

10/08/2021

The Wharf Marple Community Interest Company

BUSINESS PLAN



Website: thewharfmarple.co.uk

Community Interest Company Registration Number: **12158198**

Incorporation Date: **3rd July 2019**

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1 EXECUTIVE SUMMARY

The Wharf Warehouse is a Grade 2 listed building. The impressive stone structure is a prominent feature within the historic conservation area of Marple. It is linked historically to a major heritage site from the very early days of the industrial revolution, and one increasingly recognised as of national importance.

Marple is a part of Stockport Borough within Greater Manchester and has a population of around 23,000. With canal towpaths and ready access to the surrounding hills it is at the more rural end of the borough.

The Wharf Marple Community Interest Company has a vision for the building to be restored and enhanced to fill identified gaps in the markets in Marple.

The Wharf Marple will be a hub for the local community and visitors – where people can go to meet, learn, participate and be entertained. A place to connect with fellow fitness enthusiasts, celebrate and learn about Marple’s industrial heritage and Samuel Oldknow, and enjoy simple wholesome refreshment whilst taking in the picturesque views.

The Financial Requirement

The Warehouse is currently owned by the Canal and River Trust (CRT) and their development partner H2O Bloc. The building is in need of renovation. To purchase the property, undertake all necessary works to the required standard as dictated by Conservation and Heritage Officer of Stockport MBC and to meet the conditions of sale in respect of CRT’s Heritage assessments, and to implement the business plan in respect of the operating costs of the heritage centre and health & wellbeing facilities, it is estimated that a sum of between £600,000 and £700,000 is required.

Marple Wharf CIC intends to apply for Grant funding from the Heritage Lottery Fund, Architectural Heritage Fund, Sport England and other such sources.

Initially the Marple Wharf CIC decided that outright purchase was the preferred funding route for The Wharf building and funds have been raised through an investment bond scheme, offered to the community.

The Wharf Marple CIC will deliver real value to investors in achieving excellent return on investment after year 3. Interest up to 5% will be paid.

The Wharf Marple CIC is registered to enable investors to secure tax rebates and savings.

A total of £160,000 has been reached through the community investment bond scheme and this will allow the first £125,000 instalment to be paid for the purchase of the property, with a further £25,000 due when the building opens to the public. The investment opportunity remains open and full details are available on the website.

2 BACKGROUND

2.1 Personal History

There are 5 Board Directors all of whom are volunteers and receive no benefits or remunerations. The project has been developed over a number of years and is at a pivotal stage with funding and agreements in place to now purchase the property.

2.2 Business History

We spent a lot of time researching and taking professional advice before we chose the legal form that this organisation is going to take. The result was a Community Interest Company. This gives the advantage of attracting tax relief for investors and ensuring the Community benefits from the enterprise and all profits stay with the community or the investors. We have also opted to Asset Lock the Company so that there is no possibility for any future investors of the Company to sell off this valuable community asset. This means that it will, all the time it continues to trade profitably, remain an asset to the community forever.

There is a strong sense of community in Marple, characterised as a 'hive of volunteer activity', it has one of the highest concentrations of local groups in the whole of Stockport, if not Greater Manchester. People want to feel they are supporting their community and have a strong preference for supporting local groups and non-profit-making ventures above others.

When this project was first mooted a few years ago, over 100 letters of support were received from the local community. In recent months further market surveys talking face to face with passers-by at The Wharf indicated 100% support for the venture and for using the cafe. Letters of support have more recently been received and are available upon request.

In addition, in 2012, The Glass House Design Company conducted a series of Workshops involving a cross section of local people who gave their ideas and views on how The Wharf could be developed for the community. High on the list was a preference for a Heritage Centre and community space.

<https://www.theglasshouse.org.uk/marple-wharf-revitalising-the-waterfront/>

The CIC continue to canvass opinion and support for The Wharf Project from the community and special interest groups in the Town.

2.3 Vision & Mission statement

The Wharf aims to be the town's most successful community facility in both commercial and visitor appreciation terms. It will provide a range of facilities and must-see experiences for the community and visitors alike. The Wharf facility will

entertain, inform and educate an estimated 7500 visitors a year through creative interpretation of Marple's industrial heritage and Samuel Oldknow's story. It will be a place to connect with fellow fitness enthusiasts at the purpose designed fitness studios available to hire. A shop will offer heritage related merchandising and a perfectly located cafe will be serving yummy cakes and frothy coffees!

Mission Statement

To provide a community hub for Marple, celebrating Samuel Oldknow and Marple's industrial heritage and providing a facility for community groups and visitors

2.4 Business Aims & Objectives

The proposal is for the CIC to purchase the building from H20/owner at a pre-agreed value of £150,000 with £125,000 payable at the outset.

Business Short Term Objectives

- 1- Continue to raise funds through the community investment bond scheme. – ongoing until opening.
- 2- Purchase the property and secure appropriate planning permissions – by October 2021
- 3- Apply for all relevant grants. – Ongoing.
We believe that Heritage Lottery Fund would look favourably on an application as The Wharf is the natural extension and legacy to The Revealing Oldknow's Legacy Project already funded. The Historic England Repair Grant for Heritage at Risk will also be explored. GMVCO are engaged to support with finding Grant opportunities. Community Ownership Fund.
- 4- Undertake enabling Shell works as detailed in appendix one – July 2022
- 5- Commence Fit out works on the first-floor dedicated wellbeing and fitness centre September 2022
- 6- Commence Fit out works on the ground floor community space, shop and café - October 2022
- 7- Marketing to community – on-going from August 2021.
- 8- Open for business - December 2022.

3 SERVICES

3.1 Description

The Wharf serves four distinct markets:

- Heritage and tourism

- Local community groups
- Canal users
- Fitness, Health and Wellbeing

Heritage and tourism

Marple's heritage is quite possibly the best kept secret of the Borough, with many local residents being unaware of the rich and nationally important, unique history on their doorstep. Stockport attracts well over a million tourists to its visitor attractions every year.

The area around the warehouse is a spot frequented by locals and visitors alike. However, there is no facility in the immediate vicinity that explains the links to the rich local / adjacent heritage.

The HLF funded 'Revealing Oldknow's Legacy' project: Mellor Mill and the Peak Forest Canal, (ROL) opened to visitors in 2018 and is becoming a major attraction and valuable addition to the heritage trail in Stockport, attracting over 10,000 visitors/year.

The Wharf itself is one of a four-part heritage link; the Peak Forest and Macclesfield canals (adjacent), the lime kilns and tramway (50 yards away), the Marple Lock flight leading to the aqueduct (from 20 yards to ½ mile) and Bottoms Mellor Mill (less than ½ mile).

