

# Grimsby Community Energy Ltd.

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## Business Plan

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March 2017

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**Community Shares**

 **power to change** | business in community hands



## Introduction

### This Business Plan supports our Community Share Offer 2017.

We operate ~100kW of solar PV panels across 5 local community buildings. We are a **Community Benefit Society**, which means we are owned and controlled by our **Members**. Our purpose is to generate clean, local energy to cut the bills of local organisations and to reduce carbon emissions. So, we will raise awareness of community energy saving and renewable energy. We will also provide a **community benefit fund** to support further projects.



Our area is known for renewable energy. By investing as Members, people in the Northern Lincolnshire and Humber area can be part of the **renewables revolution** and support our work. We **won at the Humber Renewable Business Awards** in the Community Project category.

Our solar panels are operational and we have £37,300 of Member investment already. We have an outstanding loan of £79,000. Through our community share offer we will pay off the loan and have Grimsby Community Energy as a fully community owned and controlled body which can grow. **Returns to Members who invest are projected at 4% per annum**, Members invest for the long term, but we plan to have capital available to meet withdrawal requests from 2018 onwards.

We have been supported in the business development of our share offer and Business Plan through the **Booster Programme**, which is funded by Power to Change and run by Cooperatives UK. We are in negotiations for them to match Member investments in the current share offer £ for £ up to £39,000, with agreement expected within the month of May 2017.

This Business Plan gives greater detail on our organisation and plans than contained in the Share Offer document, which should be read first.

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Grimsby Community Energy Ltd is a Community Benefit Society, registered with the Financial Conduct Authority (No 7536) under the Co operative and Community Benefit Societies Act 2014. Registered office: The Hub, Freeman St. Market, Nelson St. Grimsby. DN32 7DS. Registered for VAT No. 248968993

The way the Society is run is described in our Rules (available at [www.grimsbycommunityenergy.org](http://www.grimsbycommunityenergy.org).) Currently the Board has 3 directors, but can co-opt more. Members can stand to be Directors at the Annual General Meeting. The Society has an “Asset Lock” which means we cannot sell our assets for a profit, and if we close down, we must pass our remaining assets to another asset locked community organisation. We can prioritise local membership applications, so the benefits flow to our local area.

None of the Directors of Grimsby Community Energy have, for at least the past five years, received any convictions (for any fraudulent offence or otherwise), or been involved in any bankruptcies or receiverships, or received any public recrimination or sanction by a statutory or regulatory authority or designated professional body, or been disqualified from any function by any court.

Business Plan including financial models and risk register is available at [www.grimsbycommunityenergy.org](http://www.grimsbycommunityenergy.org)



The Community Shares Standard Mark is awarded by the Community Shares Unit to offers that meet national standards of good practice. These standards ensure that:

- The offer document and application form are easy to understand
- You are provided with all the facts you need to make an informed decision
- The facts are supported by the annual accounts and/or business plan for the Society
- Nothing in the documents is purposely incorrect, confusing or misleading. Societies are asked to sign a Code of Practice requiring them, among other things, to give the public a right of complaint to the Community Shares Unit.

For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit go to [www.communityshares.org.uk](http://www.communityshares.org.uk)

**Your investment is fully at risk. You could lose all of your money and you have no right of complaint to the Financial Ombudsman Service or compensation from the Financial Services Compensation Scheme. You should not invest money you cannot afford lose.**

## Our Society, and our future plans.

### The story so far...

The project was started by our sister organisation **Greater Grimsby Community Power CIC Ltd.** (No. 09706922) in mid- 2015. The two organisations presently share the same directors. GGCP CIC received a grant from **Urban Communities Energy Fund (UCEF)** to develop a project ambitiously described as “20 Acres of Solar PV for Grimsby.”

Against a **tight deadline** before a cut in FIT rates GGCP CIC pre registered a number of sites with Ofgem. As you may know, Feed in Tariff (FIT) payments are made to the owners of solar PV panels for every unit of electricity they make. This meant we had until September 2016 install our solar PV panels and still receive the more **generous FIT rate**.

In late 2015 and early 2016 we ran a **tender process** with three suppliers, to firmly establish costs and the expected electricity production and revenues. We ran two **consultation** events and an online survey to understand local support and develop our communications. GGCP CIC decided to support the set-up of Grimsby Community Energy Ltd as a Community Benefit Society to involve the community in the project as Society Members and investors. Grimsby Community Energy Limited (GCE) was incorporated and **registered with the UK Financial Conduct Authority** as a Community Benefit Society number 7356 on 10th June 2016.

Our installer, **Flixborough Eco Technologies Ltd**, met all deadlines and successfully installed 97kW at five sites. To ensure we had funds to install the solar PV panels before the deadline we arranged a **commercial loan of £115,800** to GGCP CIC from e-Factor Group Ltd, with GCE as the guarantor. Grimsby Community Energy launched its community share offer in July 2016, raising £37,300 before closing in December 2016.

