-op but no-where open during the day for a comfortable drink and snack. The nearest café is in Alloa or at Coalsnaughton where the very popular Muircot Farm Shop is based.

The Project Officer has visited several types of local café and hopes to recreate some of the same outcomes – the Playpen based in Crook of Devon which appeals to a wider variety of young families, the Sunlite Café based in Stirling which has a focus on those with low social and economic needs, and the Callander Youth Group that help young people with a variety of skills and work experience.

The local resident survey has indicated that the price point is low, so simple home-cooked food with low cost ingredients with less waste will be offered.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • No competing café • Central location in village • Already well used area • Improved main street environment • Good relationships with CDT and CCC • Good volunteer support • Many groups using Hall through week provide good customer base – toddlers, Bookbug and Walking group 	<ul style="list-style-type: none"> • Small market and catchment market • Near to Alloa and other popular cafes • Hall Trust has limited experience in running café • Hall Trust needs reserves for building maintenance - insufficient contingency for low-earning weeks • Large staff required – more pressure on volunteer management team
Opportunities	Threats
<ul style="list-style-type: none"> • Linking to cycling network • Linking to passing trade • The ability to create a thriving and busy Hub and Café for the Community • The ability to expand (opening out to the back of the building) • Provide employment • Training opportunities • New housing to area will boost sales • Local residents keen to have more groups and activities 	<ul style="list-style-type: none"> • Succession planning of management team • Competition with other community groups and businesses within the town. • Cashflow and whether the community will support the business idea • Covering holiday periods and busy times • Business will close if it is not sustainable after 3 years. An alternative model will be sought such as a franchise agreement.

Sustainability.

We are positive about the Community Hub and Café being a success within the Town. By catering to the communities needs as well as taking into consideration of those passing through Clackmannan. However, in the event that the Community Hub is not a success after the first three years then the Trust would consider offering it as a commercial franchise.

Finance.

The Council will lease the property to the Town Hall Trust at no additional charge. The staff, capital set up costs and Income and expenditure table are included below. A detailed cashflow report is now underway by CTSI. Business Gateway and Development Trust Association Scotland has also carried out some training for the Trustees and has offered Accelerator Funding for additional consultancy if required.

Working closely with CTSI, the Town Hall Trust are looking into different funding options such as employability training , Community Job Scotland and Awards for all.

Additional funding for the Coordinator will be sought from other funding and award-making bodies.

Staff costs

	Hours	Rate	Wage	NI	Pension	Total
Café Supervisor	36		16500	1100	330	17930
Weekend/Occasional Supervisor	12		3840	0	96	3936
Part time assistant	25	5.9	7670	0	153	7823
Part time apprentice	25	5	6500	0	110	6610
Trainer cook	8	8.5	3536		85	3621
TOTAL						39920

Notes:

Part-time assistant would aim to be covered through employment funding like Community Jobs Scotland.

The Trainer Cook would be expected to come in a couple mornings to prepare food for the Café. As well as this, the Trainer Cook would work with young people and parents in the community, using the kitchen to build confidence and life skills. It is hoped that this role would expand to other cooking events as this is something that the community had suggested.

Start Up cost

Start Up costs

Funding from the Regeneration Fund can only be used on capital items

Capital items

Indoor signs	500
Outdoor signs	2000
Kitchen equipment	2000
Flooring	5000
Internal doors	950
Internal finish	5000
Transfer of CAP cables	3000
Building work - wall	3000
Kitchen works & fitting	25732
Tables, chairs, bar stools	3000
Computers/tablets	2500
	52682
VAT @20%	10536
TOTAL	63218

TOTAL	63218
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Other start-up costs

Stationery	200
Brochures & design	350
Website	0
Advertising	350
Misc	2000

TOTAL	2900
--------------	-------------

TOTAL	66118.4
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Notes:

- Removal of CAP/Council lines to school may be carried out by Council.
- Originally the work was to be undertaken by the Council, but it may be that the resources/capacity is too tight at present. The Project Officer is currently seeking competitive prices from external companies which has been included above.
- Library has given some commitment to putting in a self-service machine, this is no longer an option but are happy to supply the Clackmannan Town Hall Trust with library books/Bookbug but will provide no further IT support.
- Business Gateway has given some commitment to providing start-up consultant services and covering some marketing and promotional start-up costs from April 2019.

