

Community Asset Transfer Business Plan



If your Community Asset Transfer request relates to a large project with annual financing over £10,000, East Dunbartonshire Council require the applicant to submit a template business case. This allows the Council to assess in detail the financial and operational viability of the proposal. The application cannot be processed/assessed unless all the information relevant to your proposal for asset transfer is received, so please complete the business case carefully and contact the Council should you require any clarification or further advice. You may be eligible for Business Gateway Advice or support.

Please complete this business case, attach any additional information and send in the first instance to:

Community Asset Transfer team
East Dunbartonshire Council
Southbank House
Southbank Business Park
Kirkintilloch
G66 1XJ

Tel: 0300 123 4510

e-mail: AssetTransfer@eastdunbarton.gov.uk

Organisation	Lenzie Community Hall Limited
Applicant	Lenzie Community Hall Limited
Contact Details (including email address and contact number)	
Date	29/01/2026

Executive Summary

Insert a brief (up to one page) summary of your proposal – including some background about your organisation, organisational structure, the proposed project, the aims and objectives you are seeking to deliver and how it will be funded short term and long term.

Lenzie Community Hall Limited (LCHL) aims to provide benefit to the community of Lenzie and Kirkintilloch South by initially leasing Lenzie Public Hall from East Dunbartonshire Council as a Community Asset Transfer then carrying out regeneration of the facility to establish multiple, functioning spaces for lease to non-profit groups and small businesses.

Our aim is to provide affordable, flexible space for community groups, classes, meetings, events, celebrations and other social activities. This directly addresses the need (see [Document L - LCHL User Survey](#)) for community / amenity space, which would otherwise be reducing in relation to Church of Scotland estate rationalisation, within a context of an expanding population (Local Outcomes Improvement Plan/National Records for Scotland).

After 5 years, if the Hall is functioning sustainably and successfully, we would look to utilise a break out clause and submit a further CAT application for purchase of the property. This will permit delivery of the aims as part of a sustainable, community business model.

The Objects (objectives) of LCHL as set out in the Society's Rules ([See Document A - LCHL Rules](#)):

“Objects

- a. ***The advancement of community development (including urban/rural regeneration);***
- b. ***The advancement of citizenship;***
- c. ***The advancement of environment protection or improvement;***
- d. ***The advancement of fair trade;***
- e. ***The provision of recreational facilities, or the organisation of recreational facilities, with the object of improving the conditions of life for the persons of whom the facilities or activities are primarily intended;***
- f. ***The advancement of the arts, heritage and culture;***
- g. ***The relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage. The advancement of community development (including urban/rural regeneration)***

But only to the extent that the above purposes are consistent with furthering the achievement of sustainable development.”

AIMS:

1. To take the Hall into community ownership via a Community Asset Transfer lease
2. To undertake staged renovation of the facility
3. To lease out flexible community space to not-for-profit and commercial groups who are aligned with the overarching Objects of the BenCom in relation to community development (see above)

LCHL was set up specifically as a BenCom in order to be:

1. a suitable vehicle for Community Asset Transfer bid
2. registered with OSCR

3. able to access as many funding streams as possible in recognition of the significant financial outlay required to regenerate the Hall in a challenging economic landscape

1. Your Project

In this section, please include details about:

Your organisation

The values and mission of your organisation

The aims and objectives of your community project

The benefits you would seek to deliver and how you would measure if these have been achieved

Details of current facilities and if/how these would form a part of this proposal

We (**Lenzie Community Hall Limited, (LCHL)**) are a [Community Benefit Society](#), sometimes known as a “BenCom”.

We are registered with the Financial Conduct Society, [registration number 9632](#).

[Our vision](#) is Lenze Public Hall (the **Hall**) back into use as a vibrant and sustainable asset for the benefit of all.

[Our aims](#) are to:

- provide recreational facilities to improve lifestyles in our community
- advance:
 - community development
 - citizenship
 - environment protection or improvement
 - fairtrade
 - arts, heritage and culture
- relieve those in need by reason of age, ill-health, disability, financial hardship or other disadvantage,

all while:

“working together to provide a flexible and accessible community facility for the benefit of all, creating healthier, more sustainable lifestyles ([our mission](#)).