The loan agreement says **both organisations are responsible for paying the loan off**. This loan is **secured** upon the panels installed on three e- Factor properties. The interest rate is 5.5% annually and subject to agreement, extra payments will be accepted without penalty and the loan term (initially 20 years) adjusted accordingly. However, if the loan is ended within this year, we have agreed to pay an exit fee to respect their loss of interest and spend on legal fees.

GGCP CIC had pre-registered the sites, so legally it had to be the organisation to purchase the installations and register with an energy supplier to receive the FITs. We have since notified Good Energy to change the FIT recipient to GCE for all sites. All payments received for electricity go to GCE. **GGCP CIC has signed an agreement to transfer all assets to GCE during May 2017**. The installation and set up costs of the sites totalled £110,362. Member capital totals £37,300 at present. However, the CIC is still named in the loan agreements. For details of how we plan to simplify this situation after this Share Offer is completed, see Finances below.

In early 2017 Grimsby Community Energy received a grant from the Power to Change Booster Fund, delivered by Cooperatives UK. This has paid for development and review of this business plan and our share offer document and work towards the Community Shares Standard Mark, leading to the document you are reading now.

Organisation	Site Address	System size
<p><b><u>e- Factor Properties, a part of e- Factor Group</u></b></p> <p>The e- Factor Group is a social enterprise which "exists to provide professional support to help people in local business to improve performance and growth, which will also boost the economy and future of this region."</p>	<p>Enterprise Village Managed Office Unit E26 Prince Albert Gardens Grimsby</p> <p>Enterprise Village Unit E25 Prince Albert Gardens Grimsby</p> <p>Business Hive, Dudley Street Grimsby</p>	<p>48.6kWp</p> <p>29.9kWp</p> <p>10.4kWp</p>
<p><b><u>Rock Foundation charity shop - tenant</u></b> <b><u>Enrolled Freeman of Grimsby, Landlord</u></b></p> <p>The Enrolled Freeman of Grimsby is a Charity no 219207, origins date back to before 1201. They are substantial landowners in the Freeman St area of Grimsby and run Award Winning Freeman Street Market arguably "The greenest market in England"</p> <p>The Rock Foundation provides for young people and adults with learning disabilities and those who are disadvantaged. To help users develop life and employment skills, to increase their self-esteem and independence, and ultimately improve their quality of life.</p>	<p>Rock Foundation Shop, Freeman St, Grimsby</p>	<p>4.7kWp.</p>
<p><b><u>St Andrews Hospice charity shop - tenant</u></b> <b><u>Enrolled Freeman of Grimsby, Landlord</u></b></p> <p>St Andrew's Hospice provides a comprehensive range of care for patients of all ages with life threatening/limiting illness, and support for those who care for them.</p>	<p>St Andrew's Hospice Shop, Freeman St, Grimsby</p>	<p>3.9kWp.</p>

### Purpose of the current community share offer

The March 2017 Share Offer aims to complete this project financially, paying off or at least significantly reducing our commercial loan, and placing ownership and control in the hands of an enlarged Membership. It is the intention of all parties to **separate GGCP CIC and GCE** from the legal agreements on the loan. GGCP CIC will then be free to pursue other projects

Detailed explanations given in the Finance section.



### What is the Community Shares Booster Programme?

We are now in negotiations to secure equity investment through the Booster Programme, which is funded by Power to Change and run by the Community Shares Unit. **Confirmation is anticipated in the month of May 2017. Under this programme up to £39,000 will be available to match applications for shares from the public.** This means that for every pound invested by individuals, up to £39,000, another pound will be invested in match shares, so we only need £39,000 from the public to be sure of reaching our target of £78,000. The match shares will be held by Co-operatives

UK, a partner in the Community Shares Unit, and will be subject to the same terms and conditions as other Members.

### **Future plans...**

We envisage the Society growing and providing more benefit to the Greater Grimsby area by developing new projects. These may include further solar PV projects, energy efficiency for organisations, renewable heat projects or battery storage. We have a pipeline of PV projects on our radar, with three sites totalling 76kW. We will not be in a position to develop these before we have completed the current share offer and built our membership.

We will only offer new projects to Members if the projected risks and returns are considered acceptable by the Board. If accepted by members, these could result in calls for further capital. If no such projects are developed, the Society would run for 20 years until the end of the lifetime of the current PV assets and then be wound up. We intend to return capital (their money invested) through the course of the project, either across the Membership, or more likely, in response to requests for capital to be returned by a particular Member.

Future developments are in the hands of Directors and Members. We plan to involve more members and volunteers in the running of the Society. We will seek funding to give training to people who want to contribute, and receive in return a great experience and the opportunity to benefit their community and reduce CO<sub>2</sub> emissions. We will remain members of Cooperatives UK and of Community Energy England as we value the information, networking and funding opportunities they provide.

We envisage moving to an open share offer model after three years, should this share offer be successful. This means that we accept share applications at any time and we can give back capital whenever members ask. These projections are not explored in this business plan. This is because the Directors feel that it would be too speculative. This business plan presents projections only on the current PV assets and the current Share Offer Document (March 2017.)