Profit and Loss account

	Oct 2018/19	2019/20	2020/21		2021/22	
	Pre-year	Year 1	Year 2		Year 3	
Income						
Café sales - Feb/March 2019						
Café sales	7250	43500	52200	20%	62640	20%
Outside catering	60	900	1035		1242	
Food Boxes	500	2500	3000		3600	
Merchandise sales	100	2400	2880		3456	
Artwork	50	200	200		200	
Other income						
One off lets	0	480	480		480	
Community Jobs	0	11375	11375		11375	
Project coordinator	12500	0	0		0	
Volunteer training grant	200	500	500		500	
Local comm fund/grants	0	400	400		400	
Trainer Cook grant		3500	3500		3500	
Employability training	0	500	500		500	
Fundraising events	2000	2000	2000		2000	
Other grants	5000	5000	2000		1000	
TOTAL	27660	73255	80070		90893	

Expenditure**Variable/ Sale Costs**

Wages	15151	39920	39920	39920
Training	0	500	500	500
Food & stock cost	3416	10875	13050	15660
Breakages	50	300	300	300
Uniform	400	200	200	200
Marketing & website	0	300	300	300
Advertising	0	800	500	500
Shop stock	1500	1500	500	500
Misc.	1000	1500	1500	1500

Fixed Costs

Hygeine	260	1560	1560	1560
Computer maintenance	206	1236	1236	1236
Heat & light	801	4810	4810	4810
Insurance	78	930	930	930
Accounts	300	1800	1800	1800
Bank & travel to bank	100	0	600	600
Waste removal & cleaning	266	1600	1600	1600
Coffee machine lease	50	600	600	600
Music licence	500	500	500	500

TOTAL	24078	68931	70406	73016
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Profit/Loss	3582	4324	9664	17877
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Contingency	10000	12082	14906	23070
Capital purchases	-1500	-1500	-1500	
Carried forward to 2019/20	12082	14906	23070	40947

Notes:

- Income has been put at a low level with a reserved increase of 15% per year. This forecasting provides a worse-case situation and it is hoped that the facility/café will be more successful from the outset. The figures are based on three days of £90/day (18 people spending £5/head) and four days earning £150/day (30 people/£5 head). Based on the usage of the hall, it is expected that the Hub will generate more money on Wednesday and Thursdays, as well as Saturday and Sundays.
- Gift sales have been set low at £30/wk and again it is hoped the turnover of these will be higher. Other local produce, crafts and flowers/plants could also be sold on a sale and return basis allowing for no stock outlay. This can be done for example on cards.
- Expectation is that it will break even in Year 4.

- Cashflow is an issue for the community facility from the outset. The Hall Trust has some reserves but not enough to provide a buffer for the cafe/hub and the high wage level and outlay for start-up costs/capital repairs. Fundraising and seeking grants over the 2018/19 winter months to build up more reserves will be a necessity before the facility opens in spring 2019.
- A cashflow forecasting is being prepared by CTSI to estimate where the quiet periods will be. It will be required to set aside contingency funding for the project from the funds available both for capital and ongoing project management costs.
- Contingency of at least £10,000 will be kept aside from original funding of £93,000 in order to purchase more capital items once the core project is completed such a bike hoops for visitors' bikes and capital improvements to the hall against the pigeons and ongoing improvement to the signage and facility over the next two years. An additional £12,500 will also be kept back for Continuation of the Project Officer post for six months to oversee the completion of the work in this current financial year.
- Food Boxes have also been included. This has been worked out at around 20 boxes a week priced at £2.50. This is an opportunity for provide a "meals on wheels" substitute whereby people can buy meals for themselves or loved ones and these can be collected or delivered to their home in Clackmannan.
- Outside catering has been set at £30/30 times a year – ie children's parties, business events etc.
- Public Liability Insurance is contained within insurance costs.
- The Clackmannan Town Hall Trust is so constituted that it does not have to pay VAT.

Cashflow Reports

Please find below a copy of our projected Cashflows. This provides an in-depth account of what our projected sales, income and expenditure would be over a three-year period.