The Wharf will be a natural extension of the aforementioned ROL project which incorporates Mellor Mill, Marple Aqueduct and Marple Lime Kilns. It will continue the story of Marple's industrial heritage and Samuel Oldknow's work to create the canal system and improve transport links to Marple. The central location of The Wharf completes the Samuel Oldknow heritage trail circle and will therefore benefit from the undoubted uplift in visitors to the town already generated by the ROL project.

The revenue generated from multiple income streams will support the free access to the Heritage exhibitions and interpretations at The Wharf.

Local community groups

Marple is well known for having the highest number of special interest community groups in the Borough. Over 100 different organisations are active every day of the year, enthusiastically working on their respective passionate interests and regularly meet to organise and manage their activities.

These groups will regularly pay anything from £8/hr to £25/session for meeting venues. Community venues are in short supply and often do not offer the range of facilities required.

Many say they are struggling to hire meeting rooms or meeting space when they want. The meeting space available is often block booked by a small number of long-

established clients or has no possibility of refreshments being available. The setting for this proposal is a more attractive one than most, with its waterside location and its relative quiet aspect away from any commercial operation.

Canal users

The Peak Forest Canal is one of Britain's most scenic waterways, running through magnificent landscape to the edge of the Peak District.

The Macclesfield Canal passes through mostly green and rural surroundings, with Victorian mills and warehouses along the way adding a distinctive character.

The Macclesfield Canal joins the Peak Forest Canal at the bottom of the magnificent Marple Locks. It is worth the walk to see the aqueduct.

The flight of 16 locks at Marple is a spectacular sight, one of the steepest flights in Britain. With the beautiful countryside around Marple Aqueduct a 20 minute walk up the towpath to the top of the flight, it makes a wonderful place for a family day out.

The canal system in and around Marple is well-used by many people; dog walkers, rambles, cyclists, narrowboat holiday makers and canoeists. Research has shown that many of these people would appreciate a nice place to stop for refreshment and rest, whatever the time of year. The Wharf Cafe, in its picturesque location and being the only such facility on the canal, is perfectly placed to satisfy this demand.

Overall, the Wharf's great appeal to these markets and its ability to meet their specific needs ensures its success and sustainability.

The modus operandi for the cafe is for it to be run by an established local operator who has access to a fully staffed and equipped local restaurant and bakery, with a need to expand their existing business. The external cafe facility would supply food etc. and the only preparation on the site would be hot drinks and simple meals such as toasties etc. The cafe can thus be operated seasonally without detriment to the operator with an established local business. The optimum arrangement would be for the kitchen area to be available outside café opening hours, so it could be used by community groups for light refreshments.

Two independent cafe owners in Marple have expressed interest in operating an extension of their facilities at The Wharf. The owner of Cloudberry Community Café has subsequently agreed to provide the cafe facility at The Wharf and has endorsed the financial projections.

Fitness, Health and Wellbeing

The many health and fitness groups in the town currently meet in church halls and other such venues, which do not fully meet their specific needs. The Wharf will provide purpose designed fitness studios, to cater for local groups such as Keep-fit,

Aikido, Tai Chi, Pilates and Yoga, as well as other health related organisations. The flexible space will also offer accessible and free space to community groups such as Dementia Friends and other such groups.

Two wellbeing groups have already committed to base their permanent training at The Wharf which will account for 25% 1st Floor capacity take up, from Day 1. In addition, a Yoga Group and LAMDA registered Youth Drama Teacher have reserved times which take the committed capacity up to 40%.

4 MARKET

4.1 Market Research

Recent surveys of the different markets revealed the following:

- High % of canal users would stop at The Wharf for refreshment
- A willingness among many community groups to both attend health and fitness classes and to use the space in The Wharf
- Support for the business model from the local business community. In particular from owners of Goyt Mill (Peak Group Holdings), Techniheat Plant Services Ltd, Cloudberry Community Café, Mellor Archaeological Trust, Marple -UK, The Brass Bands of Marple Charity to name only a few.

Initial consumer and local market research have been conducted to identify the market size, viable market segments and user preferences thus establishing customer profiles to inform the business strategy, marketing approach and commercial drivers. Research has been conducted to establish how many venues are currently used by Community Groups. Results have indicated that access and availability to suitable space is limited. Cost of hiring rooms is between £8- £25/hour.

Independent cafe owners have been approached to gauge interest in operating a cafe at a canal side location within The Wharf. Results indicate a high level of interest from cafe owners and also that a café at this location would be a viable business proposition. One such community café, Cloudberry Community Café, has subsequently come forward to operate the cafe.

Various fitness and wellbeing groups have been surveyed to establish current usage levels and locations. Results indicate that there is a gap in the market for a purpose designed health and fitness studio space in the Marple District and that if one should become available that the majority would be interested in booking sessions on a regular basis throughout the year.

Recent potential user surveys show high levels of interest and willingness to visit the Heritage centre, cafe or join a fitness class.

A key part of the strategy in marketing the heritage offering will be in partnering with the already up and running marketing activity of Revealing Oldknow's Legacy project. In addition, securing presence on SMBC's marketing activity as well as Marketing Manchester will ensure that awareness of The Wharf is raised within the catchment area and region.

A list of potential users and letters of support/intent to use is given in Appendix 6.

4.2 The market

The Marple area has one of the older demographic balances in Stockport. It is positioned immediately next to superb countryside and easy walking routes as well as the canal network. The older demographic will ensure steady use of a cafe facility and of a community space, along with a wide interest in heritage, fitness and wellbeing provision.

Taken from Nomis:

Ward	Residents per 2011 census	Median Age
Marple North	12,277	47
Marple South	11,409	49
Marple North West	18,240	47

Being well positioned on the canal, the facility will also attract narrow boat holiday makers and the many visitors to Stockport and Greater Manchester.

Customers, Clients and Prospects

Heritage Customer / Beneficiaries Segmentation	Geographical area	What are their interests and buying habits? Where do they live/work/shop/go for entertainment?
Schools / Colleges.	SMBC/High Peak/ Tameside	Learning about Industrial Revolution part of curriculum. Always seeking living history experiences to visit to enhance learning experience for the children and students.
History Groups	Marple/ Romiley/High Lane /Disley	Hold regular monthly meetings in Church Halls and invite speakers on different local history topics.
Special interest groups	Marple and surrounding districts	Marple has numerous SIGs, from Drama, Naturalists, Bird watchers, Dance, Ramblers, various political groups to name but a few. They all meet regularly and usually require refreshment facilities.