## **Community Engagement and Benefit**

### **Our local area; challenges and a community rising to them**

We work within the Greater Grimsby area – including Cleethorpes, the surrounding smaller settlements of Northern Lincolnshire. The area tends to a low wage economy and there are significant numbers of people living in poverty, including fuel poverty in early 1900s housing. There are also more affluent areas. There are many excellent social and community organisations doing diverse work in the area. Schools are mainly academised, which offers the opportunity to work within academy chains.

Those who we hope will invest are those people locally who are financially able, who see the benefits of renewable energy and see it as a key industry in the area which this project brings closer to the community, and those who want to see a local project for local benefit.

We attend local business networks the e- Factor Business Hive, and the Grimsby Renewables Partnership. We are linked into the local community and voluntary sector forum. We calculate that

energy bill savings to our partners who host the solar panel installations will total £53,000 savings over the 20 year lifetime of the project. North East Lincolnshire Council is currently developing its energy and carbon strategies and we have attended their events and offered our views. Currently we host two volunteers, working at Community Hub Libraries or the E Factor Hive two days per week.

Some local people are concerned about climate change. We estimate total generation of renewable electricity to be 1,822,601kWh over 20 years. This equates to a saving of 842 tonnes of CO<sub>2</sub>.<sup>1</sup> The carbon footprint of the average UK resident is 10 tonnes of CO<sub>2</sub> per year. Studies suggest that solar panels return their embodied energy (the energy taken to make them) in 3 years.<sup>2</sup>

### **Our Purpose - best delivered as a Community Benefit Society**

Currently we have 23 Members, and we look forward to new Members joining us through the new share offer. Current Members have been informed by newsletter and social media about our new share offer.

A Community Benefit Society is a special kind of organisation. It is run by its members for the benefit of the community. All members each have one vote each at the Society's meetings. Any person over the age of 16, and any organisation may apply for membership if they support the work of the Society. Members hold at least one share in the Society. More information is given in the Rules of the Society, which are available on our website.

Quoting from our Governing Document:

*"4. The objects of the Society shall be to carry on any business for the benefit of the community by:*

*(a) developing, installing and operating renewable energy sources and promoting renewable energy generation and associated infrastructure;*

*(b) raising awareness of the benefits of community renewable energy.*

*(c) generating a community fund to benefit community benefit projects*

*5. The Society shall be owned and controlled by its Members on a fair and equitable basis. "*

### **Energy Heroes**

My Green Investment CIC approached us to recruit 7 schools for this project. They have funding for this from Northern Powergrid. We recruited 7 schools, and delivered assemblies and lessons to their year 5 (age 9-10) pupils. The teachers used the science and maths lesson packs for a further six weeks. The children conducted an energy audit, and an energy saving campaign, and took information home to their parents. We



<sup>1</sup> kWh x 0.462kg CO<sub>2</sub> / kWh. DEFRA June 2105 figures. It is recognised the grid carbon intensity will change with time as generation assets are changed. Thus, this figure is a broad estimate.

<sup>2</sup> <http://sunlightsolar.com/studies-show-pv-panels-return-embodied-energy-in-1-3-years/>

will repeat the project next year.

Funding went through the CIC accounts, and paid Vicky Dunn for work recruiting schools and carrying out workshops and energy audits with the children. Volunteers from GCE worked with the schools.

## Community consultation results

We have held two events, one in June 2016 to launch our last share offer and one in November 2016 to announce progress. These were attended by 20 and 15 local people respectively.



Online and paper surveys in advance of our launch revealed the following results (47 replies from event attendees, circulation by email and online to supporters. There is likely some bias because many responses were received from those already involved in community activities.) The results indicate that "local" and "community" are the key communication messages.

What interests you about the project?	Average response (maximum 6.0)
It is locally rooted	4.5
It will save money for local community organisations	4.2
It will develop local energy sources	4.0
It will reduce carbon dioxide emissions	3.8
I like the idea of investing in an organisation which is a cooperative	2.9
I would like to earn a reasonable return on my investment	2.8

We have 177 Facebook Likes, with a post reach of 674 and 172 post engagements in the week of writing. We have 117 Followers on Twitter. This demonstrates an active social media presence. We cannot entirely base our demographic marketing on those who have liked our page, because it contains a significant proportion of friends and family.

We have had regular coverage in the Grimsby Evening Telegraph, the Grimsby Business Telegraph, and Estuary TV. We have attended and contributed to North East Lincolnshire Council's "Energy and Carbon - Turning the Curve" workshops where they are developing their low carbon strategies under the banner RenewNEL.

## Who do we anticipate will buy our shares locally?

The target community is that of Grimsby, Cleethorpes, Immingham, and surrounds of Northern Lincolnshire. We will accept investors from anywhere in the UK, but if we are oversubscribed will allocate shares to local people first.

