

BUSINESS PLAN REVENUE FINANCE PROJECTIONS YEARS 1-3

LENDAL BRIDGE CYCLE PARK  
'SUB STATION TO HUB STATION'

ANNEX 3

YEARS 1 - 3: EXPENDITURE

REF	COST AREA	ITEM	METHOD OF CALCULATION	Yr 1 £/pa	Yr 2 £/pa	Yr 3 £/pa	COMMENT
<b>EMPLOYEES</b>							
E1	Project Manager/Director	Salary 25,000 plus 15% on costs	37.5 hours/week	28,750	28,750	29,613	Increased by estimated 3% pa infl
E2	Recycling Manager/Director	Salary 25,000 plus 15% on costs	37.5 hours/week	28,750	28,750	29,613	Increased by estimated 3% pa infl
E3	Senior Mechanic	Salary 18,000 plus 15% on costs	37.5 hours/week	20,700	21,321	21,961	Increased by estimated 3% pa infl
E4	Mechanic	Salary 13,000 plus 15% on costs	37.5 hours/week	14,950	15,399	15,860	Increased by estimated 3% pa infl
E5	Junior Mechanic/ Shop assistant	Salary 11,200 plus 15% on costs	37.5 hours/week	0	12,880	13,266	Employed in yr 2 if demand (3% pa infl)
E6	Reception/Shop Assistant	Salary 11,200 plus 15% on costs	37.5 hours/week (half time in year 1 & 2)	6,440	6,633	13,664	Half time in yrs 1 & 2. Incr as demand (3% pa infl)
E7	P/time Volunteer coordinator	Salary 6,000 plus 15% on costs	Approx 18 hours/week	6,900	7,107	7,320	Increased by estimated 3% pa infl
E8	2 P/T reception/shop jobs	Salary 10,000 plus 15% on costs	Approx 18 hours/week for each post	11,500	11,845	12,200	Increased by estimated 3% pa infl
<b>BUILDINGS / FACILITIES</b>							
B1	Lease costs for Hub station		Peppercorn rent	1	1	1	Reviewed at 5 yrs - increased subject to viability
B2	Rent for Parkside units	3 units retained until Parkside sold (2 gratis)	£100/unit over 52 weeks	5,200	5,200	5,200	
B3	Gas, Electric, Water	Both Hub & Parkside	£90 /month	1,080	1,140	1,200	£60/month for Hub station & £30 for P.side
B4	Telephone & internet		£65 /month	780	840	900	Increased for inflation by £5 /month pa
B5	Business rates	NB Discret rate relief grant reduces cost	Estimated for 2 locations	4,500	4,680	4,867	Increased by 4% inflation
B6	Loan repayment for building improvements	£15k extra reqd in loan for capital works	Repayments £3,421 pa for 5 years	3,421	3,421	3,421	£15k loan repaid over 5 yrs (info from LBW)
B7	Cleaning services		£6/hr x 2hrs per day x 6 days over 50	3,600	3,744	3,894	Increased by 4% inflation
<b>EQUIPMENT</b>							
EQ1	Office consumables	Stationery, IT consumables etc	£120 /month	1,440	1,498	1,558	
EQ2	Stock purchase	Panniers, locks, lights, batteries, clothing	Purch of stock -retail at 100% mark up	4,167	5,000	6,250	Related to sales income - 200% mark up
EQ3	Locks purchased for contracts		Purch of stock -retail at 150% mark up	6,667	6,667	6,667	X ref with IM 2
EQ4	Consumables purchased for repairs		Average £15 per repair	9,375	11,250	15,000	
<b>CATERING</b>							
C1	Food/drinks - minor items		120 units/week over 30 weeks @£0.50	2,500	2,500	2,500	Related to sales income - 100% mark up
<b>MARKETING/PROMOTION</b>							
MP1	General promotion etc	Advertising/printing/promotion		600	650	750	
<b>INSURANCES</b>							
IN1	Building & Contents			1,000	1,000	1,000	Double costs to account for two sites
IN2	Public liability/Employers liability		Based on existing cost	564	587	610	Increased by 4% inflation
<b>PROFESSIONAL FEES</b>							
P1	Accountant		£117 per month - based on existing cost	1,404	1,460	1,519	Accounts and payroll services
<b>TRAINING</b>							
T1	General staff training			500	550	600	Costs increased with incr staff nos. & inflation
T2	Induction training			500	550	600	Costs increased with incr staff nos. & inflation
T3	Prof/ mechanic training			500	550	600	Costs increased with incr staff nos. & inflation
<b>VOLUNTEERS</b>							
V1	Volunteer expenses		£15per week x 45 weeks rising to £25pw	675	900	1,250	Increases with increasing on of volunteers
<b>VEHICLES/ TRAVEL</b>							
VT1	Motoring/travel			820	853	887	Collections of bikes
<b>MISCELLANEOUS</b>							
M1	General contingency fund		Estimate	1,000	2,500	2,500	To create a 'sinking fund' for bldg maintenance
M2	Removal costs	One off cost		1,000	-	-	Transfer of equipment to Hub Station
<b>TOTAL EXP</b>				<b>169,283</b>	<b>188,224</b>	<b>205,270</b>	