We are a diverse group of community members of a variety of ages and backgrounds and with a range of interests. Each of us is passionate about our community and bringing Lenzie Public Hall back to life for the benefit of all ([Meet our Team](#)).

Having sought advice from external agencies (see Section 6 below), we have specifically chosen to set up was set up specifically as a BenCom in order to be:

1. a suitable vehicle for this Community Asset Transfer application
2. registerable as a charity with OSCR (we are currently preparing our application to OSCR for this)

3. able to access as many funding streams as possible (including access to funding by way of issuing Community Shares) in recognition of the significant financial outlay required to regenerate the Hall in a challenging economic landscape
4. promote community buy-in and sense of ownership.

2. The Market

In this section, please tell us about:

The community (whether a geographical one or community of interest) your project is seeking to serve

We intend to work with a specific community of place, Lenzie and Kirkintilloch South, which comprises Ward 6 of the Council Election Zone 'Lenzie and Kirkintilloch South' and the postcode units set out in the Appendix to the society's rules. ([See Document A - LCHL Rules including list of postcodes](#))

Who are the existing and target markets of your proposal

- **Existing markets:** any users who lost access in 2019 i.e. Girl Guides (>200 children affected), toddler's groups, fitness instructors, Lenzie Community Council.
- **Target markets:** all from the existing market plus [Creative Sparks](#), [Sport Squad](#), local dance schools, martial arts clubs, yoga/fitness instructors, [EDLCT](#) (specifically Lenzie Branch Library), dog training groups, amateur dramatic clubs, [Lenzie Tennis Club](#), [University of the 3rd Age](#) and any groups likely to be affected by the forthcoming merging of the two Church of Scotland estates (e.g. [De Cafe](#), [Boys Brigade](#) / [Girls Brigade](#)).
- Use for **craft, farmers' and "preloved" markets** - held initially solely outdoors on the Hall's grounds during the initial phases of the project / once the Ground Floor - Central Hall is renovated, held both outdoor and indoors.
- We would also explore feasibility of a **cafe with a focus on sustainability and fair trade**, run by ourselves, another volunteer group or franchisee.
- Also once the Ground Floor - Central Hall is renovated, use by those wishing to host **larger one-off events such as weddings, performances, community celebrations / events, conferences**.
- Longer-term, our architect having prepared initial viability study plans, we will conduct further investigations on the feasibility of converting the attic space into **flats for short-term holiday / conference accommodation or longer-term rental**, thus extending the impact of the Hall and our target market to local visitors or the rental market. A good example of this financial diversification is the development of small holiday lets as part of the redevelopment of [Millport Town Hall](#) (www.millporttownhall.co.uk).

Results from any community consultation exercises you have undertaken (including the methodology used, the results and the conclusions you are drawing from this) and plans for further consultation

Type of consultation	Results	Reference document
<p>E-survey of organisations named in the original LEAP/Love Lenzie bid for lease (2019/2020)</p>	<ul style="list-style-type: none"> • Interest in using the Hall remains high among both previous and potential new users. Document L - LCHL User Survey 	<p>Document L - LCHL User Survey</p>
<p>Change.org petition to ask that EDC keep the Hall on the 10 year capital development plan (March 2025)</p>	<ul style="list-style-type: none"> • 1350 signatures (850 signatures in first 2 weeks). • 54% in the first 2 weeks were G66 residents. • 39% of respondents at the last count from Lenzie / Kirkintilloch postcodes. • Overall 73% (985) of respondents have a legitimate interest as part of our defined community of place or adjacent local authorities. 	<p>Document O - Save Lenzie Public Hall Petition Report</p> <p>https://www.change.org/p/save-lenzie-public-hall-show-your-support-today</p>