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Cashflow Year Two

Cashflow Forecast											
Start-up Forecast	1	2	3	4	5	6	7	8	9	10	11
	Apr Forecast	May Forecast	Jun Forecast	Jul Forecast	Aug Forecast	Sep Forecast	Oct Forecast	Nov Forecast	Dec Forecast	Jan Forecast	Feb Forecast
to 31/03/2021											
TOTAL											
Income											
INCOME											
Café sales - Feb/March 2019											
Café sales	6,266	3,654	3,654	5,220	5,220	3,112	3,654	4,176	6,786	3,112	3,654
Cutlery catering	813	813	813	813	813	813	813	813	813	813	813
Food Boxes	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900
Merchandise sales	202	202	202	202	202	202	202	202	202	202	202
Artwork	16	16	16	16	16	16	16	16	16	16	16
Other income											
One off lets	40	40	40	40	40	40	40	40	40	40	40
Community jobs	948	948	948	948	948	948	948	948	948	948	948
Project coordinator											
Volunteer training grants											
Local comm fund/grants											
Trainer Cook grant											
Employability training											
Fundraising events											
Other grants											
TOTAL	8,884	6,376	6,016	7,890	7,890	4,964	6,132	6,540	9,050	4,952	5,874
EXPENDITURE											
Variable / Sale Costs											
Wages											
Training											
Food & stock cost											
Breakages											
Uniform											
Marketing & website											
Advertising											
Shop stock											
Misc.											
TOTAL											
Fixed Costs											
Hygiene											
Computer maintenance											
Heat & light											
Insurance											
Accounts											
Bank & travel to bank											
Waste removal & cleaning											
Coffee machine lease											
Misc licence											
TOTAL											
Profit											
Café Sales/Food & Stock	12%	7%	7%	10%	10%	6%	7%	8%	13%	6%	7%
Cutlery catering	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Food Boxes	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Merchandise sales/stock	7%	7%	7%	7%	7%	7%	7%	12%	14%	7%	7%
Artwork	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Other Grants	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

Cashflow Year Three

Cashflow Forecast											
	1	2	3	4	5	6	7	8	from		to
	1	2	3	4	5	6	7	8	9	10	11
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Start-up											
Forecast											
INCOME											
Café sales - Feb/March 2019											
Café sales	7,517	4,385	4,385	6,264	6,264	3,728	4,385	5,011	8,143	3,728	4,385
Outside catering	99	99	112	99	99	112	99	99	112	99	99
Food Boxes	288	288	288	288	288	324	288	288	324	288	288
Merchandise sales	242	242	242	242	242	242	242	242	242	242	242
Artwork	16	16	16	16	16	16	16	16	16	16	16
Other Income											
One offlets	40	40	40	40	40	40	40	40	40	40	40
Community jobs	948	948	948	948	948	948	948	948	948	948	948
Project coordinator											
Volunteer training grant											
Local comm fund/grants											
Trainer Cooks grant	242	242	242	242	242	242	242	242	242	242	242
Employability training	400	400	400	400	400	400	400	400	400	400	400
Fundraising events	500	500	500	500	500	500	500	500	500	500	500
Other grants											
TOTAL E	10,342	7,110	6,862	8,489	8,189	5,734	6,779	7,109	11,160	5,683	6,710
EXPENDITURE											
Variable/ Sale Costs											
Wages	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327
Training	100	100	100	100	100	100	100	100	100	100	100
Food & stock cost	1,879	1,096	1,096	1,566	1,566	940	1,096	1,253	2,036	940	1,096
Breakages	25	25	25	25	25	25	25	25	25	25	25
Uniform	50	50	50	50	50	50	50	50	50	50	50
Marketing & website	75	75	75	75	75	75	75	75	75	75	75
Advertising	35	35	35	35	35	35	35	35	35	35	35
Shop stock	125	125	125	125	125	125	125	125	125	125	125
Misc.											
Fixed Costs											
Hygiene	130	130	130	130	130	130	130	130	130	130	130
Computer maintenance	103	103	103	103	103	103	103	103	103	103	103
Heat & light	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203	1,203
Insurance	930	930	930	930	930	930	930	930	930	930	930
Accounts	100	100	100	100	100	100	100	100	100	100	100
Bank & travel to bank	50	50	50	50	50	50	50	50	50	50	50
Waste removal & cleaning	133	133	133	133	133	133	133	133	133	133	133
Coffee machine lease	50	50	50	50	50	50	50	50	50	50	50
Music licence	500	500	500	500	500	500	500	500	500	500	500
TOTAL E	6,132	6,156	7,002	5,819	5,694	6,345	5,659	5,406	7,476	5,018	5,199
Income less expenditure	4,210	954	-136	2,670	2,495	-611	1,120	1,703	3,684	665	1,511
Opening bank balance	17,520	21,779	22,935	22,935	22,935	28,058	27,447	28,766	30,459	34,153	34,819
Closing bank balance	21,779	22,935	22,935	25,563	28,058	27,447	28,766	30,459	34,153	34,819	36,129
Profit:											
Café Sale Food & Stock	12%	7%	7%	10%	10%	6%	7%	8%	13%	6%	7%
Outside catering	8%	8%	9%	8%	8%	9%	8%	8%	9%	8%	8%
Food Boxes	8%	8%	9%	8%	8%	9%	8%	8%	9%	8%	8%
Merchandise sales/stock	7%	7%	7%	7%	7%	7%	9%	12%	14%	7%	7%
Artwork	8%	8%	9%	8%	8%	9%	8%	8%	9%	8%	8%
Other Grants	50%	50%									