Dementia Friends	Marple.	People with Dementia require safe and quiet places to meet with carers. They also benefit from having regular interaction with others in a place that is stimulating and that encourages conversation and recalling memories of the past.
Heritage Shop	Geographical area	
		It is an established fact that shops linked to the heritage/museum offering are a valuable income generating asset for any heritage attraction. Visitors expect to be able to purchase memorabilia. Advice has been sought from SMBC's tourism team to assess the opportunity of including such a shop at The Wharf.
Community Space Hire	Geographical area	What facilities do they require? What do they use now? Why will they change?
Dementia Friends		One of the 100+ community groups registered in Marple. Currently meet in a club bar. Dementia Friends Groups need safe places to meet and also some mental stimulation. The Heritage photographic imagery and film would enhance their experience.
'Friends of' Groups		The many 'Friends of' Groups such as FO Marple Memorial Park hold monthly meetings in Marple Library. There are no facilities to offer refreshments. They require internet access and presentation equipment which The Wharf will provide.
New Horizons Charity Narrow boat Cruises		New Horizons run canal cruises for disabled people and their carers. The Wharf will provide a pleasant safe place for their customers to wait for their cruise and refreshments after sailing. The Wharf will provide disabled parking space and disabled toilet facilities.
Café Customer Segmentation	Geographical area	What are their interests and buying habits? Where do they live/work/shop/go for entertainment?

Passers By		For the cafe, seasonality will have an effect. There is a high degree of seasonality likely between summer and winter, and between weekends and weekdays. However, this should not be overcompensated for. There is additional footfall on Bank Holidays and at holiday periods such as Christmas, despite being winter.
Cyclists		Look for safe, scenic places to cycle. The numerous miles of tow paths around The Wharf are favoured for these reasons and the café would provide a good place to stop for refreshments and rest.
Dog Walkers		Look for safe scenic places to walk their dogs and a dog friendly place for refreshments. The Wharf will welcome and cater for dogs
Canal Boat users		Narrow boat users and holiday makers often need to use the narrow boat pump out and water facilities adjacent to The Wharf. They are also interested in visiting heritage Centres like The Wharf to learn more about the place they have stopped at. They like refreshments at a canal side café and having had a reason to stop at Marple, would likely also visit the Town too. Canoeists require a base and suitable space to launch from which The Wharf garden area will provide
Walkers / Ramblers		Outside the building there is a small garden area on the cottage side of the building. This would be ideal for use by walkers and would thus benefit from an external servery for a cafe and visitors centre/shop. Any proposed alteration of the building would require very careful consideration of the heritage aspects and the CIC team are in close consultation with Paul Hartley, the local Conservation Officer. Whilst this would suit passing walkers, some type of fast access would be beneficial across the canal, for quick temporary use.
Fitness and Wellbeing room Hire	Geographical area	Where do they currently hire a room? Why will they change?
Aikido instructor	Marple/ High lane	Church Hall. Often have to cancel classes due to other users having priority.

		Unsuitability of the venue for fitness classes in terms of size and lack of facilities and lack of adequate ventilation in current premises will ensure a move to The Wharf and the purpose designed studio.
Tai Chi instructor	Romiley/ Marple	An ex Working Men's Club and Church Hall. Often have to cancel classes due to other users having priority. Unsuitability of the venue for fitness classes in terms of size and lack of facilities.
Pilates instructor	Marple	Meeting room of an Office. A dedicated space for Pilates would be preferable to having to move desks and chairs for each class. As it is a floor exercise a cleaner environment is preferred.
Yoga instructor	Marple/ Romiley/ Disley	Church Hall. Marple Library. Often have to cancel classes due to other users having priority. Unsuitability of the venue for fitness classes in terms of size and lack of facilities.
Drama and Dance Classes	Marple. Romiley	Have difficulty finding suitable venues. Need good ventilation, sound proofing, mirrored wall and bar and purpose designed flooring

Competitors

Tourism/Heritage Centre.

There is currently no Tourist Information provision in Marple and no physical building to tell the story of Marple's industrial heritage.

Marple has a number of heritage/history special interest groups who have pledged their support for the Wharf as a Heritage Centre.

The historic connections both of the location and of the building to Samuel Oldknow provide a differentiator from all other competitors in the vicinity whether for community space, hire or a cafe.

Community Space

There are a number of Community Spaces in Marple but none have a modern setting, tailored facilities and most are heavily booked to the limit of their requirement for occupancy.

Typical charging rates vary, but are:
C £8-25 per hour

Whilst there are other old buildings being used (e.g. Methodist Church) none have a unique picturesque location; The Wharf is located at the confluence of three canals, and yet within 200 yards of the town centre and a main bus exchange with routes into Stockport and Derbyshire.

The option of refreshment facilities integrated within the space is also attractive. Whilst other offerings may have kitchen facilities, none have a link with an external catering operation providing full catering service.

NB the Library is the least expensive offering at £7.50 an hour but is often unavailable, unmanned at night and is in a meeting room that is not isolated from the neighbouring public space.

Cafe

There are a number of cafes in Marple, but all are operating near to capacity viz Greggs in the Hollins has very recently put tables outside the shop and has started to open on Sundays. This is coat tailing on the success of the neighbouring Costa Coffee which is one of only two cafes open in Marple on Sundays and both are frequently full.

The potential operator for this plan is a cafe/restaurant operator and sees this as complimentary to their current operation, firstly because it opens an area of Marple with heavy footfall and secondly, it gives an outlet on a Sunday where there is frequent foot traffic.

All those surveyed universally said a cafe at this location would be used by them. Footfall at peak times at weekend is a steady 60 an hour, and at times in the week estimated at 20 an hour.

Visitors to the area are highly likely to pass by the location as it is in the centre of an area of interest accessible by foot of around 3000 people (based on a half mile radius).

There are no places to have a cup of tea and rest on the canal circuit in Marple area.

Fitness & Wellbeing Centre

For fitness and wellbeing use, none of the current venues have a good appropriate training surface available, good ventilation, are clean, have equipment storage, or changing and refreshment facilities. Most competitor venues are old, tired and not always ideal for the Community Groups.

Typical charging rates vary, but are either:

- C £20-30 a session of an undefined length

There are no purpose-designed studios in the district able to accommodate 20+ participants, with changing and refreshment facilities

4.3 Marketing Plan

The Wharf Marple CIC has researched and taken advice on various marketing approaches and have opted to implement a marketing communications strategy involving an integrated mix of traditional and digital communications including PR, social, video and direct marketing, advertising, sponsorship, attendance at key events in the town's calendar of events, affiliate marketing and promotions. The website will be a key contributor to generating interest and awareness and will also have an online booking facility for the hire of the Health and Wellbeing studio.