This community numbers 199,000<sup>3</sup> people. It contains wealthy areas and areas of significant poverty - from among the 1% most deprived, to in the 10% least deprived in the country.<sup>4</sup> The area is challenged by young people moving away to university and not returning. 17.6% of local people have a level 4 qualification, compared to the national average of 29.3%<sup>5</sup>

From analysis of our existing Members, event attendees, social media followers, survey responses and experience we know:

- Investors tend to be educated (by experience or by schooling.)
- They are involved in the community already, as an elected member of local government, active within the Enrolled Freemen of Grimsby, Transition Towns, local heritage groups, local business groups, or growing and gardening.
- They are employed or retired.
- They may have an interest in technology.
- They may work in energy, engineering, a technical trade, or the public sector.
- They are generally over 40, and often over 60.
- There is a tendency towards male. (But to market the share offer on this ground would be to deliberately miss out on developing the contributions of women.)
- They appear comfortable with the concepts of investment, interest, renewable energy and community benefit.
- Some are motivated by concerns about climate change. Many are not, and are not engaged by such messages.

On Social Media, our supporters consistently ask for a low minimum investment so they can join us. Many people in the area do not have the financial resources to invest, and we would not encourage anyone to invest money they may need back in the near future. The Board have determined that £100 should be the minimum investment level. We offer the option of paying in two installments. £100 has the benefit of keeping administration costs low compared to a very low sum, but allowing a wide membership locally.

## How many Members, and how much investment?

We know only a small proportion of the community will become investors, but that is all we need.

We expect the sums invested to be similar to those invested by the current 23 members. The median<sup>6</sup> of these is £1000 and the average is £1500. The highest is £5000. We expect as at present 50% of the investment from larger and 50% from smaller.

To raise half of our target - £19,500 - we would need 5 Members @ £2000 and 19 @ £500.  
To raise our Optimum target - £39,000 - we would need 10 Members @ £2000 and 38 @ £500.  
To raise our Maximum target - £78,000 - we would need 20 Members @ £2000 and 76 @ £500.

Investment by Members at the minimum of £100 would raise Member numbers still higher. See Finances section for details of the £ for £ match anticipated from Cooperatives UK.

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<sup>3</sup> 167,000 North East Lincolnshire, 15,000 Louth, 5000 Holton Le Clay, 2,000 Caistor.

<sup>4</sup> 2015 Indices Multiple Deprivation data.

<sup>5</sup> ONS. 2011 Census Data by local authority area.

<sup>6</sup> When the amounts invested are put in order from largest to smallest, the median is the middle value.

## **Our Share Offer will be promoted in April-June 2017.**

Aims:

- gain media coverage in local print, radio, local village and parish magazines.
- gain publicity through business and community networks.
- increase our emailing list.
- increase our social media likes.
- through these, increase requests for the share offer documentation.
- efficiently field enquiries to minimise drop-out of interested persons.
- through this, gain investors.

Activities to meet these aims:

- We won in the Community category of the Humber Renewable Business Awards, and will use the Certificate on our printed and online materials.
- We plan press releases around volunteering activity, the share offer re-launch.
- Our Energy Heroes school project has gained media coverage and made parents and teachers aware of our organisation.
- We will contact parish and village magazines to gain coverage.
- We will advertise for volunteers on VC Connect and Do It.org.
- We will produce printed flyers and attend events and networks to distribute them.
- We will ask members and supporters to place flyers in suitable locations.
- We will distribute information via our networks - the e- Factor Business Hive, the Grimsby Renewables Partnership, the local Community and Voluntary Sector Forum, Transition Town Louth, and the Lincolnshire Cooperative Development Agency.
- We will pay for Facebook advertising, with targeted adverts to various investor demographics. This will be supported with funding from the Cooperatives UK and Power to Change Booster programme. We will select a business to work with us on the technical aspects of this.
- We will manage Twitter and Facebook updates via Hootsuite to have a 24/7 presence. LinkedIn updates from individuals will also be used.
- Shareenergy<sup>7</sup> will receive and process application forms. They are a national organisation with a remit to assist renewable energy community share offers. They administered our previous share offer and we are happy to continue with this arrangement.

## **Involving Members and Volunteers is key to our future.**

Members are informed about our work through an email newsletter, and our social media, and best of all through articles in the local newspaper (if they take it!) Our two volunteers assist with social media and with developing this Business Plan and Share Offer Document.

We know that a thriving organisation has a wide network of involved people, and we want to move outwards from the current core group. We aim to recruit more active volunteers. Our unique

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<sup>7</sup> See [www.shareenergy.coop](http://www.shareenergy.coop) for more details. Shareenergy offer a service to Community Benefit Societies to advertise and administer their share offers.

selling point is that a person receives a really good volunteer placement doing real business. We will continue to advertise high quality volunteer placements using the channels outlined above.

Members will be asked their views on new capital projects at an early stage. We will use Facebook, Twitter, our mailing list and our website to communicate. All four options offer two-way communication. We only want to develop projects with a realistic chance of a fair financial return to members and a good community benefit. If and when such projects are identified, then they will be offered to Members at a General Meeting for a decision.