APPENDIX ONE - QUESTIONNAIRE

Clackmannann Town Hall Trust

Some of you may already be aware of the new Community Hub that is due to be built and renovated in the current Library space. Previous research from the Action Plan 2015-2020 has shown that most of the community would like to see the area turned into a café that can be enjoyed by all.

You, as part of the Clackmannann community, have the say in what you would like to see happen.

Please could I ask if you could take the time to complete the questionnaire and hand back into either the Library or Town Hall no later than Monday 23rd October.

Thank you for your help!

Beth Corkish
Project Officer

1. Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. What age group do you belong in?

- ☐ 17 or under
- ☐ 18 – 24
- ☐ 25 – 34
- ☐ 35 – 44
- ☐ 45 – 54
- ☐ 55 – 64
- ☐ 65 – 74
- ☐ 75 and over

3. Would you support a community Hub Café in Clackmannann?

- ☐ Yes
- ☐ No
- ☐ Don't know

4. To what extent would you agree or disagree that a community hub café would benefit the community of Clackmannan?

- ☐ 1 Strong Disagree
- ☐ 2 Disagree
- ☐ 3 Neither Agree nor Disagree
- ☐ 4 Agree
- ☐ 5 Strongly Agree

5. Would you use the café all year round?

- ☐ Yes
- ☐ No

6. If no, when would you likely use the café? (Tick all that apply)

- ☐ Spring
- ☐ Summer
- ☐ Autumn
- ☐ Winter

7. What time of day are you likely to use the café? (Tick all that apply)

- ☐ Before 9am
- ☐ Between 9am – 11.30am
- ☐ Between 11.30am – 2pm
- ☐ Between 2pm – 4.30pm
- ☐ After 4.30pm
- ☐ Late nights, 6pm onwards
- ☐ I would not use the community café

8. How often would you visit the café? (Tick all that apply)

- ☐ 5 + times a week
- ☐ 3 – 5 times a week
- ☐ Up to 3 times a week
- ☐ A couple of times a month

- ☐ Would only visit if there was an activity group or event on
 - ☐ No, I would not use the café
9. Would you like the Community Hub Café to offer a takeaway service or just eat on the premises?
- ☐ Offer a takeaway service too
 - ☐ Just sit in the premises
 - ☐ Offer both
10. Our aim would be to keep costs low. How much would you be willing to spend per visit to the café?
- ☐ £2.50 or under
 - ☐ £2.51 - £5.00
 - ☐ £5.01 - £10.00
 - ☐ More than £10.00
 - ☐ Don't Know
11. What types of refreshments would you like to see in the Community Hub Café?
- ☐ Sandwiches, soup, panini's, salads etc
 - ☐ Hots meals
 - ☐ Drinks, small snacks and cakes
 - ☐ Themed food days e.g. American food Mondays or Curry Thursdays...
 - ☐ Other
-
-
12. Please rank the following as to how important they would be to you if you were to use the café? (1=Least Important – 5=Most Important)
- ☐ Healthy Eating Options

1	2	3	4	5
---	---	---	---	---
 - ☐ Value for money

1	2	3	4	5
---	---	---	---	---
 - ☐ A place to meet others

1 2 3 4 5

☐ Open on Weekends

1 2 3 4 5

☐ Run by the Community

1 2 3 4 5

13. Would you like to see your community Library incorporated within the community Hub Café? The library will be relocated to another premises if not.