<p>Face to face awareness event at Lenzie Community Festival (Aug 2025) under banner of “Let’s Bring Lenzie Public Hall Back to Life”</p>	<ul style="list-style-type: none"> ● Volunteers spent 4 hours handing out 300 flyers and having conversations with the community. ● We gathered 14 initial volunteers and 10 BenCom pledges to join as a member once LCHL established. ● We were delighted to enjoy the spontaneous support of Kirkintilloch Pipe Band who played a set to draw in the crowds. 	
<p><u>EDVA Community Survey (Nov 2025)</u> - we were involved, along with LSKCDT, at the question design stage and in distributing both electronic and physical survey documents. We also publicised the survey by distributing 1000 flyers by hand at Lenzie Family Fireworks.</p>	<ul style="list-style-type: none"> ● 186 responses via online and paper submissions. ● 87% agree that the building should be brought back into community ownership. ● 77% think it “very important” that the building remains a community asset. ● 43% are interested in volunteering, joining a committee or otherwise contributing to management. ● 79% would support fundraising or membership schemes to sustain it. ● 50% would be interested in a community shares offer. 	<p>Document N - EDVA Community Survey Thematic Analysis Nov 2025</p> <p>Document M - EDVA Community Survey Quantitative Data Nov 2025.</p>

<p><u>LCHL Project Launch Event (7 Jan 2026)</u> - This event was initiated and organised over Eventbrite by our volunteer team with awareness and publicity integrated over social media, our website, word of mouth and change.org update.</p>	<ul style="list-style-type: none"> • 17 in person and 6 online attendees to hear presentations from LCHL, COSS and Democratic Finance. • Since the event we have continued to sign up members with our membership registration now well over 30 members. 	<p>Document R - Presentation introducing LCHL to community Jan 2026</p>
<p><u>LCHL User Survey (Jan 2026)</u> - Devised, distributed and analysed by our volunteer team</p>	<ul style="list-style-type: none"> • 23/30 (76%) groups/businesses have responded so far. • 87% are interested in renting space in the Hall if renovated. • 62.5% are already renting community space but 40% of those report their current lease does not meet their needs. • Availability followed by size were the most common reasons for dissatisfaction with current leases. • Typically seeking 2-6 hours per week, weekdays more than weekends with after school time slots most popular. 	<p>Document L - LCHL User Survey Jan 2026</p>

Further plans for consultation

The process of running a Community Benefit Society and using a share offer necessitates ongoing, meaningful consultation with the membership of the Society and communication regarding the project and how it can be funded. A key facet of our plan is seeking funding for early engagement of a Community Development Officer but also developing a clear, strong

communication strategy using our volunteer base as this will be essential to ensuring community engagement.

Knowledge of other relevant existing community services and facilities

EDC have an existing portfolio of school buildings, community centres/halls and enterprise centres available to book. In addition, we have identified a number of non-council facilities which take similar bookings within 1 mile of Lenzie Public Hall.

Our User Survey identified that there was still a lack central to our area of a focal meeting point / large venue for bigger events (fayres, theatre/dance/musical productions, children's activity parties) and inexpensive smaller lets.

Name of Organisation/Facility	Services/Facilities offered
12th Glasgow (1st Lenzie) Scout Hall Scout Association Millersneuk Road, Lenzie, Kirkintilloch, G66 5JD	Not available at the moment (Priority always given to Scouts and this is a busy Unit)
Lenzie Rugby Club Viewfield, Lenzie	Limited availability for non-member lets and limited facilities. Only one medium-size room with bar and furniture. Limited natural light.
Lenzie Golf Club Crosshill Road, Lenzie	Limited availability for non-member lets and limited facilities. Suitable for meetings / small AGMs (not fitness / sports activities)
Other larger halls in ED with similar features	
Kirikintilloch Town Hall (East Dunbartonshire Leisure and Culture Trust, SCIO)	Our User Survey and consultations identified that while beautifully restored and very useful for many users, this space isn't optimal for children's sporting activities due to risk of damage to fixtures and fittings. Lenzie Public Hall is more central to our community and provides a better focal point in the area.
Dumbartonshire Concert Band Kessington (DCB Kessington, SCIO)	Space for hire for mainly performance and rehearsal. Solidly booked out with regular local and visiting performance groups plus being home of the DCB. We've visited DCB and corresponded regularly for advice as both properties have similar lay out and challenges.
Campsie Memorial Hall (Campsie Memorial Hall Trust, SCIO)	Space for hire for regular lets (groups, clubs and classes) and one off events (weddings, parties). We have visited CMH and value their experience and advice around the process of community ownership.

