



**ALLOA HUB LIMITED**

**Community Benefit Society & Charity**

**BUSINESS PLAN**



**Financial Conduct Authority Registration 8700**

**Charity no: SC051560**

[Alloa Hub - Alloa First](#)

## **CONTENTS**

<b>Executive Summary</b>	<b>Page 3</b>
<b>Background</b>	<b>Page 4</b>
<b>Community Engagement</b>	<b>Page 5</b>
<b>Ethos</b>	<b>Page 8</b>
<b>Target Market</b>	<b>Page 8</b>
<b>Proposed Products &amp; Services</b>	<b>Page 11</b>
<b>Development of Premises</b>	<b>Page 13</b>
<b>Operational Information</b>	<b>Page 14</b>
<b>Finance</b>	<b>Page 19</b>
<b>Risk analysis</b>	<b>Page 21</b>
<b>Appendices</b>	
• <b>Year 1 Cashflow</b>	<b>Page 23</b>
• <b>Year 2 Cashflow</b>	<b>Page 24</b>
• <b>Year 3 Cashflow</b>	<b>Page 25</b>

## EXECUTIVE SUMMARY

The **Alloa Hub** is part of the wider *Living Alloa* project encompassing key strategic drivers of the Clackmannanshire Alliance Local Outcomes Improvement Plan, the Clackmannanshire and Stirling Health & Social Care Partnership and the Sports and Active Living Framework. These include namely making: Clackmannanshire attractive to businesses and people; and improving social connectiveness and community support for people living with dementia; and improving the health of residents through greater active travel and health activities.

With a growing interest in walking, cycling, and use of ebikes across Forth Valley, this development is seen as an important catalyst for improving health in the area, attracting more people to Alloa and Clackmannanshire to shop and visit - and continuing to stimulate the economic regeneration of the town as well as also meeting national outcomes to reduce carbon emissions. The Hub will be a partnership project, with capital work undertaken and procured by Clackmannanshire Council using the one-off Scottish Government Town Centre Fund and with the cooperation and future operation and development of Alloa Hub Limited supported by partners – Alloa First, CTSI and other relevant third sector organisations including Discover Clackmannanshire, Forth Environment Link and Police Scotland.

This business plan outlines the background, ethos, operation and sustainability plans for the project which at its heart, aims to benefit local residents, communities and businesses.



## BACKGROUND

In September 2018, the public toilets based in Maple Court area of the town centre, along with others across Clackmannanshire were closed due to budget cuts and reduced usage. The site, which is owned by Clackmannanshire Council has lain empty since. In October 2018, Alloa First (formerly ACT BID) was voted in by the business community for a further five years.

At the same time, the plans, for the new older people's housing Primrose Street development were going through design and review, as part of the planning process, with the support of Architecture and Design Scotland. Alongside that, CTSI with other organisations from the third sector were supporting ideas to develop a more caring, connected community within the town to support the new residents including becoming dementia- and age-friendly, promoting more active travel and community health opportunities, and improved social connectiveness and volunteering options for local people.

The partners, Alloa First, CTSI and Clackmannanshire Council also ran the first survey of the town centre using the **place standard tool** and identified key priority areas of residents and visitors. In December 2018, the Scottish Government announced the one-off new Town Centre Fund, a capital injection fund to bring greater vibrancy and economic regeneration to town centres across Scotland. With the background of work already underway in developing an improvement plan for the town, called, *Living Alloa* – Clackmannanshire Council decided that Alloa was best placed to benefit from this new capital regeneration funding.

The *Living Alloa* project pulled together much of this work that been undertaken under five distinct delivery aims – to improve: *arriving, living, learning, connecting and socialising in the town*. The Alloa Hub focuses specifically on the 'arriving' part of the project and is supported by other elements including improved safety crossings and remodelling of poorly functioning space and connectivity. The Hub will also aim to support other strategic aims including improving fitness of existing and new residents, reducing social isolation, highlighting the heritage offer and boosting wider regeneration of the area.

## COMMUNITY ENGAGEMENT

There has been significant engagement undertaken to identify the needs of residents and businesses including:

**Alloa First – BID consultation** identifying the key priorities for over 200 local businesses as outlined above.

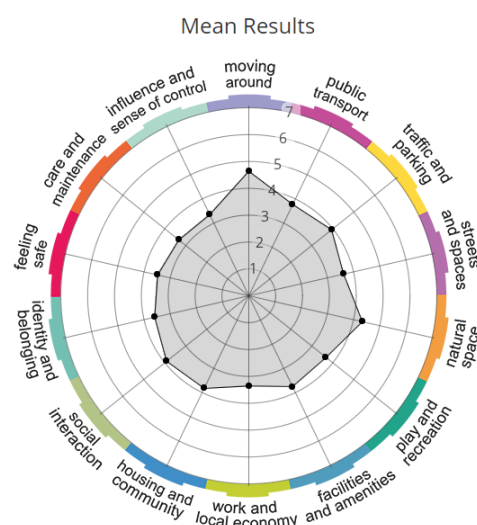
### CTSI & Clackmannanshire Council - Place Standard Principles survey in town centre

There were 262 responses to the town centre survey. The highest scores were for:

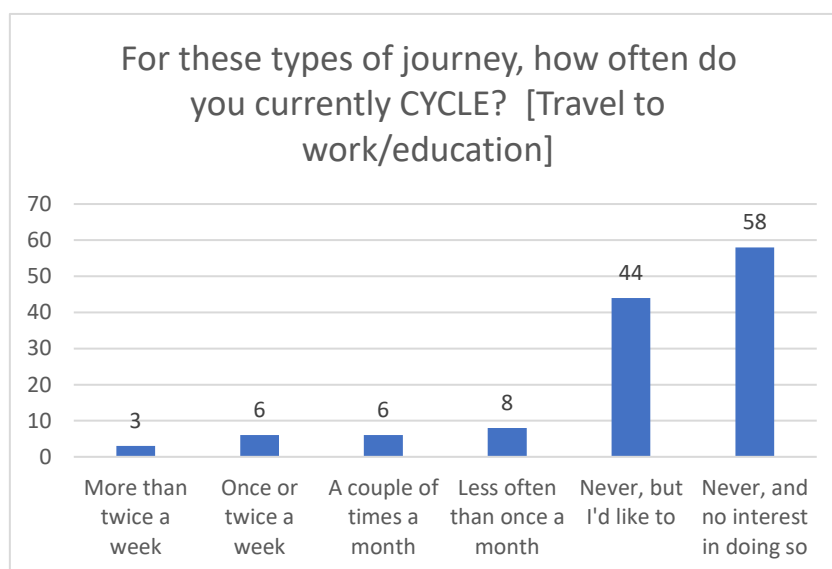
- Moving around: 4.64
- Natural spaces 4.34

Poorest scores:

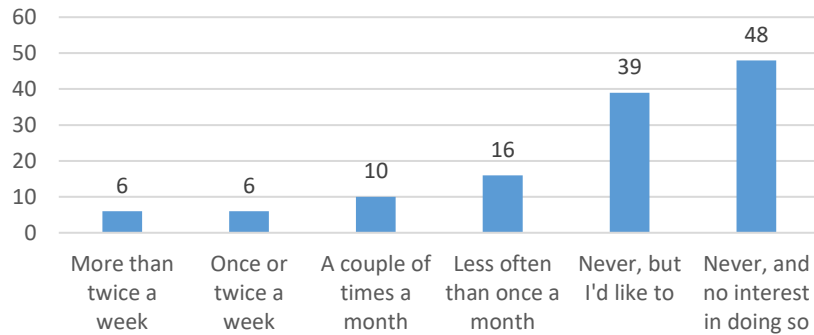
- Work & Local Economy (3.36)
- Feeling Safe (3.48)
- Influence and Sense of Control (3.33)
- Care and Maintenance (3.33)