☐ Yes, keep it within the Café

☐ No, relocate it

☐ Don't know

14. Would you like to see the Café incorporate other services within it? If so, what types of services would you be interested in? (Tick all that apply)

☐ Activities for children and young people

☐ Activities for older people

☐ Activities for parents and pre school

☐ Welfare Rights and debt advice

☐ Getting back into work

☐ No, I would not like to see any activities

☐ Other, Please Specify

15. Would you like to see the Café having internet access and some computers in order for anyone within the community to use?

☐ Yes

☐ No

☐ Don't Know

16. Would you like to see historical and tourism information related to Clackmannan within the Café?

☐ Yes

- ☐ No
- ☐ Don't Know

17. Lastly, is there anything else that you feel would be important to include?

Thank you for your help!

If you have any questions or would like to know some more information regarding the development of the Community Hub, then please do not hesitate to get in touch.

bcorkish.ctht@outlook.com

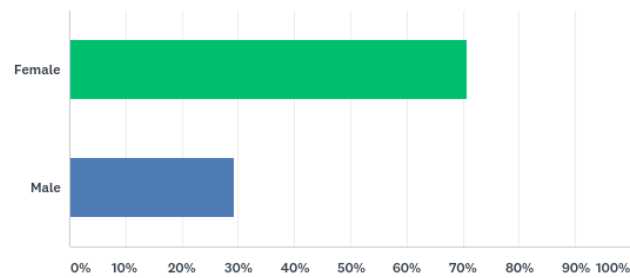
07985 160094

Follow us on Facebook @clackmannancommunityhub

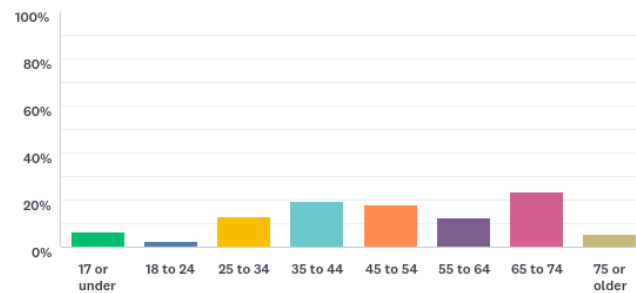
Follow us on Twitter @clackcomhub

QUESTIONNAIRE RESULTS

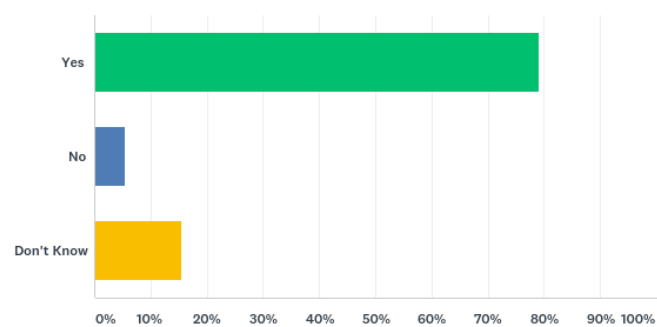
Q1 What is your gender?



Q2 What is your age?

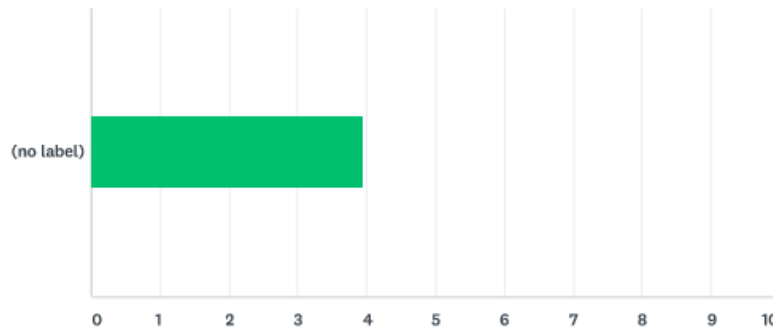


Q3 Would you support a community Hub Café in Clackmannan?