Opportunities to work collaboratively and build partnerships

We initially explored a partnership approach for this project with Lenzie and South Kirikintiloch Community Development Trust (LASKCDT) with some areas of shared interest and productive discussion. However, at the point where decisive action on a CAT application was required due to the impending closing date, there were still areas where both groups were not sufficiently aligned to proceed jointly. LCHL, however, remains committed to working productively with LKCDT going forward for the benefit of the community.

On its closure Lenzie Public Hall was Girl Guiding Lenzie's home. Girl Guiding have supported community ownership and their return to using the Hall since 2019 and continue to wish to do this, if renovated.

"It is much needed community space, especially with the churches having to amalgamate very soon. Guiding used the old public halls a lot during the week but occasionally at weekends for larger events."

, Division Commissioner - Lenzie Girl Guiding

We have undertaken extensive engagement activity and identified key stakeholders in the voluntary and small business sectors who need this space to provide value to the community.

Our electronic user survey ([see Document L - LCHL User Survey Jan 2026](#)) canvassed 26 organisations, groups and individuals who either used the Hall prior to closure or are currently providing services by leasing space in the local area. During this process, we have generated interest in partnership working from some of the larger groups and will continue to explore these relationships if we are successful in our bid. Some of the responses from potential partners are quoted below:

"I am delighted that this is happening, Lenzie desperately needs a community space like this - wishing you all the best! Please let me know if I can help in any way, I am a Trustee of Campsie Memorial Hall and we are currently going through a big refurbishment."

, Trustee - Campsie Memorial Hall and

"We would be interested in helping out with the project and potentially if space and cost permitted we could consider a permanent dojo (martial arts hall) for Judo in the venue."

, Coach/Trustee - Pro Judo/Sporting Chances Alba Trustee

"Well done for your persistence in this matter. We would love to be involved in future plans, bringing R:evolve Recycle to your community."

, Head of Growth & Sustainability - R:evolve Recycle SCIO

“Good luck with the project. It would be great to see the building back in community use as it is a fantastic asset for the whole community. LEAP is an established charity of over 30yrs operating only in South Lanarkshire but we would be keen to expand our activities to East Dunbartonshire. We would consider using the Lenzie Hall to host these activities as long as rental prices were competitive within the local area. Although we have indicated 4 to 5 2hr sessions per week, this could increase as we gain interest in our activities.”

, Executive Director - LEAP

3. Business Growth and Development

In this section, please provide the following:

A review of your organisation (using a Strengths, Weaknesses, Opportunities and Threats analysis – template below).

Your business development strategy (sustainability plan)

This would include the key activities you would undertake in phases. For example, phase 1 may include your project’s design leading up to transfer, phase 2 would come following the transfer and would describe up to the first two/three years of operation and phase 3 would be the on-going strategy for maintaining the asset/service.

4. Management & Operations

In this section, please describe the following:

Your management committee and governance arrangements

Lenzie Community Hall Limited is a Community Benefit Society. We have Rules drawn up in accordance with Co-operative and Community Benefit Societies Act 2014 and were registered with the FCA on 30th Oct 2025. Our first Board of Directors appointed by the Founding Members is constituted as follows:

Director	Position	Expertise
	Chair/ Community Director	Communications, engagement, healthcare, education, leadership, governance
	Vice Chair/ Community Director	International marketing, charity trustee, asset management, fundraising, volunteering, governance
	Secretary/ Community Director	Communication, digital, administration, fundraising, accounting, property management, governance
	Treasurer/ Community Director	Digital, data analysis, financial audit, /accounting
	Community Director	Community Council, committee work, leadership, academia, research, education, engineering
	Community Director	Volunteering (sports/young people/travel), first aid,

- We meet regularly in order to advance the project in relation to the community asset transfer application for lease of Lenzie Public Hall. We will call an AGM with reference to our Rules within 18 months of the organisation's registration with the FCA.
- We keep minutes of meetings and circulate these to the group for feedback and approval.
- We are in the process of submitting an application to OSCR for charitable status.
- We have a dedicated email address and website.
- We have a community/charity business bank account with 3 signatories, two of whom are required for withdrawals.