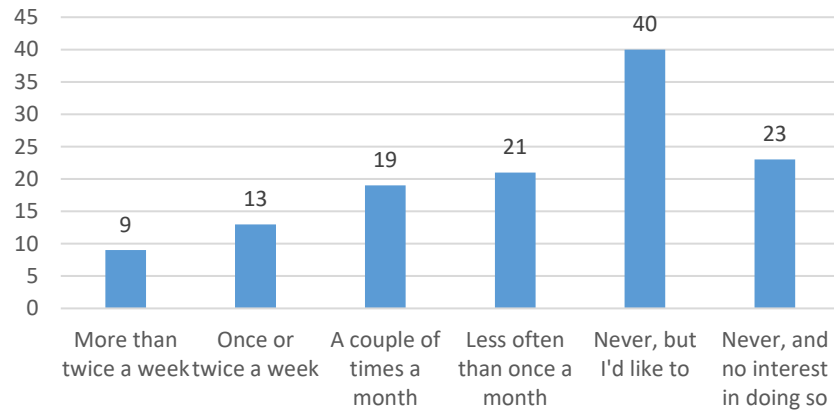
**CTSI Active Travel Survey** - there were 118 online responses and 7 paper responses. Some of the most relevant questions are included below:



For these types of journey, how often do you currently CYCLE? [Other transportation (e.g. shopping, visiting friends etc)]

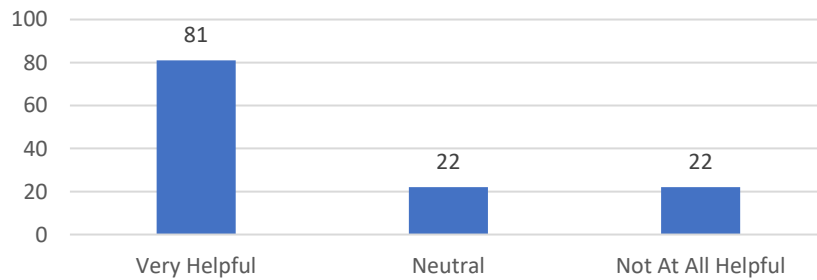


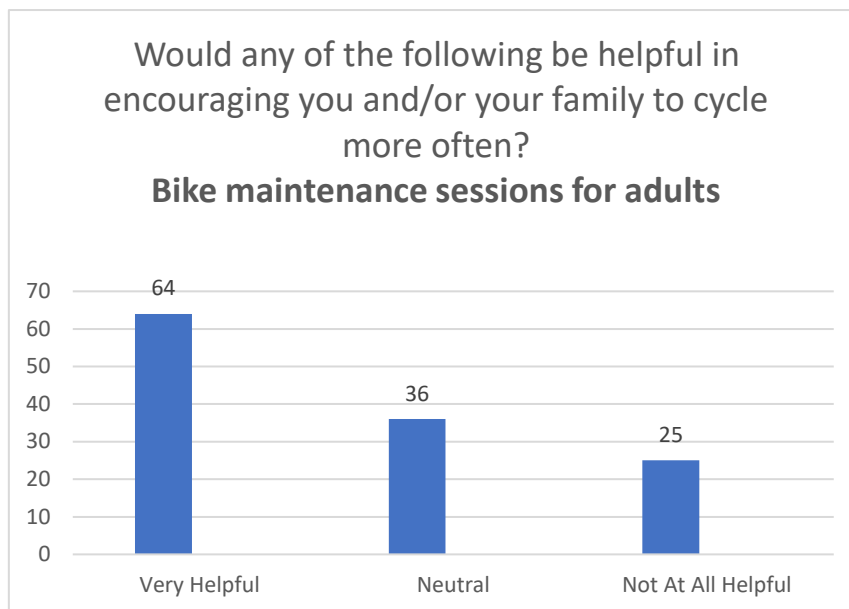
For these types of journey, how often do you currently CYCLE? [For pleasure/ fitness]



Would any of the following be helpful in encouraging you and/or your family to cycle more often?

**Greater knowledge of routes, free maps, custom route planning]**





The results from the survey indicate that roughly **35% of people would like to cycle/walk more** and that only around 19% currently do at present. Overall, around 55% of people would like to or already do cycle/walk and that many felt the services provided in by an Active Travel Hub would encourage them to cycle/walk more.

## ETHOS

The partners are keen the ethos at the heart of the development work for Alloa and the Alloa Hub is around creating **a caring, connected place** – using place-making principles and encouraging a living environment that reduces fear, is age-friendly and dementia-friendly and creates respect, social cohesion and connectiveness for its residents. This builds on the recent Architecture and Design Scotland ‘Caring Places’ initiative and the model of neighbourhood care, Burtzgog modelling and going forward will fit with the Shaping Places for Wellbeing work being undertaken by Clackmannanshire Council and Scottish Government. This changed environment will also meet and support new and existing residents needs through economic development, town regeneration and inclusive growth.

The Alloa Hub will help further by promoting a safe physical environment to move about for residents, with reduced emissions, less cars and more easy access and knowledge for all to walking, cycling and other health activities. Ensuring people live healthier lives, living longer in their homes with the help and support they need at hand. The Hub will also connect people to the wider area and region.

The aim is for the Alloa Hub is to be a vibrant, busy place to visit for local people and visitors to the area. It needs to cater to diverse needs and be developed for the longer term to be a sustainable community enterprise, providing an essential point of contact for people to access information and services they need.

## TARGET MARKET

### Local population

The resident population in the Alloa area is 20,000. Clackmannanshire as a whole has a population of around 52,000. There are also over 200 businesses and third sector organisations based within the town centre with a working population of around 2000 who are coming into the town daily. Clackmannanshire Council usually has a further 1000 staff based at its Kilncraigs headquarters office and at various locations in Alloa, although since Covid this is now reduced. Police Scotland has however collocated to Kilncraigs in 2021.

Since March 2019, there have been 14 new businesses taking the number to over 220 in Alloa town centre. The aim is to increase that to remove all vacant properties in the town centre.

### Primrose Street/ older population

The Alloa Co-op situated on Primrose Street closed in 2007 and the building was removed. Working with Kingdom Housing Association and the new Clackmannanshire and Stirling Health & Social Care Partnership, Clackmannanshire Council who had taken over the site, agreed the design for a new 60-unit complex for older people. Stakeholders were engaged to assess the designs based on dementia-friendly design and place-making principles.

Architecture and Design Scotland led the design review exercise and now the approach proposals fit more closely with their 'Caring Place' principles.