Our strategy is to partner with the council's marketing team, Marketing Manchester, Canal & River Trust, community groups, organisations and high-profile individuals who themselves have large databases and social networks of individuals and followers. Mellor Archaeological Trust (MAT) is a major stakeholder of The Wharf and have agreed that we will develop joint communications and promotions to maximise attendance at all sites associated with Marple Heritage Trail, of which The Wharf is an integral part of the story.

An initial marketing budget, which will also include the heritage interpretation assets, of £95,000 is estimated to access a high percentage of the market, to achieve rental occupancy targets on the first floor and the critical mass of estimated 7500 visitors to the ground floor facilities. All revenue streams will then be generating income.

Heritage Interpretation Plan:

An important part of the marketing will be interpretation of the heritage at the site. Grant funding will be applied for to create a full suite of interpretative materials to fully explain and present Marple's industrial heritage, the canal system and links with Revealing Oldknow's Legacy, to continue the story of Samuel Oldknow and his influence in Marple's economic and social development. It is envisaged that multi-media assets will be produced, and the use of innovative digital technology be employed to bring the story to life.

We shall engage the services of expert digital agency to produce the interpretation exhibitions, films and Virtual Reality, Augmented Reality and Apps ensuring immersive interactive heritage interpretations and communications.

We shall excite the customers locally and from further afield and fulfil the long-awaited dream and real need for a dedicated place to relate the story of Marple

Target Customers	Marketing Method	How Often	Budget	Impact Monitoring
Heritage visitors to Stockport	<p>Partnerships and alliances with Mellor Archaeological Trust.</p> <p>Off and online digital media</p> <p>SMBC has an active marketing machine (part of Marketing Manchester), which The Wharf can align with.</p> <p>We will link in with the Revealing Oldknow's Legacy team and undertake joint promotions and publicity.</p> <p>Inclusion in local tour guides. The Marple Heritage Trail/Tourist walking Maps- Samuel Oldknow Route linking with existing walking maps produced by Revealing Oldknow's Legacy team.</p>	<p>On going</p> <p>x6 Campaigns</p> <p>x4 JPs</p> <p>On going</p>	<p>£60,000</p>	<p>Monitor on- line activity.</p> <p>Visitors to The Wharf reach 7500 after 12months</p> <p>The Wharf included in partner literature and on line assets</p>

Schools	<p>Launch with a series of open and study days.</p> <p>We will involve the local schools and colleges in developing the exhibitions and interpretations telling the story of Marple</p>	x4	£5,000	<p>x4 Local Schools engaged and visits arranged.</p> <p>Interpretation workshops undertaken with schools.</p> <p>Education packs distributed</p>
Community Interest Groups	<p>Partnerships and alliances with these groups.</p> <p>Open days to register members to the Wharf community to enable ongoing content communication.</p>	x6 Open days	£2000	<p>Meetings with group organisers and raised awareness</p> <p>Nos of new visitors to the site</p>
Health and Wellbeing Users	<p>There are various local funds available to promote physical exercise such as; walking in the countryside as treatment for mild depression.</p> <p>We shall secure powerful partnerships and alliances with all the various disciplines, with local health providers such as physios, GPs, etc. and organisations such as Life Leisure</p>		£20,000	<p>Secure local grants to run well being programme. Walking for Wellbeing.</p> <p>Local health Professionals engaged with and aware of the facility. Life Leisure presented to</p> <p>x100 Wharf Marple club membership issued in 1st 12 months.</p> <p>Reach 60pc capacity in 1st 12 months.</p>

	<p>We will inform all the groups in the area and maintain contact via the website, leaflets in local venues and social media.</p> <p>Offering individual club membership for the first floor with the benefit of joining the Wharf 'wellbeing group' would enable individual users to feel part of the community facility, not just their own Clubs. An online booking system is planned to enable members to take advantage of last-minute availability, which will optimise the income stream, and assist on-going marketing.</p>			
Walkers and canal users	<p>A series of 'Open House' days and evenings will be designed to appeal to each user group will attract visitors</p> <p>Marketing to canal boat hire companies as part of established itineraries/Narrow boat Media - articles</p>	<p>x4</p> <p>x4</p>	<p>£2500</p>	<p>Nos of visitors to Site</p> <p>Nos of narrow boaters visiting Wharf</p> <p>Column inches in relevant media</p>

Marple & Stockport Community	Virtual tour provided by video for posting on- line and showing to investors and groups and people less able to visit and access the building.	On going	£2500	Nos of video views Nos of completed surveys
	Leaflet campaigns by the warehouse and ongoing “surveys” to stimulate interest and word of mouth communication round the community and to wider audiences. Via Survey monkey	On going	£3000	
	Ambassadors respected and established supporters such as Councillors and the Civic Society.	On going		

4.4 Sales Forecast

The Wharf's range of facilities and services offers good revenue growth opportunities in existing proven markets.

The Business Model will generate annual revenues with an upside potential of over £55,000 from hire of the fitness studios, income from the café and shop, against costs of £37,000/annum.

The model has been market-tested and the customer base has been surveyed to develop the most cost-effective business and marketing strategies designed to attract and capture the planned critical 7500 visitors.

The business strategy enables the business to grow organically and at a pace that is sustainable and requires a relatively modest ongoing funding requirement

5. PEOPLE

In future, positions on the Board will be open to any investor when elections are held at the Company's Annual General Meeting, as defined in the Company's Rules.