Staffing for the asset/service and the role of community volunteers

Community Volunteers

We currently have a group of 12 volunteers with a wide portfolio of skills working on various aspects of the project (see [Our People](#)). We recently undertook a Skills Audit of our Board and steering group volunteers (total 9 individuals) based on a template provided by EDVA. One of our volunteers with extensive experience in data analytics has created a summary report with helpful visuals which is attached. ([See Document S - LCHL Skills Audit Jan 2026](#)). The report

confirms our own organic assessment that our organisational capacity is strong in the following domains:

- Finance
- Governance and leadership
- Managing people
- Collaborative working
- Digital

We have identified the need to build capacity by formally advertising for volunteers with the following skills:

- Marketing
- Fundraising
- Operations

Addressing skills gap

1. We have already contacted EDVA about support for recruitment and have volunteer role adverts up on our website. (www.lovelenzie.scot/lenziecommunityhall-volunteer/)
2. Through recent community engagement activity, we have more than 5 volunteer offers pending and have signed up nearly 60 eligible residents as Community Members in the past month.
3. We intend to explore within our present volunteer group and to advertise within the community for contributions to address the capacity for:
 - a. Marketing, fundraising and operations (as above)
 - a. Physical work of renovation (tradespeople) to help minimise renovation costs
 - b. Communications/social media
 - c. Additional administrative support to manage membership and share offers.

Staffing for the asset/service and operations skills gap

In recognition of the key roles needed in driving the project forward, LCHL has submitted two EDC Community Grant Funding applications to support Phase 1 of the project if our CAT offer is successful. Our Business Plan includes further planned funding applications for continuing and building these roles as the project progresses:

FUNDS APPLIED FOR	DATE SUBMITTED	AMOUNT	PROJECT NEED	EXPECTED NOTIFICATION IF SUCCESSFUL
EDC Community Grants Scheme - Scheme A	9 Jan 2026	£10,000	Project Manager salary of £65k per year pro rata	March 2026
EDC Community Grants Scheme - Scheme B	9 Jan 2026	£5,000	Community Development Officer salary of £35,000 pro-rata	March 2026

How you would develop any community activities

As per our Job Description for Community Development Officer, we need delivery, under the direction of the Board, in the following areas:

- Working with our Treasurer to monitor finances and administer budgets.
- Seeking out and applying for suitable funding sources.
- Preparing monitoring and evaluation reports for funders.
- Administering and increasing membership including via meetings, press releases and social media.
- Raising awareness and engaging new volunteers within the community and surrounding areas
- Building connections with potential hall users and establishing their demographics and needs.
- Assisting with the administration and collation of surveys relevant to our work.

How you would operate the asset and service

Our goal is to run the asset sustainably from letting income while balancing the needs of the community and providing equitable access to low cost activities wherever possible for disadvantaged groups. It will be important to ensure that the asset serves the whole community and utilise regular feedback and audit of our delivery built into our governance to ensure this. This will need further responsive financial modelling and review dependent on user uptake of the facilities. This will most likely require a mixed model of both employed/contracted staff, partner organisations and volunteer staffing in order to be economically viable, dependable and aligned with our aims of community empowerment and development.

Our [financial model \(see Sections 6 & 7 below\)](#) (which we have used to calculate our figures for this business plan) can be readily adapted to explore how revenue streams change depending on how we apportion lets to non-profit users versus businesses or regular small lets versus one-off events. We have included an indicative timetable of bookings based on our plans of rentable space and user survey data of likely demand linked to day/time.

Details of relevant policies and procedures you would put in place and what these would seek to achieve

- We have a [Privacy Policy](#) and are [registered with the Information Commissioner's Office \(ICO\)](#) as a data controller.
- As the BenCom does not presently have any assets to manage or any employees and was only registered at the end of October, we do not have policies and procedures in place for:
 -

Asset and Health and Safety Management	Child protection	Ensure the safety of children using our asset.
	Vulnerable adults	Ensure the safety of vulnerable adults using our asset.
	First Aid and Emergency Procedures.	Ensure the safety of everyone using our asset in the event of illness or accident.