We will attract Members to our AGM by providing an interesting site visit. We will encourage them, collectively and individually to get involved in other work within the Society and possibly develop towards standing for election as a Director. We will use information and events from Cooperatives UK to help develop such Members. We will also get our members involved by creating projects which use their skills. For instance, we are developing a project which requires a commercial buildings energy assessor. One of our Members has this qualification and is working with us.

### **Competencies required**

Currently governance is provided by the Board of three, and as detailed above we intend to recruit new Board members over the next few years. We have technical expertise in renewable energy and project management in the current Board. Communications, web page and social media are currently updated by one Board member, with support from two volunteers and from several supporters on Facebook who administrate our page @GrimsbyCommunityEnergy.

We receive support and training through our networks and memberships of sector organisations. Financial, book keeping and day to day payments, preparation of accounts are currently done by a Board member but quotations will be sought for a paid service once the first summer's electricity payments have been received. We are using the support from Cooperatives UK Power to Change Booster fund to work with our local accountant from Weaver Wroot to strengthen our systems.

## **Our Finances**

### **Assets owned, loan outstanding, the Society and the CIC.**

GCE will take ownership of the solar panel installations in May 2017, assets worth **£104,162**. The CIC purchased the installations, because it had pre-registered the sites and Ofgem does not allow this to be transferred between organisations, so the CIC had to purchase the installations and use the receipt as part of the process of registering to receive FIT payments. We have now notified Good Energy that GCE is to receive all future payments. GCE issues all electricity bills too. The CIC has signed over the panels to GCE on the condition that GCE is now responsible for all loan repayments to e-Factor.

The CIC remains the borrower on the e-Factor loan. GCE is the guarantor. This arrangement was set up so that e-Factor had security on the loan from both organisations involved. The outstanding balance is **£78,735**. The interest rate is 5.5% annually and subject to agreement, extra payments will be accepted without penalty and the loan term (initially 20 years) adjusted accordingly. However, if the loan is ended within this year, we have agreed to pay an exit fee to respect their loss of interest and spend on legal fees. GGCP CIC and GCE are still subject to these legal agreements

and cannot exit until the loan to e- Factor is paid off, without wasting thousands in legal bills to alter the loan agreements. If we do not reach our targets, the CIC will remain part of the loan agreement (though this is undesirable from its point of view it does not affect the Society). GGCP CIC looks to pursue other projects.

### Purpose of the Share Offer

This Community Share offer aims to raise £78,000. This, plus money from our bank account, will be spent on:

- Paying off the outstanding loan of £78,735
- Loan exit payment of £4500 to e- Factor.
- Legal fees to exit the loan agreement £1000

Actions if we reach our target, or if we raise less, are given in the table below.

Our Targets	
	
<b>Optimum</b> <b>£39,000 Member investment</b> <b>£39,000 Cooperatives UK</b>	<b>Maximum</b> <b>£78,000 Member investment</b>

The current investment by Members and our loan from e- Factor are our existing sources of capital. Our planned source of capital is the Community Share issue. Our current financial position is sustainable, but we will be a better community organisation if our share offer is successful. If we raise more than £39,000 from new Members, we will reduce the amount of £ for £ match from Cooperatives UK (assuming it is confirmed in May 2017.) If we are over-subscribed we will allocate shares to local and smaller investors first<sup>8</sup>. If we are oversubscribed we will also have to reduce share allocations for the larger investors. Oversubscription would encourage us to look sooner for new capital projects.

<sup>8</sup> Described fully in the share offer document.

Planned course of action Depending on amount of investment received by 30th June 2017.	Member investment at close of offer:		
	Under target Zero to under £39,000	Optimal: £39,000 to under £78,000	Maximum: £78,000
Accept £ for £ match from Cooperatives UK.	✓	✓	
We will not need to accept match investment from Cooperatives UK. Applications accepted			✓
Applicants within 50 miles of Grimsby will receive preference.			✓
We will stay in touch with Applicants who did not receive shares, particularly to notify them if shares become available.			✓
Pay off a part of the loan from e- Factor.	✓	✓	
Pay off the entire loan from e-Factor			✓
Review the performance of the share offer and make plans to re-open and so reach our target.	✓	✓	
Pay to exit the legal agreements with e-Factor, entirely legally separating the CIC and Grimsby Community Energy.			✓

## Situations Modelled

The forecasts in this section are for three situations.

- Zero new share capital raised
- We only raise £39,000 (half Member investment and half Cooperatives UK investment)
- We raise £78,000 (a combination of Member and Cooperatives UK investment, where if we exceed £39,000 Member investment we reduce that from Cooperatives UK.)

The forecasts also show actual activity for 2016.

Grimsby Community Energy's annual accounts are due 31 Dec 2017, as our first year end is 31 May 2017. The tables here are from our financial models which are modelled January to December. We intend to contact the Financial Conduct Authority and change our end of year date to end of December, which is a good deal simpler than changing the financial modelling spreadsheets!

## VAT status

Grimsby Community Energy is registered for VAT. VAT on the capital spend of £104,162<sup>9</sup> (net) has been reclaimed by Greater Grimsby Community Power CIC, and paid to e-Factor to reduce the loan balance. We will keep our VAT status under review.