It was deemed essential that the older people living in the complex feel fully integrated with the town centre, have easy and safe access throughout the town and also, as they may often be placed from other parts of the county and partnership region, feel dislocated and need information and access to social activities. Along with the Speirs Centre, which is next to the complex, the Alloa Hub will aim to engage fully with these residents and other older people living in the town – connecting them to their new community, activities and groups, providing health and active travel support, so that they can live full and active lives. The other key request of older people through surveying has been the inclusion of a public/disabled toilet. In addition, over the last two years other charities with a focus on supporting older people have opened in the town centre including Give a Dog a Bone and Alzheimer's Scotland, Forth Valley Dementia Centre.

Other elements of the *Living Alloa* project are also designed to help older people, including the new residents of Primrose Street – for example the redesign of the social areas off Bank Street and improvement and reduction of traffic flow on King Street; opening up of an unattractive pedestrian passage to the town from the rear of the new housing, and enhancing safe crossing opportunities around the whole area of the development, such as ease of access to healthcare provision and public transport nodes.

### **Visitors to Alloa**

The employment footprint of Alloa has changed over the last twenty years to one including a new College complex, redeveloped Council headquarters and many developing businesses and third sector organisations in the town centre providing a diverse employment base.

Many of those working in Alloa travel using the train, by bus or park for free in the town centre. Commuters to Stirling, Glasgow and Edinburgh also use the train/ free parking and can travel from Alloa. As such, there are significant opportunities to help those people to seek alternative low carbon transport options, and provide information on local groups, activities and promote the use of the town centre for shopping.

### **Forth Bike ebike scheme**

In November 2020, the first three Forth Bike ebike pods were set up in Clackmannanshire – one pod of 10 ebikes was put in at Alloa Station and two more in Tillicoultry and Dollar. A further set will be added in Menstrie in 2022.

Within a short period, the ebikes have proved to be very successful. Here are some of the key points of note:

- over 3,000 active members (regular users)
- 54% of users tried Forth Bike because they wished to try an ebike

- 25% of users do not own a bike of their own
- 41% of users saw the station first and then wished to 'try' it out
- The dominant age category is 16-25
- Pay as you go passes are more common than annual membership at the current time (possibly tourist trips from Edinburgh)
- Clacks – high membership over short period – 383 (440 in Stirling)

	Rides	Miles
Alloa	62	255.69
Tillicoultry	167	768.2
Dollar	165	540
Total	394	1563.89

A video was produced by CTSI to promote the new ebike scheme and has been used through tourist and health campaigns. It can be viewed here [Exploring Clackmannanshire - Forth Bike Launch - YouTube](#)

Other local people, especially older people enjoy travelling into the town to use the post office, banks and other shops. Many of them use the buses that come into Shillinghill. There has been much feedback that this group has missed the public toilets since they closed, which were handy for those in need coming off the buses and that walking to the Speirs Centre or to ASDA for a public convenience is difficult for older people.

The Alloa Hub has been successful in receiving funding from Keep Scotland Beautiful for a Pangolin pod of five ebikes which will be used for training and tours.

### Tourism & cycling tourism

Alloa has a substantial heritage but is often overlooked by those visiting Stirling and Fife areas. It has a unique story to tell with strong connections and physical history to the former Royal Court at Stirling, the Jacobite movement, and Clackmannanshire could arguably boast being the cradle of the Scottish industrial revolution. Alloa can also be a way of connecting out to other places of note across the county including Castle Campbell, Black Devon RSPB sanctuary, Clackmannan and Fife villages and the new Japanese Garden at Muckhart.

Visitors to the Stirling and Clackmannanshire area accounts for over £350million in the local economy which in turn supports 700 businesses and around 6,000 jobs and delivers an estimated £145 GVA. The region's visitor economy is largely driven by the international visitor appeal of Stirling Castle, Loch Lomond and Trossachs National Park; however, they also contain a variety of strong cultural, heritage and national assets.

Although more than £4million visitors came to the area last year, the region is now realising the full potential of its unique heritage and natural assets. The aim for Clacks to become a wellbeing and 'slow tourism' destination is clear and to fit with wider metatrends i.e., to

experience more genuine experiences. Marketing the whole of Scotland not just favourite places, the changing demographic of the traveller and using technology to stimulate interest and inform. This will also be integral to the recovery planning around tourism expected after the pandemic.

The area is also famous for its extensive cycleways, sitting on the National Network, used by families and popular for pelotons. In the last year there has been more focus on other types of cycling that can be done locally or become part of the cycling infrastructure:

- Gravel bikes trails – Ochil Hills
- Mountain bike trails – Dumyat & Ochils
- Pump track developments – Clackmannan & Alloa
- Family cycling – Clackmannan & Dollar

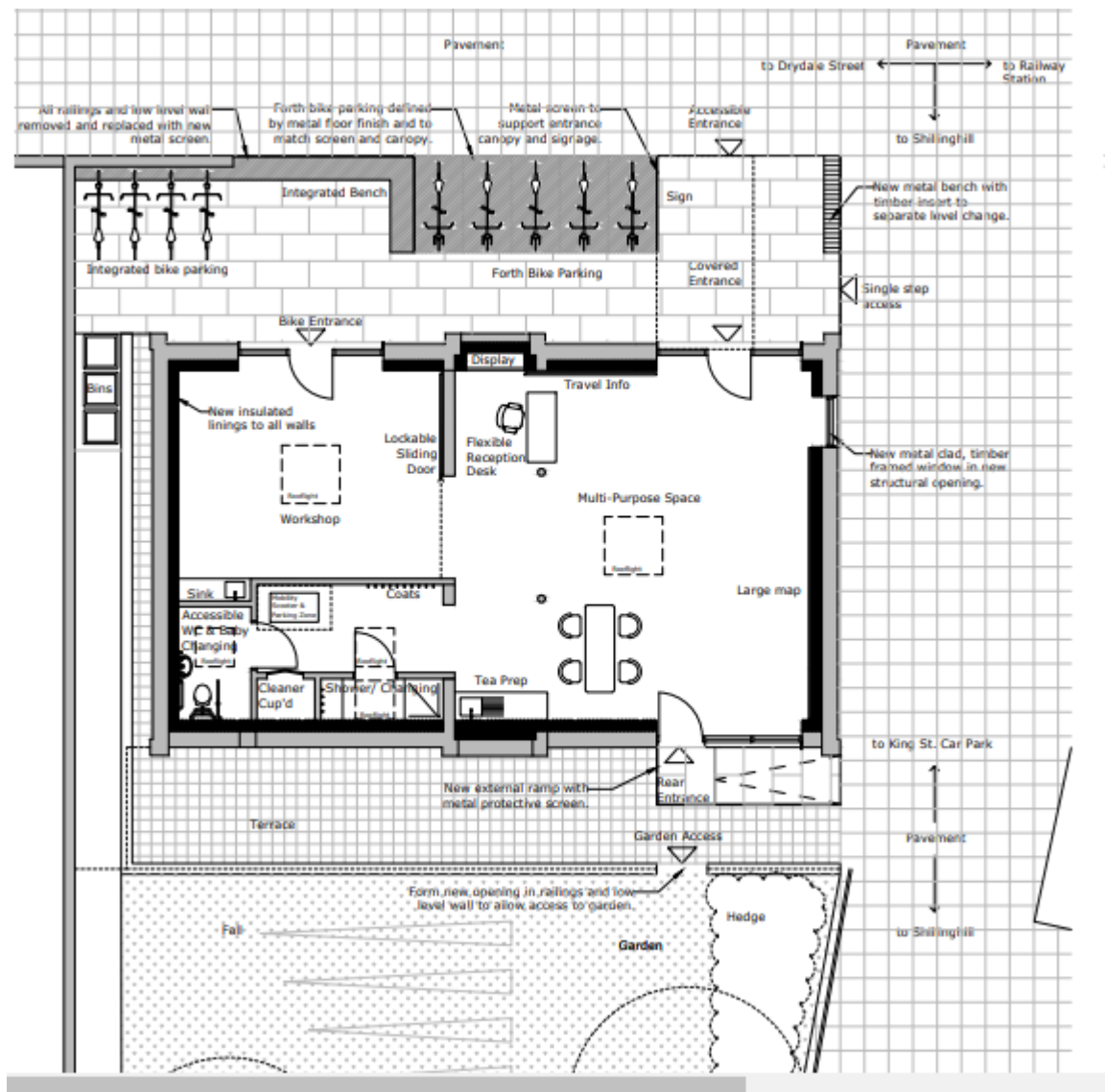
The new Hub aims to attract and cater to this growing visitor base of activity tourists – using the cycleways accessing the Ochils and using the dry ski slope – providing an offer to those seeking heritage information, walking routes, access and help to hire/ebikes to use and maps, leaflets and souvenirs to purchase.