	Health and Safety (written mandatory for 5+ staff)	Ensure the health and safety of employees, volunteers, users and anyone entering the property by having a suit of documents in relation to identified hazards
	Risk Assessments (fire, security, building maintenance).	Safety of everyone in building and grounds.
	Insurance	We will require building, contents, public liability, employer liability to mitigate financial loss from incidents.
Employment and HR	Disciplinary and Grievance procedures (mandatory for fair treatment).	To ensure fair treatment for employees
	Equality, Diversity, and Inclusion Policy.	To ensure fair treatment for employees
	Recruitment, Selection, and Onboarding policies.	To ensure fair treatment for employees
	Pay, Expenses, and Payroll procedures.	To ensure fair treatment for employees and adherence to law.
	Leave policies (Maternity, Paternity, Sickness, Compassionate)	To ensure fair treatment for employees and adherence to law.
	Whistleblowing Policy.	To ensure fair treatment for employees and adherence to law and drive a safety culture.
	Staff Code of Conduct.	To ensure staff perform well and treat users with kindness and respect.
Governance & Operations	Financial Management Policy (accounts, reporting)	To comply with the law and ensure sound financial management and organisational sustainability.

	Facility Hire/Usage Agreement	To ensure compliance with the law and fair treatment for users.
	Conflict of Interest Policy	To ensure we are working to our Rules and within the law.
	Volunteer Policy (if using volunteers alongside staff)	To ensure fair treatment of volunteers and the safety of users interacting with our volunteers.

- However, the majority of the Board are familiar with these types of requirements from other fields of practice and planning is in place (starting with Governance & Operations policies) for appropriate training and drawing up of procedures and policy in line with similar organisations. We have sourced appropriate templates and examples in this regard.
- We will in addition continue to work with and seek support from [EDVA](#), [DTAS COSS](#) and [Democratic Finance](#) in order to develop our full governance structure and all necessary procedures. We have examined the work of other community groups who are successfully running assets and will continue to liaise with these groups and learn from their development process.

How you would manage day-to-day operations

- To minimise the need for staffing to allow access, we would look to utilise a safe entry system which can be programmed and checked remotely (this is used successfully by other similar halls).
- We would need to have regular cleaning staff to maintain hygiene and safety.
- We will ultimately need an Events/Facilities Manager undertaking a dual role in managing bookings and other staff, undertaking marketing and maintaining policies and procedures.
- The Board would need to provide leadership, strategic direction and oversight.
- The members of the BenCom have voting rights on the activities of the organisation and would be expected to guide policy over time via the appropriate procedures in the Rules.

5. Marketing Plan

In this section, please provide details on:

How you would seek to build and maintain the profile of your project/organisation and the asset/service(s) operated.

How you would promote the availability of the service/asset.

Lenzie Public Hall is in the heart of the community and, as such, is a focal point. As such there is a natural curiosity whenever there is movement at the hall. The marketing strategy will leverage this curiosity and take the form of the following phases as the project moves forward:

Phase	Social Media	Press	Other
1. Project awareness	This phase has already begun through social media posts on Facebook (over	N/A	Utilise message boards in local shops to update

	1.7K followers) and a dedicated website (Lenzie Public Hall – Lenzie Community Hall Limited)		those who do not use social media Ask local groups / potential users of the hall to email / WhatsApp their members / own mailing lists with updates
2. Successful CAT application	Facebook, website updates	Create a local press new item	
3. Continued updates	Create an online booking system	N/A	Partner with local business / organisations who can also release updates
4. Celebration of milestones	Release short clips showing the new space available	Create a local press new item	Invite local groups for tours of the facilities / free trials of the spaces
5. Ongoing	Continue to update on users / events / milestones to maintain engagement and feeling of ownership by the community		

6. Financial Plan

In this section, please provide details of the following:

Three year income and expenditure cash flow projection (template below)

Please include descriptions of any assumptions you are making to support the income and expenditure forecasts.