Susan Ingham	Marketing and Business Development
Business Advisor, Marketing Consultant and Community Campaigner. MBA FCIM	
<p>I am passionate about Marple and an enthusiastic champion for Marple's unique heritage.</p> <p>I am deeply rooted in Marple, my family having lived and worked in the area for over 250 years.</p> <p>Throughout my professional career I have run successful marketing, media and communications companies working with blue chip companies and major brands such as Easy Group, Citroen, NHS Executive and Sharp Electronics to name but a few. As a digital entrepreneur I have pioneered many new and innovative marketing initiatives, one such was the launch of Europe's first Internet TV channel in the Equestrian sector and a new channel for Public Health Network in Liverpool. I am currently working with Life Sciences SMEs on, Interreg funded, inter European business support programmes. As the Business Advisor I help companies to develop new innovative products for the medical sector, brokering collaborative partnerships with experts and leaders in the sector. I also manage the programme delivery and budget of over 3 million Euros.</p> <p>Locally, I am active and close to the community in Marple and was a Councillor for 12 years, representing and supporting residents and campaigning to improve Marple's economic and cultural prosperity. I am currently Trustee of The Brass Bands of Marple and Group Leader on The Marple Neighbourhood Forum. Skills I bring to the Wharf Project:</p> <ul style="list-style-type: none"> Business acumen Innovative and creative marketing talent Experience of project managing and delivering ERDF/Interreg public funded programmes A wide and diverse network of high- level contacts Strong relationship building and networking skills Energy drive and enthusiasm. Can -do attitude 	
Chris Wallace	Building Development and Facilities
STRUCTURAL ENGINEER BSc (Hons) CEng FStructE	
<p>I am enthusiastic and highly motivated, in both my professional and personal life. Married with 3 adult children and a resident of Marple Since 2007. A Chartered Structural Engineer, retired as a Director of WML Consulting in 2018. Currently retained as a consultant to the Practice. As well as the usual retirement hobbies of</p>	

golf, gardening and grandchildren, I have a very keen interest in Martial Arts. I co-run two martial arts and wellbeing clubs in Marple and regularly organise national courses, basing these in Marple. As such, I am a key instigator of the proposed Fitness and Wellbeing centre, at The Wharf.

Key professional skills I bring to The Wharf project

- Over 30 years' experience in the management and design of building structures
- Extensive experience in the management and efficient delivery of high-quality engineering solutions
- Significant experience with public funded projects, in the sectors of Community, Leisure and Education
- Specialist experience with heritage refurbishment and conservation projects and renovation of historic Grades I and II listed buildings. Personal interests, relevant to The Wharf project

Andrew Baggott

Finance and Funding

After obtaining a first class honours degree in accountancy, I went into the accountancy profession as a graduate trainee with Coopers and Lybrand (which is now part of PwC).

I qualified as a Chartered Accountant whilst at Coopers & Lybrand and completed 4 years with the firm, dealing with a range of clients from owner managed businesses to plc's. I decided I wanted to specialise in advising owner managed businesses and entrepreneurs, and so moved work in an independent accountancy practice for 12 months before moving on to Ford Campbell, a Corporate Finance led accountancy practice. Here I specialised in providing corporate finance advisory services to a range of owner managed clients, over a complete cross section of business sectors, and the full spectrum of types of corporate finance transactions. Having been at Ford Campbell for 9 years and moved through the ranks to Partner, I decided my long term career path was to acquire and run my own accountancy practice. After searching for suitable practices to acquire, I identified an acquired Clarke Nicklin in 2004. Since then, I have been Managing Partner, running the business side of Clarke Nicklin and seeing it more than quadruple in size, as well as continuing to lead corporate finance transactions and advise owner managed businesses on a complete variety of business matters.

Cllr Malcolm Allan

Governance

After graduating in maths, I spent most of my career working in manufacturing industry, latterly on the Management Board of a UK multinational plc for 25 years. I was part of the team that sold the company out of BP ownership to an independent consortium and was on the team that floated the new Company on the UK stock Exchange. Subsequently I was heavily involved in a number of acquisitions and divestments and the due diligence this involved. I also liaised from time to time with investors and analysts. I was responsible for all aspects of HR, with a team spread across 11 countries.

For a long spell I was chair of the Trustees of our Pension Fund and I also covered international communications, Health and Safety and Sustainability, for which we won national awards.

I am an employment law specialist and have taken many cases personally both within the Company and externally “pro bono” for individuals and small businesses. I spent a significant time working with the Community where the Company was based.

Amongst other things I chaired the Community Board of an HLF Lottery Project of some £2.7m which restored a number of architecturally important buildings. This was successfully concluded and remains a significant aspect of that particular community drawing in many visitors to the area. The largest part of this project necessitated getting a building into community and commercial use to ensure its survival and maintenance after restoration.

Locally I am on the Board of the Northumberland Arms community Pub, which bought and re-opened the pub, with support of a share offer and community grants and now runs it successfully.

Bob Humphrey-Taylor | **Heritage**

Heritage Director and Marple/Mellor Cultural Heritage Champion

I am passionate about presenting our local Cultural Heritage for the public to enjoy and further understand the important place Marple and Mellor have in the historical record. I have had, what has been described as, a portfolio career. Joining the Army, at the age of 17, I enjoyed a number of different roles and ending my 10 years’ service running the Army Recruiting Office in Stockport. This was followed running my own construction company for 10 years in Bramhall and Didsbury. In 1983 I was offered the opportunity to study for qualifications in my long standing hobby of Jewellery and Silversmithing. Eventually studying for a teaching qualification and running a course at North Cheshire College. I rapidly moved on from teaching into a management role with responsibilities for 35 support staff and marketing Further Education Courses to Industry. I carried on with this role at North Cheshire College, Salford College and finally East Yorkshire College. I returned to Mellor in 2000 to set up a new construction partnership retiring in 2010. Throughout my working life I been active in the voluntary sector spending 35 years in the Scout movement as Venture Scout Leader, Scout Leader and District Commissioner. In 2001 I joined the Mellor Society Committee which I now chair. In 2002 I was invited to be a trustee of the Mellor Archaeological Trust (MAT) which I also chair. In 2009 I was invited to be a governor at Mellor Primary School a role I am still active in. Through my role as chair of Mellor Archaeological Trust I have managed a £2.3M Heritage Lottery funded 3 year project, Revealing Oldknow’s Legacy: Mellor Mill and The Peak Forest Canal in Marple, which completed in the summer of 2018. MAT was also chosen as the UK site for a, 3 year, 7.2M European Commission funded project STORM. With 20 European partners from 7 different countries this project was looking at the effects of Climate Change on Cultural Heritage and how to mitigate them. I look forward to my role as Heritage Director in The Wharf Marple project.