The Council has developed a brand ‘Wee Walk, Wee Cycle, Wee County – get out get going get active’ – it has been suggested that this can become the website and managed and supported by the new operating body of the Alloa Hub.

The venue also aims to be flexible enough space to rent for other groups from the area or visiting to take part in activities – like cave diving, walking groups. The aim is to help as many visitors use Alloa as a starting point, coming in by train to explore both the town, the shopping, and the surrounding area more easily.

## **PROPOSED PRODUCTS & SERVICES**

Based on the consultations, the following products and services will aim to be provided. It is felt that a very open flexible space that can be adapted for a variety of uses would be best. It is also the aim of the operating consortia to ensure its sustainability as soon as possible and as such not be required to seek annual grant income which is difficult to maintain over the longer term. The following products/services will be provided:



Please note – small changes have been made since this – tea prep area is now only in the workshop area.

- Ebike training station will be situated outside the Hub. This will be a Pangolin pod for training/touring purposes only.
- Charging points for bikes and other types of batteries for bikes.
- Information on use, hire, membership of the Forth Bike ebike scheme will be provided.
- Washing, maintenance facilities for other types of bikes and cycle stands all outside the premises. Dr Bike maintenance area can be provided inside and outside.
- Community travel information, buses, trains, walking, cycling routes etc for people.
- Active Travel outreach service (model of FEL at Falkirk/Stirling)
- Outreach cycling support – leader groups and training for leaders.
- Accessible toilet with baby changing facilities – accessed through the venue only.

- Business promotional information– daily promotions of local businesses – eat deals, sales etc. Visuals/video showing adverts of local businesses as well as active travel info/routes and other tourist sites.
- Tourist and historical information on the area provided – walking routes and potential charged walks for tourists i.e. ‘Local Heroes’ walk for example – tying in with new Alloa First banners or ‘Hidden Alloa’ walk.
- Clackmannanshire Tapestry – five new tapestries completed by volunteers will be significant attraction as they will form part of the extended Great Tapestry of Scotland which will be sited in Galashiels. They will cover the main industries of the county and can link closely to the heritage offer. An associated shop with goods and a handbook will be on offer to people to purchase.
- Meeting space for groups i.e., Wee County Walkers, Legacies of Coal groups, cyclists, runners, cycling outreach provision etc.
- Made in Clacks shop – products made in Clackmannanshire – art, food, high quality jewellery etc plus Great Tapestry shop area and tourist sales – books, walks, heritage etc.
- Volunteering venue for local people and a base to find out about local volunteering options and other local community groups.
- Interpretation panels – 12 planned across town and in other sites across Clackmannanshire.
- Seating area (TBC)
- Carbon literacy information and new proposed garden area next to the Hub.

## DEVELOPMENT OF PREMISES

The building and its surrounding area will be used as fully as possible to develop a range of services and options to meet the target groups. After viewing the other local Active Travel Hubs in the region, and taking advice from Forth Environment Link on their successful Hubs in Falkirk and Stirling - and discussing the business model required to make the enterprise as sustainable for the future, it was felt the following should be included:

### The key work to be completed:

- Open flexible space with option for sliding doors to make private closed area at rear when required – otherwise open and with bikes etc on view and Clacks map area.
- Flexible open space for working on bikes/ meetings for up to 25 people
- Reception with information stands and iPads plus outside/inside visual TV screen
- Tapestry area – i.e. UV protected windows, art lighting and interpretation panels
- Accessible toilet with baby changing facilities
- Made in Clacks/tourist/tapestry related shop area with shelving
- Pod of training ebikes
- Outside interpretation panels

- Garden area (TBC)

## OPERATIONAL INFORMATION

### STAFFING

The venue will need to operate seven days a week to cater to weekend/tourist market. To do this there will be some part time staff and up to 20 volunteers/week plus some occasional support staff for weekend/holidays. It would be hoped that in conjunction with Forth Environment Link, a part-time Active Travel Coordinator will also be provided as well as volunteer walking guides over time.

### OPENING HOURS

The proposed opening hours being the following. The hours may be longer in the summer months subject to requirement.

Monday	8.30-4.30pm
Tuesday	8.30-4.30pm
Wednesday	8.30-4.30pm
Thursday	8.30-4.30pm
Friday	8.30-4.30pm
Saturday	9.30-4.00pm
Sunday	12-4pm

**The opening hours (48 hours/week) hours are based on the following feedback:**

- Operating feedback from FEL on other Active Travel Hubs – what has worked.
- Open for commuters coming into the town in the morning for information and support
- Open for tourists and visitors at the weekend
- Open for older people to use and access through the day

### MANAGEMENT/CONSORTIA

The Hub will provide active travel, community, volunteering, heritage and business information as well as operating as a shop from the outset. As such the suggested 'legal model' for such a diverse community facility is a **'Community Benefit Society' (Ben-com)** **which will also be registered as a charity**. The registration has been completed of Alloa Hub Limited.

This legal model would operate with a founding board of trustees and can offer **community shares** to local people. This model has been used for other similar types of projects like community shops, community centres and community energy farms eg Loch Ness Hub. The

difference in this model is that it serves the broader interests of the community and not members like a co-operative.

Community Benefit Societies are registered with the FCA and have four aspects: purpose, members (who hold shares and are accorded democratic rights based on one member on vote); application of profits for the benefit of the community and use of assets must again be only for the benefit of the community.

The management of the Ben-Com would be through a board with delegated responsibility to members of the board as like any charity or social enterprise ie HR, finance, strategy, active travel, tourism, older people etc.

**Community Shares Scotland**, a national Scottish Government and Lottery funded body have offered free support, consultancy and a small launch grant for the project. Working with Community Shares Scotland, the launch is now being developed for It is suggested that up to **£50,000 of shares with a single value of £20 each** will be released in the first tranche, followed by another release, to continue to meet local interest in future small batches.

The new community organisation has been established with four founding directors until the share option has been completed when new share owners will be welcomed to the board.

Alloa First will have a 'critical partner' role and hold one place on the board at all times.

CTSI will be a 'critical partner' to help with grant applications in the founding stage but do not expect to hold a board position over the longer term unless required to do so.