<sup>9</sup> As GGCP CIC had pre-registered the sites with Ofgem, legally it had to be this organisation which paid for the systems and registered the FITs.

## Input data to the Income and Expenditure Forecasts

The project will benefit from three sources of income which arise when our panels generate electricity. Projections of how much electricity will be generated are based on calculations provided by the installer Flixborough Eco Technologies Ltd. These calculations follow a standard method used by all installers under the Microgeneration Certification Scheme. Income from the solar panels is £15,000 per year, all paid to GCE

1. Feed in Tariff<sup>10</sup>: Paid to us by Good Energy for each kWh of electricity produced by the solar panels, at the rates of 11.85p/kWh. FITs are index linked and follow the Retail Price Index (RPI), and are paid for 20 years.
2. Power purchase: We estimate the host buildings will use 70% of the electricity generated. They will pay 6.25p/kWh + VAT. The PPA price will rise with RPI, but not fall if RPI is zero or less. This will be billed quarterly and the first bills have already been issued.
3. Export tariff: 50% of the electricity produced by the smaller sites is "Deemed" to have been exported. We are paid a price of 4.91p/kWh for this exported electricity. For the largest site (e-Factor unit E26) we have an export agreement in place with Good Energy for 4.96p/kWh.

Assumptions used in the models are as follows:

- That annual energy production of the installations will be in line with the estimates made and will reduce at a linear rate no greater than the product warranties from the manufacturer. In the event that the predicted energy production falls below the projected levels and the warranty not being enforced, the revenues of The Society will be reduced. In the case of a technical fault, the Society will endeavour to make sure that this is covered by technical warranties and/or insurances. However, these may not cover all eventualities.
- FITs and electricity payments increase with the Retail Price Index or RPI. We have assumed RPI is 2% over the 20 years. Since the year 2000, RPI has ranged between -0.5% and 5.2%. A lower RPI means less income from electricity payments in future years.
- We have budgeted for administration costs and paying an accountant at £2500 per year, rising with inflation over the 20 years. We feel this is essential to ensure the Society is run properly. An allowance for Director's expenses, which will include items such as membership of Cooperatives UK and Community Energy England and attendance at events, has been included at £500 per year.

Expenditures include: Interest to Members, Community Benefit Fund, Capital repayments on the loan and to members, insurance, electricity metering, web hosting, maintenance of the solar panels and inverters, administration, volunteer expenses, directors expenses, accountancy support, membership of organisations.<sup>11</sup>

Start up costs consisted of mainly of legal fees for the loan agreement and site leases, plus fees for setting up the Society, external consultancy, payment to Sharenergy for administering the share offer. Construction phase capital costs are shown in the cashflow table.

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<sup>10</sup> Feed in Tariff tables currently in force: <https://www.ofgem.gov.uk/environmental-programmes/fit/fit-tariff-rates>

<sup>11</sup> Community Energy England, Cooperatives UK, the e-Factor Business Hive, Grimsby Renewables Partnership and Lincolnshire Cooperative Development Agency.

The Booster fund grant is shown as received and spent in 2017. The zero, £39k and £78k tables have the £4500 loan exit fee and associated legal costs shown as required.

Due to depreciation, our net profit is negative for the first ten years. This is typical for organisations with assets like ours. Cashflow is positive throughout (see tables below.) Thus, we do not expect to pay corporation tax and this has not been modelled.

### **Interest payments**

We project paying interest annually. We expect to be able to pay interest of 4% to Members. We have the option to pay Member interest in shares rather than a bank payment in order to increase capital if we have a lot of withdrawals by other Members.

### **Community Benefit Payments**

We will pay an amount equivalent to 1/5<sup>th</sup> of the share interest paid to Members as community benefit payments. The total of these payments plus the final bank balance (which, if the Society had no new projects and wound up at year 20 would become the final community payment) are:

For zero new shares:	£18,272
For £39,000 new shares:	£27,376
For £78,000 new shares:	£22,924

The lower amount for the £78,000 case is because of the £4500 exit fee from the loan.

It could be argued that we should aim to maximise Community Benefit payments. However, the Directors that the continued existence of the loan agreement, and the complications should one or both bodies commence new projects in the future, are not worth £4400 extra in 20 years time. The space given to explaining the relationship between the CIC and the Society in this document underlines the point that any legal links now need to end before new projects commence.

### **Balance Sheet, and Share Liquidity**

Our solar PV assets are ~100kW of solar PV across five buildings. 2016 assets and liabilities were joint with GGCP CIC, see above under the "Story so far " and "Assets owned, loan outstanding" for further information on why this is and how it was resolved. The figures from 2017 onwards reflect complete ownership by the Society.

These assets are represented on our balance sheet as an investment of £104,162 (net of VAT) in 2016, depreciating in a straight line over 20 years to a value of zero. At this time, all capital will have been repaid to Members, though further assets may have been added over time and the Society still be actively managing those. We can pay back 1% of capital in 2018. We can pay back at least 3% from 2019 onwards. All capital is paid back over 20 years to Members.