6. OPERATIONS

Registered Business Premises:	Clarke Nicklin Chartered Accountants, Brooks Drive, Cheadle Royal Business Park, Stockport. SK8 3TD
Professional Advisors	
Concept Architect	<p>Studio Maurice Shapero</p> <p>8 Highgate Road, Hayfield, High Peak, Derbyshire. SK22 2JL. Tel: 07830 153 229. info@mauriceshapero.com www.mauriceshapero.com</p>
Project Architect	<p>Edifice Building Consultants</p> <p>Unit 138 Green Lane, Romiley SK6 3JQ nick@edificebc.co.uk 0791 712 5331</p>
Civil & Structural Consulting Engineers and Principal Designer	<p>WML Consulting Ltd</p> <p>Chris Wallace BSc (Hons) CEng MICE FIStructE No. 8 Oak Green, Earl Road, Stanley Green Business Park, Cheadle Hulme, Cheshire, SK8 6QL Tel: 0161 482 0600, Mob: 07770 430 861 email: chris.wallace@wmlconsulting.com</p>
Construction Cost Consultant	<p>Chris Campbell Property Services Ltd</p> <p>15 Fenton Avenue, Hazel Grove, Stockport, Cheshire, SK7 4AN Tel: 07815 798668 email: chriscamqs@gmail.com</p>

Financial Advisor

Clarke Nicklin Chartered Accountants.

Andrew Baggott ACA CTA

Clarke Nicklin House, Brooks Drive,
Cheadle Royal Business Park, Stockport.
SK8 3TD

Tel: 0161 495 4700 Mob: 07841 861 364

6.1 Car Park

There will be two parking spaces at the site with designated spaces for disabled use and staff/deliveries.

A large number of passing traffic is pedestrian, and there is ample parking at the town centre, with Chadwick Street Car Park being just around 300 yards away and public transport 100 yards away. There will be a cycle store on site.

7 LEGAL

7.1 Legal Structure

Community Interest Company

This would allow any profit to be put back into the business to ensure its sustainability and provide any additional financial advantage to benefit community groups and users.

It also ensures the enterprise would be run on a commercial basis. A CIC can raise funding through community investment. It is worth adding that the current team has specific professional skills and experience to provide the Community input and engagement, for the initial stages and the Project Management and Design for the Construction/Refurbishment stage of the project.

7.2 Safety/Premises Law

A director will be nominated as having specific responsibility for Health and Safety, with risk assessments being done by one of three who are experienced on such assessments. This is likely to be Malcolm Allan who had similar responsibilities in a

multinational plc. This will be done after construction has been completed. During construction Chris Wallace will be our liaison director for site/contractors' Health and Safety.

Our planning application has been approved by Stockport MBC, the relevant authority who has also granted listed building consent. The planning application was submitted by the owners of the time, to our specification, jointly with a further application for the rest of the site.

The cafe operation will be managed by our partners who will be responsible for staff, food hygiene and health and safety aspects.

The shop will be run by volunteers under the direct guidance of a nominated Board Director, probably Sue Ingham. Gaynor Burgess from Stockport MBC's tourism team has kindly agreed to act as an Expert Advisor to help with the setting-up and running of the Heritage shop.

Volunteers will be co-ordinated by Bob Humphrey-Taylor, using expertise gained in running volunteers on the recently Completed ROL, HLF-funded project.

7.3 Business Law

The business is already registered under UK financial regulations and has a Certificate of Incorporation, a Memorandum of Association and Articles of Association which regulate its activities, decision-making etc. These also ensure we manage risk and are accountable to bondholders/members. All Board directors have previous experience of such responsibility and the various protections are included in the Articles of Association.

We are registered for data protection with the ICO. All directors have already received additional update training in this area, including GDPR and we will nominate a director to be our Data Administrator; likely to be the Chair. We are not anticipating being an employer directly but it is possible we will ultimately employ a small number of staff and will register as such if required. We have expertise at this as one of our directors fulfils this duty for a nearby community enterprise employing some 12 staff. We will be registered for VAT but expect to be VAT exempt.

For conveyancing, we have engaged a professional firm of conveyancing specialists based in Manchester. Heads of Terms have already been agreed. We will draw up a formal contract prior to the cafe operator commencing involvement – they will be consulted on interior design and equipment.

7.4 Insurance

We are in the process of arranging building and contents insurance, Public Liability Insurances and, should it be required, Employers Liability Insurance. We have arranged a local large specialist broker to assist, so that we will be ready with the relevant insurances aligned when the purchase takes place.

8. BUSINESS

BUSINESS STRENGTHS AND RISK FACTORS

8.1 SWOT Analysis

	Issue	How to be addressed / used
Strengths	<ul style="list-style-type: none"> • Location • Heritage • Strong Community support • Strength and depth of management experience and expertise. • Addresses community space and dedicated fitness facilities under capacity in the area • Professionally managed cafe • Established users for the Fitness and Wellbeing centre • Expert historians and museum curators to enhance the attraction • Expert marketing professionals • Aligned with SMBC strategic priorities 	Brand USP Hub for the community Communications Strategy Community membership
Weaknesses	<ul style="list-style-type: none"> • Cash needed to bring the shell up to basic standard of repair and refurbishment, ready for fit out • Working period needed to establish the market, particularly for community groups 	<ul style="list-style-type: none"> • Discussions with CRT/Bloc and SMBC • Securing Appropriate funding

<p>Opportunities</p>	<ul style="list-style-type: none"> • Creation of a dedicated community space for the Area, that is unique and that has already attracted high interest of the community, and is highly visible • Significant commitment from existing groups for the 1st Floor training space • Provision of a heritage and tourism centre telling the story of Marple's unique industrial heritage 	<p>Communications Strategy</p> <p>Heritage Shop</p> <p>Heritage Café</p> <p>Reach to diverse communities</p>
<p>Threats</p>	<ul style="list-style-type: none"> • Additional competition from other facilities (e.g. Methodist Church is refurbishing, there are vacant premises in the town centre) • Inability to generate sufficient income. • Inability to attract funding for a purchase; reduced Lottery Funding nationally 	<ul style="list-style-type: none"> • Ensure good standard of decoration and facilities • Good promotional/marketing plan • Digital content marketing plan • Pricing policy to be carefully developed • Success of other heritage projects in the area, and wide range of funding options, not just lottery • Proven ability to deliver an investment scheme to raise funds

9 SOCIAL IMPACT

As a CIC, The Wharf Marple project will provide easy access to Marple's industrial heritage for residents, visitors, schools and special interest groups. It supports and develops social connections and relationships which make an important contribution to the wellbeing and quality of life of individuals which in turn strengthens the whole Marple community. We aim to add value in the following ways:

- Connect residents, the wider community and individuals with Marple's Industrial heritage.
- Improve knowledge and learning of the industrial heritage of Marple – for residents and educational establishments – Schools and Colleges, visitors and tourists.
- Support and develop social connections and relationships through varied activities based at The Wharf- happier people and stronger community
- Improve community cohesion and engagement – support for marginalised groups in the locality
- Improve physical fitness – The Wharf as a safe and attractive facility provides more choice of activity; promotes engagement from target groups- such as children and over 60s
- Promote tourism and increase economic activity in the town.