The Share Offer will be launched on 9<sup>th</sup> March 2022 and run until end April.

## **MARKETING**

Marketing will be addressed in several ways.

### **Local/regional/national publicity**

The wider re-design and improvements to the town proposed have already garnered support and acknowledgment through the Scotland Towns Partnership competition where *Living Alloa* came second place. Wider recognition and good design will help improve the marketing of the town and Clackmannanshire.

Visit Scotland are keen to see Clackmannanshire be an active travel destination, linking better with Falkirk and Stirling areas. Local, regional and national publicity will come through these key routes. Discover Clackmannanshire is a membership body for local tourist businesses and has garnered significant support for its work over the last three years. The Alloa Hub will also be launching through the Year of Stories, and it is planned to have a series of events to highlight the new visitor attraction.

Alloa First and CTSI will also encourage visitors– through their business and third sector connections and use their well-developed websites, social media channels and national

connections. Alloa Hub has its own social media presence also with Facebook, Instagram and twitter established.

Other social media groups will be keen to visit including stitchers, tapestry and history tourist as well as families looking for an enjoyable base for renting and using bikes, walking etc.

The community share release will also engage local people and those across the world with connections to the area. This is often used as a way to promote a new project ahead of its launch and opening in May 2022.

Forth Environment Link and Recycle-a-bike as established organisations with a high number of followers will also provide an essential link to the Hub. Other partners like the Development Trusts are interested in promoting and linking to the Alloa Hub.

### **Website/social media**

The Council has developed a brand 'Wee Walk, Wee Cycle, Wee County – get out get going get active' – and has been suggested that this can become the lead website and managed by the new operating body of the Alloa Hub. Associated twitter, Instagram and Facebook pages are now established to share the progress and events to be held.

Alloa Hub Limited's webpage is [Alloa Hub - Alloa First](#), this site contains Alloa Hub's Share Offer Prospectus and how to purchase shares ([Alloa First](#)).

It will also be well linked to the existing council, Alloa First and CTSI websites and channels to and including the popular Discover Clackmannanshire and Visit Scotland pages.

## **COMPETITION**

### **Competitors**

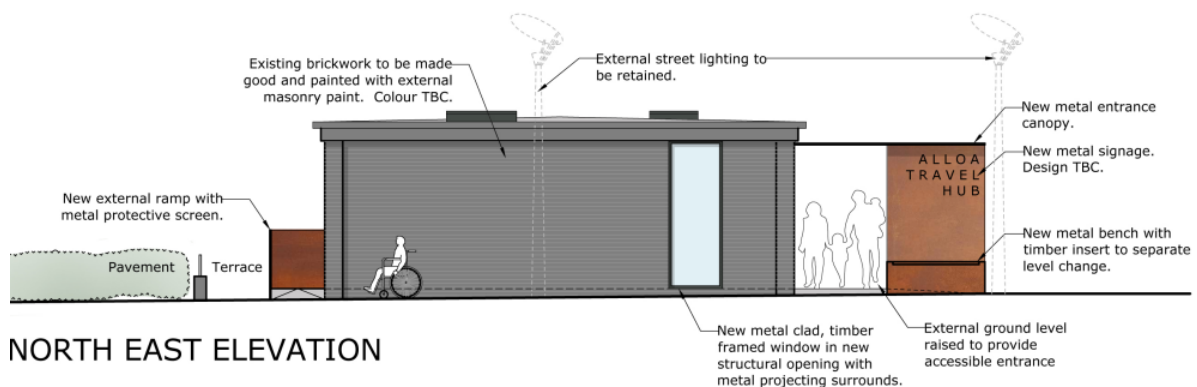
Currently there is no active travel facility in Alloa but will aim to complement the work underway in Clackmannan and Lornshill Academy who have also been supported by Paths for All - Smarter Choices funding. There is also no other suitable 7-days a week venue for the tapestries to be viewed or to provide tourist information in Clackmannanshire.

There is no current Made in Clacks shop or anywhere you can purchase local postcards and guidebooks. Although both CTSI and Alloa First have other offices they are restricted mainly to their members whereas this facility will provide everyday local residents and visitors information they need.

### **SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• No current visitor base for information</li><li>• No Active Travel Hub in Alloa</li></ul>	<ul style="list-style-type: none"><li>• Shillinghill reputation for anti-social behaviour/ drug use</li><li>• Funding over the longer term</li></ul>

<ul style="list-style-type: none"> <li>• Directly in the town centre and visible</li> <li>• Strong volunteer base and spirit</li> <li>• Strong regeneration of Alloa underway – buoyant town centre</li> <li>• New CCTV in place – less anti-social issues</li> <li>• Existing under-promoted heritage offer</li> </ul>	<ul style="list-style-type: none"> <li>• No reserves/set up funds</li> <li>• Theft &amp; vandalism</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Linking to national cycling network</li> <li>• No public toilets</li> <li>• Guided walks for residents &amp; visitors</li> <li>• Intergenerational work</li> <li>• Encouraging more businesses</li> <li>• Well-connected and attractive place to visit</li> <li>• Training venue</li> <li>• More employment to town</li> <li>• Green space options i.e., veg gardening</li> <li>• Public art</li> <li>• Clackmannanshire merchandising</li> <li>• Connecting across regions</li> <li>• Community ownership – first Ben-com in county</li> <li>• Capturing and meeting aspirations around climate challenge agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Resourcing management team</li> <li>• Funding</li> <li>• Asset ownership – first community shares in Clackmannanshire</li> <li>• Cashflow</li> <li>• Seen as beneficial to businesses and not in competition</li> </ul>



## Community Benefits

The aim is that the Hub will help the residents become fitter and healthier and that tourists will visit the town, use the active travel infrastructure, and spend money in the area. The following community benefits are possible from the venture:

Strategic outcome	Potential benefit
Attractive to businesses and people	<ul style="list-style-type: none"> <li>• Helps attract in 10,000 new people to the town every year to visit the area</li> <li>• Employs 2/3 new part time staff</li> <li>• Maintains businesses in the town centre and interest in it as a shopping venue</li> <li>• 60 new homes in the town</li> </ul>
Caring, connected communities	<ul style="list-style-type: none"> <li>• More people will live in Alloa and enjoy their facilities and the shopping experience</li> <li>• 60 older people living in Primrose Street will get involved in local activities and need less formal 'care'</li> <li>• Town becomes age- and dementia-friendly</li> <li>• Attract volunteers to work in the Hub</li> </ul>
Active Travel	<ul style="list-style-type: none"> <li>• Continue to see strong sign up for the ebike scheme from the centre per year – up to 500 in two years.</li> <li>• 1000 rides per year</li> <li>• 2 x walking groups will start from the Hub every week supporting over 200 people a year.</li> <li>• People will access more information on other sports and wellbeing groups.</li> </ul>
Communities will be resilient and empowered	<ul style="list-style-type: none"> <li>• 85% of people think Alloa is improved from the last Place standard tool surveying</li> <li>• 85% feel safer than the last survey</li> <li>• 85% feel the economy of the town and region is improved</li> <li>• 85% of residents feel there is more social connections/activities and groups in the town</li> </ul>

## FINANCE

In the first three years, it is expected that the new organisation will call on some external funding to support the development of the work however as the new advertising opportunities directly and via the website, services and shop become established, it is expected that overall the Alloa Hub will become sustainable. Key products will be Clackmannanshire Tapestries related products – handbook, postcards etc, tourist books and sales of locally-made products.