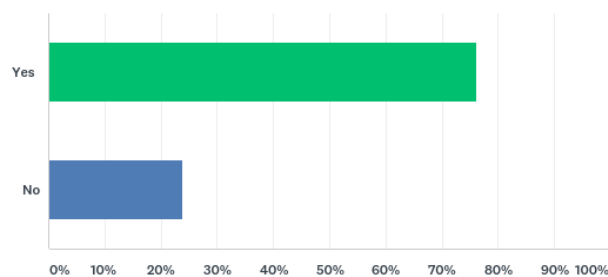
Q4 To what extent would you agree or disagree that a Community Hub Café would benefit the community of Clackmannan?

Answered: 219 Skipped: 0

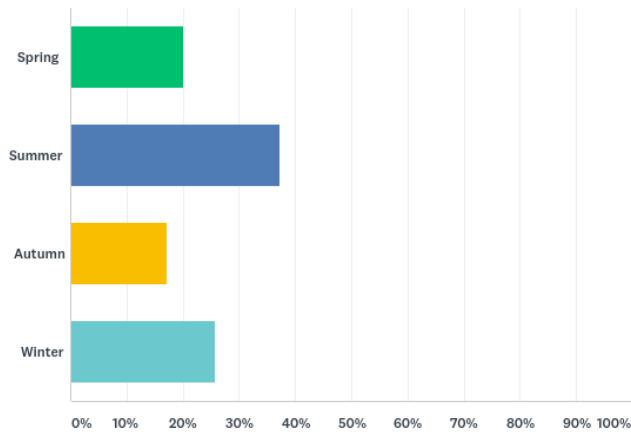


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.76% 17	2.74% 6	12.33% 27	41.55% 91	35.62% 78	219	3.95

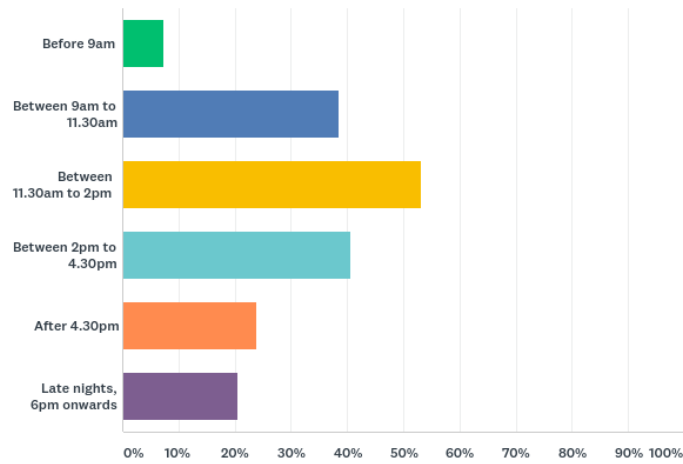
Q5 Would you use that Café all year round?



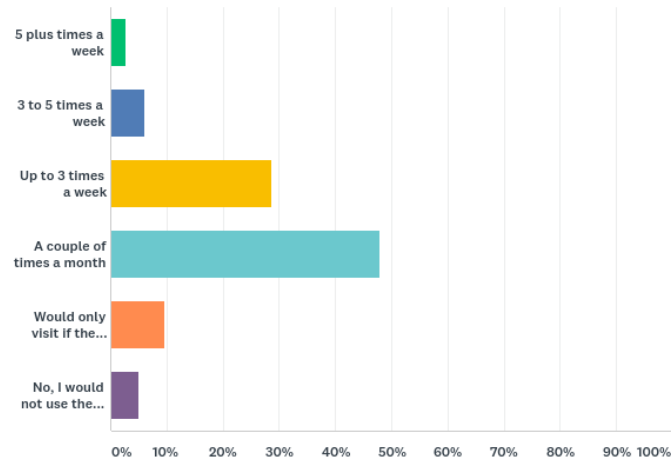
Q6 If no, when would you likely use the Café?



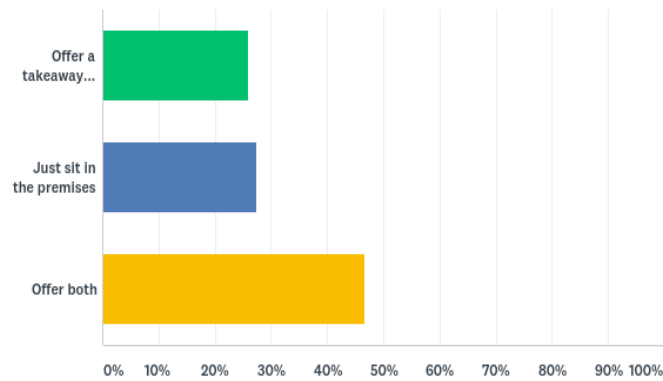
Q7 What time of day are you likely to use the Café?