Share liquidity is provided by our plans to pay back members some capital each year. We will also accept new share applications if we have any outstanding loan balance. Will consider moving to an open share offer model within three years.

## Cashflow Forecast

The cashflow forecasts show us in positive balance at all times and able to meet all repayments on the loan and to Members and the community benefit fund. The construction phase is shown on the cashflow and includes VAT, which is then shown reclaimed through GGCP CIC (it had to be this way, because the CIC paid the invoice for the installs).

Our financial models indicate that we can pay off the e- Factor Group Ltd. loan and pay members as planned whether we raise no new share capital, our optimum or maximum amounts. The loan term will differ (in the case of zero new shares, being 20 years and with share capital, much shorter).

## Organisation and Governance.

### On Cooperative Principles:<sup>12</sup>

We are a Community Benefit Society, which is run on co-operative principles to benefit the community. The following text is abridged from the International Co-operative Alliance's *Statement on the Co-operative Identity, Values and Principles*.

This Business Plan for Grimsby Community Energy demonstrates activities covering all of these seven principles.

1. **Voluntary and Open Membership:** *Co-operatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.*
2. **Democratic Member Control:** *Co-operatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. Members have equal voting rights (one member, one vote)*
3. **Member Economic Participation:** *Members contribute equitably to, and democratically control, the capital of their co-operative.*
4. **Autonomy and Independence:** *Co-operatives are autonomous, self-help organizations controlled by their members.*
5. **Education, Training, and Information:** *Co-operatives provide education and training for their members.*
6. **Co-operation amongst Co-operatives:**
7. **Concern for Community:** *Co-operatives work for the sustainable development of their communities through policies approved by their members."*

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<sup>12</sup> In Full here: <http://communityshares.org.uk/resources/handbook/bona-fide-co-operative-societies>

## Our Society Rules

Our model rules were provided by Cooperatives UK, and are suitable for a community energy project. There were no significant rule changes made before we submitted them to the Financial Conduct Authority for registration. They provide for the involvement of our Members in our decision making processes. The Rules are Available on our website [www.grimsbycommunityenergy.org](http://www.grimsbycommunityenergy.org).

## The Board



**Richard Bellamy - Chairman**

Richard Bellamy is a Trustee of the Enrolled Freemen of Grimsby on the Steering Group of the Freeman Street Neighbourhood Development Framework with North East Lincolnshire Council and Shoreline Housing Partnership. Richard was a prime mover in the installation of Solar PV panels on Freeman St Market to a total of 200kWp. This building is multi energy award winning and is arguably "the Greenest Market in England" <http://marketradenews.com/greenest-market-england/>



**Peter Tiffney - Director**

Peter Tiffney was until recently Technical Director at Five Star Fish where he was the main driver behind the solar project for their Grimsby factory where over 1000 solar panels will generate 250kW of electricity. Now semi-retired he is a consultant to the fish-processing industry and is advising companies including Five Star on similar projects across the country.



### **Dr Vicky Dunn - Director / Society Secretary**

Vicky is a full member of the Institute of Environmental Management and Assessment. She recently led the £4M GREAT Project at Grimsby Institute of Further & Higher Education, assisting 172 businesses with environmental technology. She has a PhD in Chemistry and 14 years experience in the environmental sector. She lectures part-time at Hull University.

## Disclosure

Directors have each received some payment for project work through the UCEF and Booster grant funding, and will continue to do so. Mainly they work as volunteers. The directors have invested their own money into Grimsby Community Energy Ltd. There are no current legal proceedings or disputes involving the organisation.

## Day to Day working practices

Vicky Dunn runs this project two days per week, and manages our volunteers.

## Volunteering

We welcome volunteers seeking to extend or exercise their skills. Placements can be tailored to corporate volunteering, student research projects, developing graduates to management roles. More information on volunteering is available at <http://grimsbycommunityenergy.org/volunteers>



### **Jake Miller BA (Volunteer)**

Jake has worked within commercial, private and government sectors. A Cleethorpes local with a degree in professional writing.



### **Ann Gwyther BA (Volunteer)**

Ann has a Geography degree and has experience working in the biomass industry.