- Other assumptions that have been made:
- The Council will lease the property to the new Alloa Hub organisation at no cost for minimum of three years.
- CTSI will provide a part time coordinator role for up to a year who will train and establish a volunteer team so support the work of the Alloa Hub. There will be a partnership agreement between CTSI and Alloa Hub Limited outlining this commitment.
- CTSI and Alloa First will provide some development and then ‘share funding’ to help establish the new organisation.
- Funding will be sought for the first three years from a variety of funders.
- The Alloa Hub will not be VAT registered.

### Financial forecasts

	Year 1	Year 2	Year 3	Year 4	Year 5
	May 22-March 23	April 23- March 24	April 24- March 25	April 25-March 26	April 26-March 27
<b>Income</b>					
Community shares	50000	0	0	2000	0
Grants local	5000	500	500		500
Grants national	10000	10000	3000	3000	0
Fundraising events	2000	2000	2000	2000	2000
<b>Expenditure</b>	67000	12500	5500	7000	2500
Start-up costs	6000				
Bike repayment	2200				
	8200				
<b>Total</b>	<b>58800</b>	<b>12500</b>	<b>5500</b>	<b>7000</b>	<b>2500</b>
<b>Trading income</b>					
Bike hire training/support	500	1000	3000	3000	4000
Advertising - bikes, handbook, shop	1300	1450	2000	2500	3000
Shop- tourism & tapestry	4000	4500	5000	5250	5500
Made in Clacks	3500	5000	6000	8750	10500
Hiring space	1500	1500	2250	2250	3000
Tours	-	2000	2500	3000	3500
Donations - toilets/gift aid/Friends	1000	1500	2000	2500	3000
Bike workshops	500	1000	1000	2000	2500

<b>Total</b>	<b>12300</b>	<b>17950</b>	<b>23750</b>	<b>29250</b>	<b>35000</b>
<b>Total - all income</b>	<b>71100</b>	<b>30450</b>	<b>29250</b>	<b>36250</b>	<b>37500</b>
<b>Expenditure - fixed</b>					
Staff costs flexible 10/hrs wk.	5200	5304	5410	5518	5629
Part time manager	0	0	15000	15000	15000
Nl/Pension	416	424	1633	1641	1650
Rent	0	0	0	0	0
Utilities	1000	1500	1600	1700	1800
BID	340	340	340	340	340
Insurance	1000	1000	1000	1000	1000
Fire/H&S	500	500	500	500	500
Accountancy support	3500	3500	3500	4000	4000
Volunteer expenses	500	500	500	500	500
Development costs	10000	10000			
<b>Variable</b>					
Stock	2500	3200	3700	4580	5200
Interest 1%				520	520
Various	1500	1500	1000	1000	1000
<b>Total</b>	<b>26456</b>	<b>27768</b>	<b>34183</b>	<b>36300</b>	<b>37139</b>
<b>Surplus/loss</b>	<b>44644</b>	<b>2682</b>	<b>-4933</b>	<b>-50</b>	<b>361</b>
<b>Cashflow/reserves</b>	<b>44644</b>	<b>47326</b>	<b>42393</b>	<b>42343</b>	<b>42704</b>

### Assumptions:

#### Income:

**Grants** – Alloa Hub will apply for a range of supporting grants to cover some of its initial activities including local grants like the III Fund and national grants like Awards for All, Paths for All, Robertson Trust and Scottish Government grants.

**Tours** – these will be for local people and visitors and advertised via online channels like Visit Scotland and Discover Clacks. The tours will take people around Alloa and also Clackmannanshire by foot and ebike. Assumption by Year 5 – 18 people x week @£10 each x 42 weeks

**Advertising** – listings, bikes, website/TV and Tapestry Handbook.

**Tapestry shop** – during Great Tapestry of Scotland exhibition – books/postcards/handbook – surplus made was £500 a month – based on less visitors reduced to £300 and increasing to £500 over five years.

**Made in Clacks shop** - assumption of making £10/day surplus up to £30/day by year 5 – food, preserves, plants, jewellery, craft items.

**Hiring space** – rental of the flexible workshop space @3 days/week (assuming bike workshop running on x 4 days week) @£15/hr from x2/week up to x 4 times/week in year 5.

**Bike workshops** – running x 3 days/week – small repairs/upgrades/ how to sessions. 50 people @£10 up to 300 people a year by year 5

**Donations/Friends of Hub** – donations for toilet/information plus by year 5 – 1000 members pay £5 a year for membership/ discount card

#### **Expenditure:**

**Staff costs** - staff coverage will be for Saturday-Sunday shifts only. Staff will be paid Scottish Living Wage @ £9.90/hr. 2% increase has been added per annum. Part time manager added in year 3.

**Utilities** – high insulation provision will provide low costs for electricity plus water/sewage.

**Interest - provided** in year 4

**Rent** - the Alloa Hub building will continue to be owned by Clackmannanshire Council but be offered to Alloa Hub Limited on a rent-free lease basis for a period of three years initially.

**Development costs** – community shares allow us to invest and develop new services from the Alloa Hub over the next few years – including walking groups, tours and historical activities for schools and families for example

**Appendix 1:** Cashflow forecasts for years 1-3.

## **Risk Analysis**

<b>Risk factor</b>	<b>Likelihood</b>	<b>Scale of impact</b>	<b>Description of impact</b>	<b>Mitigation</b>
Unable to secure share funding	Medium	Medium	<ul style="list-style-type: none"> <li>• Unable to raise safety net of reserves</li> <li>• Unable to develop new services</li> </ul>	<ul style="list-style-type: none"> <li>• Seek associated grant funding to make up the difference.</li> <li>• Additional support via CTSI/Alloa First</li> <li>• Loans</li> </ul>
Unable to secure development funds	Low	Medium	<ul style="list-style-type: none"> <li>• May delay income strands</li> <li>• May delay self sufficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Predicted low-income levels</li> <li>• Increase shop income &amp; advertising levels</li> <li>• Reduce hours opened</li> </ul>
Volunteer numbers & volunteer fatigue	Low	Medium	<ul style="list-style-type: none"> <li>• Coverage not sufficient for opening hours by volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Increase advertising for volunteers</li> <li>• Onboarding of more volunteers throughout the period to keep number high.</li> </ul>

				<ul style="list-style-type: none"> <li>• Deploy staff from CTSI</li> <li>• Increase paid staff hours</li> </ul>
Low early share uptake	Low	Medium	<ul style="list-style-type: none"> <li>• Reduced credibility in the model</li> </ul>	<ul style="list-style-type: none"> <li>• Garner more support from business community</li> <li>• Release more shares in second tranche when more established success indicators</li> </ul>
Failure to meet business plan trading predictions	Medium	Medium	<ul style="list-style-type: none"> <li>• Underperformance could lead to losses extended</li> <li>• Reduction in opening hours</li> <li>• Self-sufficiency delayed</li> </ul>	<ul style="list-style-type: none"> <li>• Still requiring low grant level over longer time.</li> <li>• Low-income level planned - and high potential</li> <li>• Keep reviewing continually and flexible planning</li> <li>• Increase fundraising options</li> </ul>
Loss of support from community	Low	Medium	<ul style="list-style-type: none"> <li>• Community and businesses do not see benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Review continually with business community and residents</li> <li>• Engage with Visit Scotland to highlight venue</li> <li>• Provide valuable figures of use - measure impacts</li> </ul>
Lack of skills to manage the venue	Low	Medium	<ul style="list-style-type: none"> <li>• Inability to manage the business and developments</li> <li>• Inability to access development funding</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring by CTSI/Alloa First and board members</li> <li>• Recruitment of directors</li> <li>• Use of working groups to draw in wider talent</li> </ul>