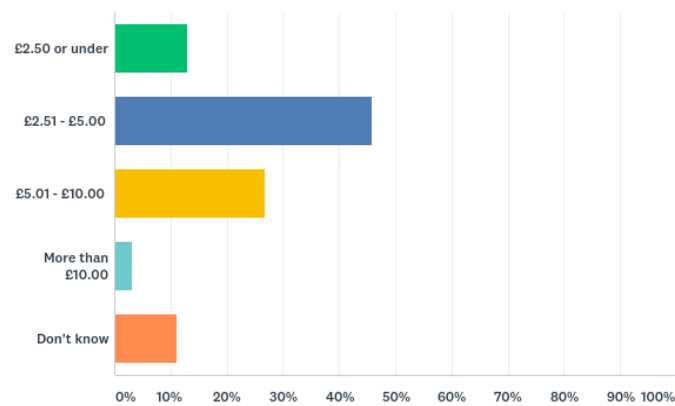
Q8 How often would you visit the Café?



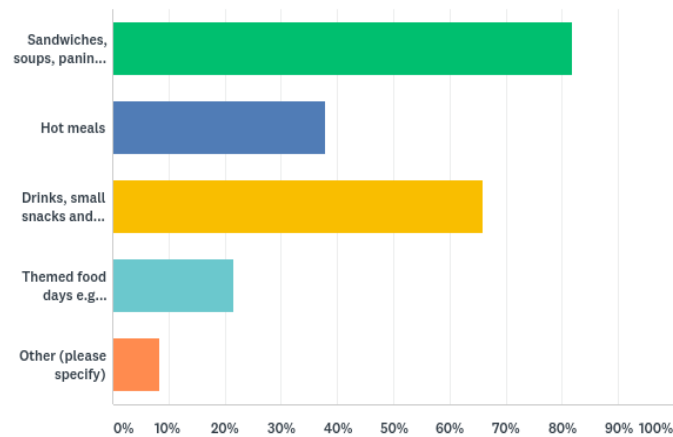
Q9 Would you like the Community Hub Café to offer a takeaway service or just eat in the premises?



Q10 Our aim would be to keep costs low. How much would you be willing to spend per visit to the Café?

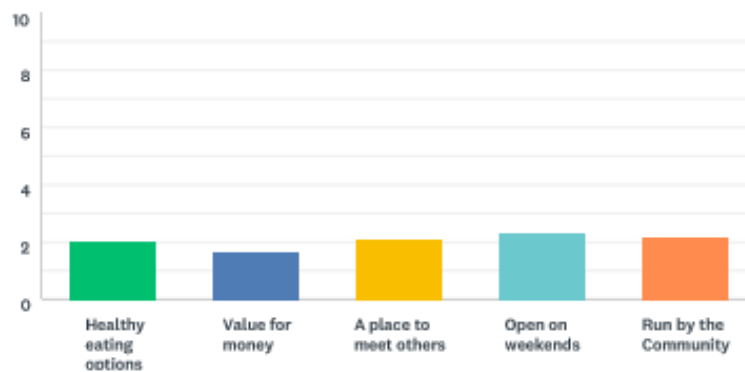


Q11 What types of refreshments would you like to see in the Community Hub Café?



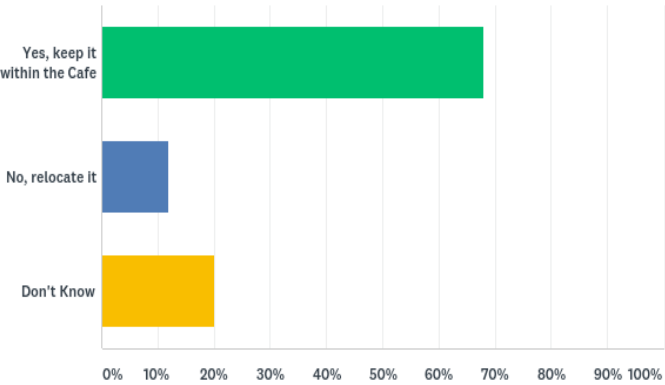
Q12 Please rank the following as to how important they would be to you if you were to use the Café?