BUSINESS PLAN REVENUE FINANCE PROJECTIONS YEARS 1-3  
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YEAR 1 - 3: INCOME

REF	INCOME AREA	ITEM	METHOD OF CALCULATION	Yr 1 £/pa	Yr 2 £/pa	Yr 3 £/pa	
	<b>BIKE PARK</b>						
IF 1	Bike spaces - 100 spaces***	Operating at 30% of capacity initially***	30 spaces@£1/day x 6 daysx 50 wks***	9,000	12,000	15,000	Rising in yr 2 to 40% occupancy & 50% in yr 3
IF 2	Bikes sold	20 bikes/week @ £70 each	£1400 per week	70,000	87,500	91,000	Average sales pw in 09 approx 20
IF 3	Paramedics bike space & storage		Estimate based on approx £55/week	3,000	3,000	3,000	
IF 4	Left luggage lockers & showers		20 users @ £1 each x 30	600	690	750	Rising to 23 and 25 by yr 3
	<b>OTHER SERVICES</b>						
OS1	Repairs	Block & chain or full service	On average £60 per service	37,500	45,000	52,500	Currently averaging 2-3 per day
OS2	Puncture repairs		On average £15	7,500	11,250	15,000	Currently averaging 2-3 per day
OS3	Workshops/ Bike Doctor			780	780	780	Income from programmes
	<b>CATERING</b>						
IC1	Minor Food/drink	Ref exp item C1	50 units/day over 50 weeks @£2.00	5,000	5,000	5,000	100% mark up
	<b>MERCHANDISE</b>						
IM1	Panniers, locks, lights, batteries, clothing	Ref exp item EQ2	Average sale of £25 per bike	12,500	15,000	18,750	Based on 50% of bike sales also buying these
IM2	Contract for locks	Ref exp item EQ3		10,000	10,000	10,000	
	<b>GRANTS/SPONSORSHIP</b>						
G1	Waste Strategy		Applications need to be made annually	3,400	3,400	3,400	
G2	Cycling England grant	Supporting transfer to hub station		11,600	-	-	

<b>TOTAL INC</b>	<b>170,880</b>	<b>193,620</b>	<b>215,180</b>
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**TOTAL INCOME - TOTAL EXPENDITURE**

<b>SURPLUS/ SHORTFALL</b>	<b>1,597</b>	<b>5,396</b>	<b>9,910</b>
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**NOTES**

E5 - E8: Employees hours will be related to levels of demand & income generated.  
 IF 1 : 'Bike space' income is based on a conservative estimate of low to medium occupancy.  
 IF 2: Estimate based on existing average sales with slight increase year on year.  
 M1: Fund for building repairs/ maintenance.