## APPENDICES

### Year 1 Cashflow



Starting cash on hand £ 50,000.00 Starting date Apr 2022 Cash minimum balance alert £ 500.00

	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Total
Cash on hand (beginning of month)	£ 50,000.00	£ 41,675.00	£ 50,550.00	£ 50,198.40	£ 50,161.80	£ 51,075.20	£ 50,613.60	£ 49,577.00	£ 51,440.40	£ 48,678.80	£ 47,592.20	£ 45,905.60	

#### Cash Receipts

<b>Trading Income</b>													
Bike Hire				£ 100.00	£ 100.00	£ 200.00	£ 100.00						£ 500.00
Bike Workshops					£ 100.00	£ 200.00	£ 100.00	£ 100.00					£ 500.00
Advertising	£ 1,000.00			£ 100.00	£ 100.00	£ 100.00							£ 1,300.00
Taperstry Shop			£ 200.00	£ 500.00	£ 1,250.00	£ 1,250.00	£ 200.00	£ 100.00	£ 50.00	£ 350.00	£ 50.00	£ 50.00	£ 4,000.00
Made in Clacks			£ 200.00	£ 500.00	£ 1,000.00	£ 1,000.00	£ 200.00	£ 100.00	£ 50.00	£ 350.00	£ 50.00	£ 50.00	£ 3,500.00
Venue Hire					£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00			£ 250.00	£ 1,500.00
Walking Tours													
<b>Grant/Donations</b>													
Local Grants			£ 2,500.00					£ 2,500.00					£ 5,000.00
Ntional Grants	£ 10,000.00												£ 10,000.00
Fundraising Events				£ 1,000.00				£ 1,000.00					£ 2,000.00
Donations (friends, toilet, gift aid etc)			£ 50.00	£ 100.00	£ 150.00	£ 150.00	£ 150.00	£ 100.00	£ 100.00	£ 50.00	£ 50.00	£ 100.00	£ 1,000.00
<b>Total Cash Receipts</b>	£ -	£ 11,000.00	£ 2,950.00	£ 2,300.00	£ 2,750.00	£ 2,750.00	£ 800.00	£ 3,950.00	£ 450.00	£ 750.00	£ 150.00	£ 450.00	£ 29,300.00
<b>Total Cash Available</b>	£ 50,000.00	£ 52,675.00	£ 53,500.00	£ 52,498.40	£ 52,911.80	£ 53,825.20	£ 51,413.60	£ 53,527.00	£ 51,890.40	£ 49,428.80	£ 47,742.20	£ 46,355.60	

#### Cash Paid Out

P/t staff			£ 520.00	£ 520.00	£ 520.00	£ 520.00	£ 520.00	£ 520.00	£ 520.00	£ 520.00	£ 520.00	£ 520.00	£ 5,200.00
p/t manager													£ -
Nt/Pension			£ 41.60	£ 41.60	£ 41.60	£ 41.60	£ 41.60	£ 41.60	£ 41.60	£ 41.60	£ 41.60	£ 41.60	£ 416.00
Rent													£ -
Utilities			£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 1,000.00
BID			£ 340.00										£ 340.00
Insurance	£ 1,000.00												£ 1,000.00
Fire/H&S			£ 250.00					£ 250.00					£ 500.00
Accountancy			£ 875.00			£ 875.00			£ 875.00			£ 875.00	£ 3,500.00
Volunteer Expenses			£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 500.00
Development Costs			£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 10,000.00
Stock	£ 1,000.00			£ 500.00		£ 500.00			£ 500.00				£ 2,500.00
Share Interest													£ -
Various	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 1,500.00
Start Up Costs	£ 6,000.00												£ 6,000.00
Bike Repayment	£ 2,200.00												£ 2,200.00
<b>Total Cash Paid Out</b>	£ 8,325.00	£ 2,125.00	£ 3,301.60	£ 2,336.60	£ 1,836.60	£ 3,211.60	£ 1,836.60	£ 2,086.60	£ 3,211.60	£ 1,836.60	£ 1,836.60	£ 2,711.60	£ 34,656.00
<b>Total Cash Paid Out</b>	£ 8,325.00	£ 2,125.00	£ 3,301.60	£ 2,336.60	£ 1,836.60	£ 3,211.60	£ 1,836.60	£ 2,086.60	£ 3,211.60	£ 1,836.60	£ 1,836.60	£ 2,711.60	£ 34,656.00
<b>Cash on hand (end of month)</b>	£ 41,675.00	£ 50,550.00	£ 50,198.40	£ 50,161.80	£ 51,075.20	£ 50,613.60	£ 49,577.00	£ 51,440.40	£ 48,678.80	£ 47,592.20	£ 45,905.60	£ 43,644.00	£ 44,644.00