Answered: 215 Skipped: 4

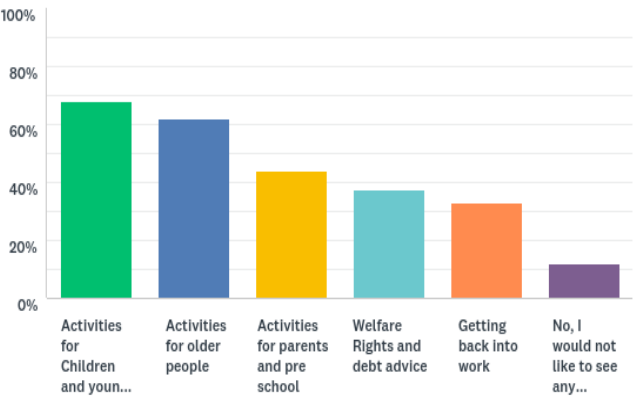


	VERY IMPORTANT	IMPORTANT	NEITHER IMPORTANT NOR UNIMPORTANT	UNIMPORTANT	VERY UNIMPORTANT	TOTAL	WEIGHTED AVERAGE
Healthy eating options	37.85% 81	34.11% 73	19.63% 42	4.21% 9	4.21% 9	214	2.03
Value for money	53.52% 114	31.46% 67	9.86% 21	1.88% 4	3.29% 7	213	1.70
A place to meet others	35.71% 75	34.29% 72	18.57% 39	4.76% 10	6.67% 14	210	2.12
Open on weekends	32.69% 68	27.40% 57	21.63% 45	9.62% 20	8.65% 18	208	2.34
Run by the Community	37.80% 79	24.40% 51	25.36% 53	3.83% 8	8.61% 18	209	2.21

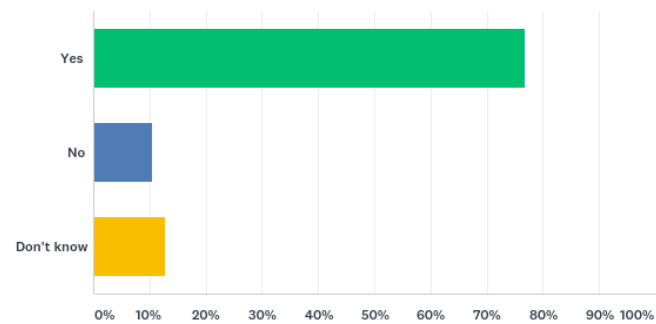
Q13 Would you like to see your Community Library incorporated within the Community Hub Café? The Library will be relocated to another premises in Clackmannan.



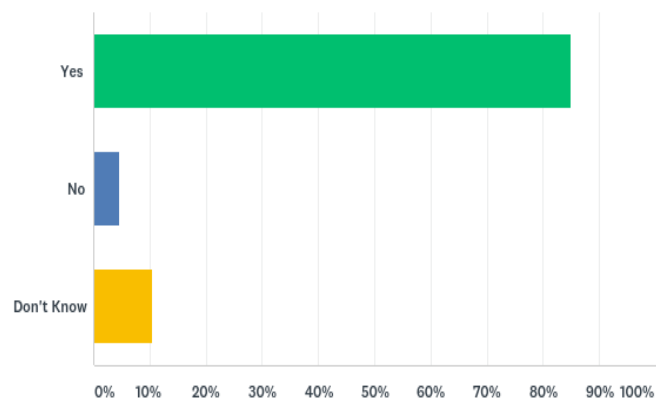
Q14 Would you like to see the Café incorporate other services within it? If so, what types of services would you be interested in?



Q15 Would you like to see the Café having internet and computers in order for anyone in the community to use?



Q16 Would you like to see historical and tourism information related to Clackmannan within the café?



Q17 Lastly, is there anything else that you feel would be important to include?

RENT Internet Quiet Area Advertising Craft Visiting
Clackmannan Music Local Little Friendly
Visitors Library Play Cafe Young People
Needs Month Community Vegan Parking
Quality Public Toilets Church Council Kids Town Hall

APPENDIX TWO – HUB AND CAFÉ LAYOUT DRAFT



KITCHEN DESIGN