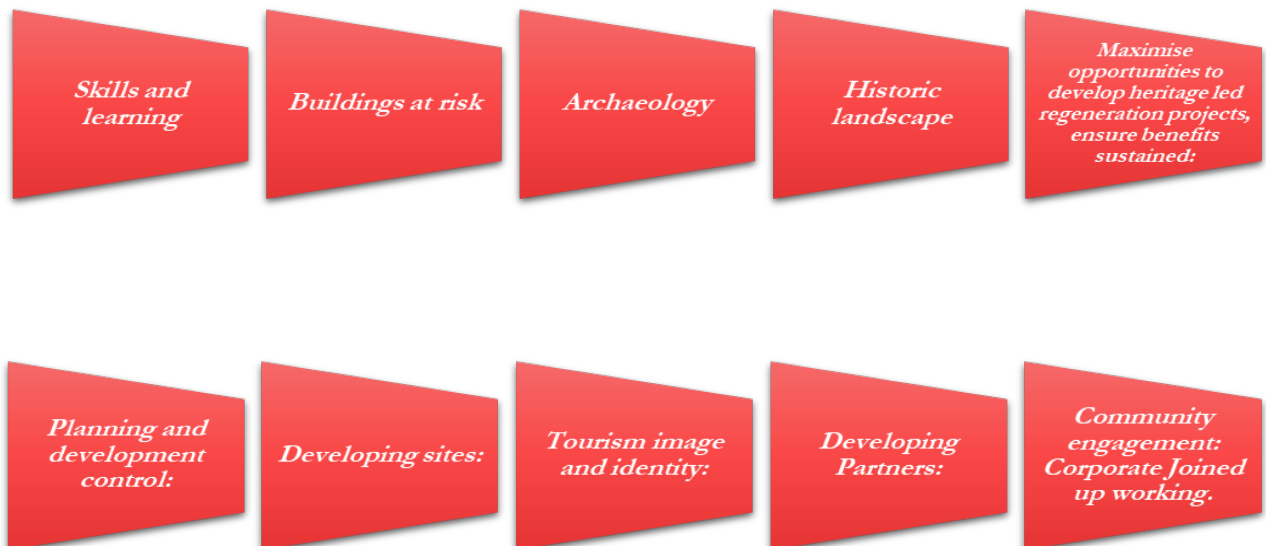
Stockport MBC is supportive of the CIC and our business plan and strategy and support the principle strategic aims of SMBC in the following key sectors:

- Heritage and Conservation
- Health and Wellbeing

9.1 Heritage and Conservation Strategy: Summary Aims

- To develop existing and new audiences and learning initiatives and promote partnership working between public, private and voluntary sectors
- To promote positive action and develop initiatives that secures the future and ensure the preservation and enhancement of Stockport's heritage assets
- To foster continued use, enjoyment and access to the Borough's diverse historic assets and ensure it contributes positively to quality of life today and for future generations

Key themes:



Our strategy aligns with and addresses each of these key themes and aims:

- The Wharf will be a new facility to tell the story of Marple's Industrial heritage, uncovering the archaeology and providing a physical representation of the heritage.
- Bring an historic building back into use in a sustainable way and preserve an historic landscape.
- Extend the legacy of the Revealing Oldknow's Legacy Project to educate, inform and entertain visitors. The Wharf will link into, extend and improve the Marple Heritage trail.
- Provide the perfect opportunity to continue the relationship with MAT/ Revealing Oldknow's Legacy partnership, HLF and other funding bodies.

9.2 Health and Wellbeing Strategy: Overall objectives: Improve life expectancy and reduce health inequalities

Key themes



Priorities



In line with SMBC Physical Activity Strategy 2015-18:

“Physical activity plays a key role in enabling us all to live a healthier and more fulfilling life. This is important for all people no matter what our age. However, in Stockport too many of our residents do not take enough regular exercise to maintain their health, and reduce their risk of developing coronary heart disease, high blood pressure, type 2 diabetes and some cancers. The fourteen objectives set out in this strategy provide opportunities for physical activity to be built into our daily lives. It also highlights how Stockport MBC and partners are continuing to work to provide a healthy and safe environment for people to become more active. By working together to achieve the shared vision in this strategy, I look forward to our residents becoming more active. This will not only benefit residents but also help reduce health inequalities and build stronger communities The Stockport Health and Wellbeing Board are fully supportive of this strategy and our ambition to increase levels of physical activity for the whole population of Stockport.”

- Annual cost of poor health due to lack of exercise estimated for Stockport Borough at £24.5m
- Marple and area is 10% of the Borough - therefore the annual cost is around £2.5m = £25m over 10 years

There is clearly a need for facilities of this type in the Marple area and our research shows that there is high demand especially for a dedicated training space.

Our strategy aligns well with each of the key themes and priorities:

Prevention: Wellness: Support: Working with Communities

- The addition of a dedicated fitness studio will encourage uptake of exercise
- The location of the facility will be an integral part of a heritage trail accessed via canal walks – this encourages walking/cycling and therefore contributing to tackling obesity

- Wellbeing sessions will promote the importance of correct breathing, movement and relaxation in our daily lives, which is increasingly important as we all anticipate living longer active lives
- The community space, heritage museum and café facilities will be promoted as destination to over 60's groups and individuals thus aligning with Healthy Ageing strategy – see Healthy Ageing example
- The Wharf's scenic location and as a hub for all health and well-being activities in Marple will encourage wider participation in various physical activities and for example promote mental health wellbeing through walking therapies based at The Wharf
- As a local based community facility, the Wharf will promote deeper engagement with the Marple community
- Heritage trail - Local people and tourists will have improved access to learning about the heritage of Marple

9.3 Social Value

The Social Value Act of 2012 requires public sector organisations to think about the social value that can be generated through buying services and gives permission to take social value into account procurement decisions.

We have carefully considered and consulted on the social value likely to be generated by The Wharf Community project. We have asked searching questions.

- What difference will the project make compared to alternative projects?
- What could be the marginal difference that the project makes and what value will it add?
- What value do we want to achieve?

To start to answer these questions we began by researching the needs of the various community groups in Marple and assessed how the Wharf would contribute to addressing those needs.

For example:

Ageing population:

Marple has the highest number of over 60's in the borough: Aligns with Dementia Strategy, Healthy Ageing and Stockport Health Promise.