How you would generate income (providing sales forecasts where appropriate for the first five years)

Details of any start-up funding you would require and the potential sources of this funding

Details of your fundraising strategy

Details of any grants that are relevant to this business case and an overview of any conditions associated with them

Our Financial Plan

Our detailed Financial Plan comprises:

1. **Profit and Loss over 5 years** ([see Document AA - Profit and Loss Cash Basis Jan 2026](#))
2. **Estimated salary costs** ([see Document AB - Salary Costs Jan 2026](#))
3. **Estimated hall hire costs** ([see Document AC - Hall hire costs Jan 2026](#))
4. **Estimated phase renovation costs** ([see Document AD - Phased renovation costs Jan 2026](#))
5. **Proposed phased renovation plan** ([see Document AE - Phased renovation plan Jan 2026](#))
6. **Proposed funding including grant details and associated conditions** ([Document AF - Funding Deep Dive Jan 2026](#)).

We have used our working financial model (a comprehensive Excel workbook prepared by our volunteer accountant) to calculate our figures for our Financial Plan. This model is readily adaptable to explore how revenue streams change depending on how we apportion lets to

non-profit users versus businesses or regular small lets versus one-off events, vary hall hire rates and estimated usage and vary funding. If further explanation of our figures below is needed, please contact us and we can supply this.

7. Cashflow Forecast

Please provide a minimum of three years' cash flow forecast. The template below has been provided to indicate the types of cash flows you may wish to consider. The 'note' reference allows you to reference any assumptions you are making when estimating these cash flows.

See [Document AA - Profit and Loss Cash Basis Jan 2026](#)

8. Risk Analysis			
In this section, please summarise the key risks you have identified for the project along with details of how you would seek to minimise or manage these risks. You may find it useful to adopt the following format for this section.			
Description of the Risk	How likely is it to occur? (Almost Certain, Probable, Possible, Very Unlikely)	What impact would it have if it did happen? (Catastrophic, High, Medium, Low)	Actions Required to minimise or manage these risks
Strategic & Operations Risks			
Fabric of building damaged beyond cost-effective repair	Medium	High	Commission surveys; contingency funding; prioritise essential repairs
Council rejects proposal for Lenzie Town Hall	Low	High	Engage early with council; evidence of need and sustainability
Lack of community engagement	Low	High	Consultations; publicity; partnerships
Funding for repair work not secured	Medium	Medium	Multi-stream funding; business case development
Maintenance costs outstrip income	Low	Medium	Financial modelling; maintenance schedule; reserves
Financial risk to members and Board	Low	Medium	Insurance; governance; legal structure
Reputational risks to Board and BenCom	Low	Medium	Transparent communication; governance
Health & Safety Risks			
Injury to volunteers or users	Low	High	Risk assessments; contractor controls; training
Asbestos or hazardous materials discovered	Medium	High	Surveys; licensed contractors
Fire safety risks	Medium	High	Fire assessments; alarms; certification
Inadequate accessibility	Medium	Medium	Accessibility audit; improvements
Legal & Compliance Risks			
Non-compliance with building regulations	Low	High	Qualified contractors; building control
Non-compliance with charity/BenCom reporting	Low	Medium	Governance procedures; training
Inadequate insurance coverage	Low	High	Annual reviews; specialist brokers
Security & Environmental Risks			
Vandalism and security concerns	Medium	Low	CCTV; lighting; alarms
Environmental risks (flooding/weather damage)	Low	High	Risk assessment; maintenance; insurance

Energy costs unsustainable	Medium	Medium	Energy audit; efficient systems
Economic & Market Risks			
Insufficient demand for hall rentals	Medium	Medium	Market research; diverse uses; partnerships
Competition from other venues	Medium	Medium	Clear value proposition; marketing
Cost inflation for materials/contractors	Medium	High	Multiple quotes; lock-in prices
Loss of major hirers	Low	Medium	Diversify user base; maintain relationships
Governance & People Risks			
Insufficient volunteer capacity	Medium	Medium	Recruitment; training; recognition
Board/committee burnout	Medium	Medium	Succession planning; shared responsibilities
Skills gaps on Board	Medium	High	Training; co-opt members; professional support

9. Strengths, Weaknesses, Opportunities & Threats Assessment

A SWOT analysis is a useful tool for understanding and making decisions in all sorts of situations. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. Essentially you are answering the following four questions:

- 'The strengths of my proposal are...'
 - 'The weaknesses of my proposal are...'
 - 'The opportunities for my proposal are...'
- 'The threats to my proposal are...'