## Year 2 Cashflow

Alloa Hub  
Cash Flow

Starting cash on hand	£ 44,644.00	Starting date			Apr 2023	Cash minimum balance alert			£ 2,000.00					
	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Total	
Cash on hand (beginning of month)	£ 44,644.00	£ 44,467.00	£ 53,540.00	£ 51,648.00	£ 52,571.00	£ 53,640.00	£ 53,288.00	£ 52,711.00	£ 51,984.00	£ 50,382.00	£ 49,105.00	£ 47,528.00		
Cash Receipts														
Trading Income														
Bike Hire	£ 50.00	£ 50.00	£ 150.00	£ 200.00	£ 200.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 1,000.00	
Bike Workshops	£ 50.00	£ 50.00	£ 150.00	£ 200.00	£ 200.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 1,000.00	
Advertising		£ 1,000.00		£ 150.00	£ 150.00	£ 150.00							£ 1,450.00	
Taperstry Shop	£ 200.00	£ 200.00	£ 250.00	£ 550.00	£ 1,000.00	£ 1,000.00	£ 300.00	£ 100.00	£ 400.00	£ 350.00	£ 100.00	£ 50.00	£ 4,500.00	
Made in Clacks	£ 250.00	£ 250.00	£ 500.00	£ 500.00	£ 1,000.00	£ 1,000.00	£ 500.00	£ 300.00	£ 500.00	£ 100.00	£ 50.00	£ 50.00	£ 5,000.00	
Venue Hire					£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00			£ 250.00	£ 1,500.00	
Walking Tours		£ 250.00	£ 500.00	£ 500.00	£ 500.00	£ 250.00							£ 2,000.00	
Grant/Donations														
Local Grants					£ 250.00				£ 250.00				£ 500.00	
Ntional Grants		£ 10,000.00											£ 10,000.00	
Fundraising Events				£ 1,000.00				£ 1,000.00					£ 2,000.00	
Donations (friends, toilet, gift aid etc)	£ 100.00	£ 100.00	£ 100.00	£ 200.00	£ 200.00	£ 150.00	£ 150.00	£ 150.00	£ 150.00	£ 50.00	£ 50.00	£ 100.00	£ 1,500.00	
Total Cash Receipts	£ 550.00	£ 11,800.00	£ 1,350.00	£ 2,900.00	£ 3,350.00	£ 2,800.00	£ 1,200.00	£ 1,800.00	£ 1,550.00	£ 500.00	£ 200.00	£ 450.00	£ 30,450.00	
Total Cash Available	£ 45,194.00	£ 56,267.00	£ 54,890.00	£ 54,548.00	£ 55,921.00	£ 56,440.00	£ 54,488.00	£ 54,511.00	£ 53,534.00	£ 50,882.00	£ 49,305.00	£ 47,978.00		
Cash Paid Out														
P/t staff	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 5,304.00	
p/t manager													£ -	
Nt/Pension	£ 35.00	£ 35.00	£ 35.00	£ 35.00	£ 39.00	£ 35.00	£ 35.00	£ 35.00	£ 35.00	£ 35.00	£ 35.00	£ 35.00	£ 424.00	
Rent													£ -	
Utilities	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 1,500.00	
BID			£ 340.00										£ 340.00	
Insurance		£ 1,000.00											£ 1,000.00	
Fire/H&S			£ 250.00					£ 250.00					£ 500.00	
Accountancy			£ 875.00			£ 875.00			£ 875.00			£ 875.00	£ 3,500.00	
Volunteer Expenses			£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 500.00	
Development Costs			£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 10,000.00	
Stock		£ 1,000.00		£ 200.00	£ 500.00	£ 500.00		£ 500.00	£ 500.00				£ 3,200.00	
Share Interest													£ -	
Various	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 1,500.00	
Start Up Costs													£ -	
Bike Repayment													£ -	
Subtotal	£ 727.00	£ 2,727.00	£ 3,242.00	£ 1,977.00	£ 2,281.00	£ 3,152.00	£ 1,777.00	£ 2,527.00	£ 3,152.00	£ 1,777.00	£ 1,777.00	£ 2,652.00	£ 27,768.00	
Total Cash Paid Out	£ 727.00	£ 2,727.00	£ 3,242.00	£ 1,977.00	£ 2,281.00	£ 3,152.00	£ 1,777.00	£ 2,527.00	£ 3,152.00	£ 1,777.00	£ 1,777.00	£ 2,652.00	£ 27,768.00	
Cash on hand (end of month)	£ 44,467.00	£ 53,540.00	£ 51,648.00	£ 52,571.00	£ 53,640.00	£ 53,288.00	£ 52,711.00	£ 51,984.00	£ 50,382.00	£ 49,105.00	£ 47,528.00	£ 45,326.00	£ 47,326.00	

# Year 3 Cashflow

Alloa Hub Cash Flow													
Starting cash on hand	£ 47,326.00	Starting date		Apr 2024	Cash minimum balance alert		£ 2,000.00						
	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Total
Cash on hand (beginning of month)	£ 47,326.00	£ 46,309.00	£ 46,342.00	£ 44,760.00	£ 45,768.00	£ 45,976.00	£ 44,770.00	£ 46,578.00	£ 46,111.00	£ 44,619.00	£ 43,452.00	£ 42,335.00	
Cash Receipts													
<b>Trading Income</b>													
Bike Hire	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 3,000.00
Bike Workshops	£ 50.00	£ 50.00	£ 150.00	£ 200.00	£ 200.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 1,000.00
Advertising		£ 1,000.00					£ 1,000.00						£ 2,000.00
Taperstry Shop	£ 200.00	£ 200.00	£ 500.00	£ 750.00	£ 1,000.00	£ 1,000.00	£ 300.00	£ 100.00	£ 450.00	£ 350.00	£ 100.00	£ 50.00	£ 5,000.00
Made in Clacks	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 6,000.00
Venue Hire		£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00		£ 100.00	£ 150.00	£ 2,250.00
Walking Tours		£ 250.00	£ 500.00	£ 500.00	£ 500.00	£ 250.00	£ 250.00	£ 100.00	£ 150.00				£ 2,500.00
<b>Grant/Donations</b>													
Local Grants					£ 250.00				£ 250.00				£ 500.00
Ntional Grants		£ 1,500.00					£ 1,500.00						£ 3,000.00
Fundraising Events				£ 1,000.00				£ 1,000.00					£ 2,000.00
Donations (friends, toilet, gift aid etc)	£ 100.00	£ 100.00	£ 100.00	£ 300.00	£ 300.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 100.00	£ 100.00	£ 100.00	£ 2,000.00
Total Cash Receipts	£ 1,000.00	£ 4,000.00	£ 1,950.00	£ 3,350.00	£ 2,850.00	£ 2,400.00	£ 4,200.00	£ 2,350.00	£ 2,000.00	£ 1,150.00	£ 1,000.00	£ 1,000.00	£ 29,250.00
Total Cash Available	£ 48,326.00	£ 50,309.00	£ 48,292.00	£ 48,110.00	£ 48,618.00	£ 48,376.00	£ 48,970.00	£ 48,928.00	£ 48,111.00	£ 45,769.00	£ 44,452.00	£ 43,335.00	
Cash Paid Out													
P/t staff	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 548.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 442.00	£ 5,410.00
p/t manager	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 1,250.00	£ 15,000.00
Nt/Pension	£ 100.00	£ 100.00	£ 100.00	£ 150.00	£ 150.00	£ 133.00	£ 150.00	£ 150.00	£ 150.00	£ 150.00	£ 150.00	£ 150.00	£ 1,633.00
Rent													£ -
Utilities	£ 125.00	£ 125.00	£ 125.00	£ 150.00	£ 150.00	£ 150.00	£ 150.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 125.00	£ 1,600.00
BID			£ 340.00										£ 340.00
Insurance		£ 1,000.00											£ 1,000.00
Fire/H&S			£ 250.00					£ 250.00					£ 500.00
Accountancy			£ 875.00			£ 875.00			£ 875.00			£ 875.00	£ 3,500.00
Volunteer Expenses			£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 500.00
Development Costs													£ -
Stock		£ 1,000.00		£ 200.00	£ 500.00	£ 500.00	£ 250.00	£ 500.00	£ 500.00	£ 250.00			£ 3,700.00
Share Interest													£ -
Various	£ 100.00	£ 50.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 50.00	£ 100.00	£ 50.00	£ 100.00	£ 50.00	£ 1,000.00
Start Up Costs													£ -
Bike Repayment													£ -
Subtotal	£ 2,017.00	£ 3,967.00	£ 3,532.00	£ 2,342.00	£ 2,642.00	£ 3,606.00	£ 2,392.00	£ 2,817.00	£ 3,492.00	£ 2,317.00	£ 2,117.00	£ 2,942.00	£ 34,183.00
Total Cash Paid Out	£ 2,017.00	£ 3,967.00	£ 3,532.00	£ 2,342.00	£ 2,642.00	£ 3,606.00	£ 2,392.00	£ 2,817.00	£ 3,492.00	£ 2,317.00	£ 2,117.00	£ 2,942.00	£ 34,183.00
Cash on hand (end of month)	£ 46,309.00	£ 46,342.00	£ 44,760.00	£ 45,768.00	£ 45,976.00	£ 44,770.00	£ 46,578.00	£ 46,111.00	£ 44,619.00	£ 43,452.00	£ 42,335.00	£ 40,393.00	£ 42,393.00