Issues:

- Social isolation
- Increased incidence of Dementia
- Keeping active
- Living independently
- Keeping healthy, preventing ill health.
- Supporting Carers

Our strategy acknowledges the challenges and needs of this group and will provide:

- Improved access to new modern facilities for groups to meet to combat social isolation – friendly café
- Dedicated ‘Dementia ‘friendly space for Dementia Friends groups and carers to meet
- Stimulating heritage exhibitions and information to encourage interaction with early- stage dementia sufferers
- The scenic location and dedicated fitness and wellbeing facilities will increase access to physical activities such as walking
- Facilities for GP prescribed health and wellbeing activities – e.g. Courses on Falls Prevention, Tai Chi for the over 60s, Hiking for Health, Walking for Wellbeing etc.

Social value likely to be generated overall.

The Wharf project supports and develops social connections and relationships which make an important contribution to the wellbeing and quality of life of individuals which in turn strengthens the whole Marple community. We aim to directly support a significant proportion of our community and attract tourism to the borough.

- Support and develop social connections and relationships- happier people and stronger community
- Improve community cohesion and engagement – support for marginalised groups in the locality
- Improve physical fitness – The Wharf as a safe and attractive facility provides more choice of activity; promotes engagement from target groups- such as children and over 60s

- Improve knowledge and learning of the industrial heritage of Marple – residents and educational establishments – Schools and Colleges
- Promote tourism and increase economic activity in the town

9.4 Measurement

Local financial benefits which we intend to measure:

- Hours of use by Community groups to quantify social benefits and financial benefits via their estimated saving on our reduced hire costs
- Numbers and hours of use of the fitness centre as a measure of physical activity facilitated by the venture
- Volunteer hours against a notional hourly rate as a contribution to the local economy and community
- Café and shop turnover as a contribution to the local economy
- Heritage centre visitor numbers (outside café hours) as a measure of the interest stimulated by the heritage aspects
- Sampling assessments of the number of visitors from outside the immediate SK5/6 postcode catchment areas thus measuring a contribution to local tourism and an estimate of local economic benefits

This will be collected via normal financial controls and by volunteer activity e.g. surveys. Data will be aligned with Stockport MBCs comparable data collection for the Borough, and monitored against longer term demographic and population changes.

10 FINANCE.

10.1 Funding strategy and finance considerations

The Mellor Archaeological Trust (MAT) in partnership with Canal and River Trust won lottery grants to reveal, what was in its time, the largest cotton mill in Europe, built by industrialist Samuel Oldknow. It is also the only UK site to attract European money for research into the effects of air quality and climate on historic buildings. The Wharf is directly linked to this historic site and is acknowledged as such by HLF.

Marple Wharf CIC intends to apply for Grant funding from the Heritage Lottery Fund, Architectural Heritage Fund, Sport England and other such sources.

We have already secured FOUR fitness/wellbeing groups who will book out at least 3 sessions /week each plus a regular monthly session and ad hoc bookings throughout the year.

The CIC has the primary strategic intent to be the central hub for the Marple community to enjoy and participate in various heritage and fitness and wellbeing activities. We aim to add real social value to the community.

We will achieve this by:

- Achieving a trading profit by the end of year 2
- Tight financial management
- Attracting visitor numbers of 7500 in Year 1
- Having multiple income streams – not overly reliant on any one or customer group
- Securing community investment funding.
- Securing grant funding from HLF and other relevant funding bodies.
- Recruiting highly knowledgeable, community focused and motivated volunteers
- Creating an interesting informative and entertaining heritage centre telling the story of Marple’s industrial heritage and Samuel Oldknow’s significant influence.
- Pioneering and developing innovative products and packages to grow the business and maintain relevance
- Generating revenues via a range of diverse activities and offerings, such as the cafe, fitness classes, hire of space and merchandising
- Strengthening existing and forming new strategic alliances – all community groups, fitness groups, educational establishments, SMBC, CRT, MAT etc.
- Having a well-recognised brand, that is respected and understood by all in the Town, stakeholders, partners and beyond
- Comprehensive marketing and digital campaigns pre and post-launch
- Working with the community

10.2 Funding Summary

Existing Community Investment Offer	£160,000
Expected from Continued Community Investment	£40,000
Expected from Grant funding applications with AHF / HLF / Sport England/COF	£380,000
External Bank / Social Enterprise funding/GMVCO	£75,000
Total	£655,000

10.3 Cash Flow Forecast notes

The forecasted integrated profit and loss, balance sheet and cash flow has been prepared on an informed basis. All income streams will grow from a small amount and gradually increase as the centre becomes ready and established. Costs have been thoroughly considered using comparisons from similar businesses.

After obtaining the initial funding to cover the main spend on capital expenditure such as; the building itself, fixtures & fittings, property improvements, setup costs and equipment, the cash reduces to a comfortable headroom level of c£20k from month 9.

Year 2, when a full year's income and costs are present, produces a net profit of c£18k. This amount is then assumed to stay constant each following year. Expectations are that this will increase, but for prudence this has been assumed to remain stable.

Through Year 2 cash levels steadily increase to just short of £41k by the end of the year. No capital expenditure has been forecast for this period.

Year 3 sees further £23k of capital expenditure, so cash does reduce because of this. The lowest headroom is just over £22k in month 3 of year 3. The cash then rises slowly, maximising headroom by the end of the year of around £35k.

Post year 3 will see returns to investors which will be taken from the £18k profit made each year.

A further £25k of capital expenditure is predicted across year 4 & 5, which would be covered by the cash headroom plus the profit made each year from trading.

Detailed Cash Flow Forecast is given in Appendix 2.

Income and Expenditure assumptions:

For details see Appendix 1

10.4 Financial Forecasts notes

The building is proposed to be used in three ways:

Ground Floor:

Income will be from a Heritage themed cafe, shop and flexible community space for meetings and events.

The Heritage Centre will be located on the Ground Floor offering a permanent and programme of curated exhibitions telling the story of Marple's industrial heritage, highlighting the part the canal network played and Samuel Oldknow's role in establishing it and the connections to his Mill and Lime Kilns. This will attract visitors and drive footfall.

First Floor:

Rental of the Fitness and Wellbeing space, tapping into the demographic of the area and the shortage of good, functional space for health-related activities such as keep fit, Aikido, Tai Chi, Pilates and Yoga etc.

11 Appendices

Appendix 1 Detailed Cost Estimates of Expenditure and Income

Appendix 2 Detailed Cash Flow Forecast

Appendix 3 Risk Register

Appendix 4 Letter of proposed loan from RBS

Appendix 5 Details of similar local crowd funded scheme

Appendix 6 A list of potential users and letters of support/intent to use.