The SWOT analysis template is normally presented as a grid, comprising four sections, one for each of the SWOT headings: Strengths, Weaknesses, Opportunities and Threats.

Our SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Wide range of skills and experience of the board and other members • Growing volunteer and member base in the organisation • Existing relationships with key stakeholders, third sector support organisations, potential partner organisations and user groups • High visibility project in high busiest part of town 	<ul style="list-style-type: none"> • Lack of eligibility for grant funding as not an area of deprivation • Relatively new organisation with little funding • Building requires upgrades to comply with modern accessibility and sustainability standards
Opportunities	Threats
<ul style="list-style-type: none"> • Clear lack of public spaces for hire in Lenzie and surrounding areas • Clear demand for public space from a wide demographic base 	<ul style="list-style-type: none"> • Competition from other public spaces • Physical deterioration of the building during the review process of CAT application

<ul style="list-style-type: none"> • Additional non core revenue streams such as parcel lockers • Government grants toward sustainability to ensure building 	<ul style="list-style-type: none"> • Challenges of adhering to heritage restoration standards in renovating a Victorian building
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10. PESTLE Analysis

The following table provides an analysis of the environment in which the project will be operating based on Political, Economic, Social, Technological, Legal and Environmental issues.

Political	Economic
<p>Current political upheaval with ascendant right wing groups both in the UK and key trading partners. Population may be anxious of investment but equally may be turning to community-led action for a measure of control over events.</p>	<p>Challenging economic environment across all sectors due to Brexit, continued effects of austerity policies, trade tariffs, rising energy prices and international conflicts. Closure of many previously available charitable funds noted.</p>
Social	Technological
<p>Affluent low deprivation area with high proportion of owner occupiers and professional households</p> <p>Educated and engaged population with existing high levels of physical activity</p> <p>Numerous schools in immediate area and lots of identified need for children's activities</p> <p>Uncertainty around when the church estate will be rationalised and the impact on available space</p> <p>Large elderly population in area with increasing needs in relation to reducing isolation, reducing dementia risk and supporting healthy independent lives</p>	<p>Expansion of AI datacenters and renewable energy may present opportunities for seeking investment in community projects as a social dividend.</p> <p>Increasing home working provides opportunities to create value and revenue in the project by leasing office space with good IT infrastructure</p> <p>Hybrid working and online meeting enhance scope for volunteer working and inclusion</p> <p>Recent advances in renewable energy may bring the energy costs of hall down substantially but require significant capital investment</p>
Legal	Environmental
<p>Scottish Government legislation on community ownership projects communities and support CAT bids</p> <p>Burden of regulation in UK is high and this is a complex project with multiple interwoven strands of legislation covering all aspects as evidenced by the volume of policy/procedural considerations</p>	<p>Maintaining an existing heritage building is important to the concept of "embodied carbon" but also respecting the built environment and the effect this has on population wellbeing</p> <p>Opportunities for sustainable approaches throughout renovation and management of project</p>

Legal obligations of community benefit societies and making a share offer			
11. Project Delivery			
In this section, please provide us with an outline project plan for delivering your project. You may find it useful to adopt the following format for this section.			
Action/Task	Who is Responsible	Start Date	End Date
Crowdfunding fo working capital in year 1	Current volunteers with fundraising and proposals experience New volunteers recruited through website and EDVA with specific experience	31/1/26	31/12/26
Developing a community share offer	LCHL Board working the DTAS Democratic Finance	31/1/26	31/12/26
Phases 1-4 works	Volunteers, contractors, LCHL Board	TBC	TBC (over 5 years)

I/We confirm that all the information and statements contained within this business plan are true and accurate. I understand that the Council may ask for additional information at any stage of the application process and may check this information against other sources.

Name	
Position within Organisation	Secretary
Signed	(See Document AB for scanned copy of signed signature page)
Date	30/01/2026

NB please retain a copy of this form for your records and should your circumstances or contact details change then please let the appropriate contact officer know.

Any information you provide on the form will be held by East Dunbartonshire Council for the purposes of assessing the application and decision making process and for no other purposes.