## Risks and Mitigation Strategy

<p>e- Factor Group Ltd. require different (larger or smaller) payments on their loan to those which our finance models consider.</p> <p>The loan is secured upon the three installations, on their properties which would be forfeit if the loan is not paid.</p>	<p>The current agreements allow for earlier repayment without penalty. This has already happened once using share capital and our VAT return monies. We have currently agreed to review the situation after this share offer and any further lump sum repayment.</p> <p>All financial projections indicate we can comfortably pay the loan off.</p>
<p>Business rates are reported to be about to increase for solar PV.</p>	<p>As a Community Benefit Society, we may benefit from a relief in the way charities do. We are working to clarify this. The proposed increase is believed to fall much more heavily on building owners than on those like ourselves who rent roof space.</p>
<p>The installer goes out of business causing difficulties should there be a failure of equipment during the warranty period.</p>	<p>Flixborough Eco Technologies warranties are insurance backed by GDGC, with 5 years on all labour and workmanship.</p>
<p>Deemed export for the smaller sites comes to an end.</p>	<p>Less income would result in lower Member interest payments.</p>
<p>Weather variation</p>	<p>Solar PV relies upon the sun to generate electricity. Whilst the level of solar irradiance is largely predictable an extended period of very low solar irradiance would reduce GCE's income.</p>
<p>Failure or breakdown of the inverters. Inverters are typically more prone to breakdown than the panels themselves. If this were to occur it could reduce GCE's income.</p>	<p>We will install remote monitoring systems to provide alerts if the systems are not working properly. We will also purchase extensions to inverter warranties at ten year intervals</p>
<p>Theft and damage. The installations may be damaged through vandalism or accidental damage or may be stolen.</p>	<p>Insurance will be in place to cover damage and losses from any interruption to generation</p>
<p>Changes to regulatory regime. If the Feed-in Tariff is altered or scrapped retrospectively or any additional charges taxes or levies are applied then this may reduce GCE's income.</p>	<p>The Feed in Tariff is guaranteed at a fixed level for 20 years under primary legislation. First payments have already been received at the expected rates.</p>
<p>Mismanagement. If GCE becomes liable for fines or other penalties due to being out of</p>	<p>GCE will issue regular reports of operations to members and may create working groups of</p>

<p>compliance with any applicable laws or regulations then this may reduce GCE's ability to pay interest or repay share capital. Similarly if GCE becomes insolvent due to financial mismanagement then this may also affect its ability to pay interest or repay share capital.</p>	<p>members to scrutinise financial and other decisions and information. This will ensure the organisation remains transparent and is well managed</p> <p>Encourage active involvement of members to oversee the activities of the directors.</p> <p>Members will be able to vote on the activities of the Society at the AGM and call an Extraordinary General Meeting if they have cause for concern about the operation of the Society.</p> <p>One third of the Directors must stand down or stand for re-election every year.</p> <p>Accounts will be produced annually by an independent and suitably qualified person or organisation.</p> <p>We will engage and train volunteers to support the work of the organisation to free Directors' time for other matters and overall increase performance.</p>
<p>Worse economic conditions and performance.</p>	<p>GCE will exercise tight financial controls, maintain low levels of spending on administration and maintenance and the financial models retain £2000 at all times to cope with any difficulties that might arise, and assuming the VAT repayments and FITs will take up to a year to arrive (which is unlikely.)</p> <p>If long-run inflation is lower than predicted, thus reducing income, GCE will continue to pay interest at agreed rate of return at the time but may need to reduce share interest paid to members in future. It is likely that this will still remain above inflation and savings rates offered by banks.</p>
<p>Should GCE fail to retain an adequate number of skilled committed directors this represents a risk to the organisation.</p>	<p>GCE rules specify that a third of directors to stand down or stand for re-election at every AGM. This will encourage new directors to come forward. We will also allow people interested in becoming directors to shadow existing directors and arrange support and training to help them</p>

	<p>develop their skills.</p> <p>We can also co-opt Directors for their particular expertise.</p>
<p>Should there be unresolved disputes between one or more directors, staff or volunteers, this represents a risk to the organisation</p>	<p>Board decisions are made by consensus and disputes should be few. We have a wider group of advisors and members to refer disputes to should there be a need.</p>

## Income and Expenditure Forecast for Zero New Capital Raised.

	2016	2017	2018	2019	2020	2021	2022- 2026	2027- 2036	Total
<b>Income</b>									
Booster Fund Grant		6000							6,000
Generation FITs	1775	9630	9761	9893	10028	10164	52926	114843	219,020
Export FITs	301	1636	1658	1681	1704	1727	8992	19511	37,210
Electricity payments	644	3447	3494	3542	3590	3638	18947	41113	78,415
<b>Total income ex VAT</b>	<b>2721</b>	<b>20714</b>	<b>14913</b>	<b>15116</b>	<b>15321</b>	<b>15529</b>	<b>80864</b>	<b>175468</b>	<b>340,645</b>
<b>Expenditure</b>									
Start-up costs	6200	1000	0	0	0	0	0	0	7,200
Admin	0	8500	2550	2601	2653	2706	14364	33369	66,743
Maintenance	0	1100	1122	1144	1167	1191	6320	14682	26,727
Insurance	732	746	761	777	792	808	4288	9962	18,867
Inverter Warranty	0	0	0	0	0	0	5000	0	5,000
Director expenses	0	500	510	520	531	541	2873	6674	12,149
Loan Interest	1565	4330	4090	3849	3609	3368	13232	8661	42,704
Metering	0	720	734	749	764	779	4137	9610	17,494
<b>Total Expenditure ex VAT</b>	<b>8497</b>	<b>16897</b>	<b>9768</b>	<b>9641</b>	<b>9516</b>	<b>9393</b>	<b>50215</b>	<b>82959</b>	<b>196884</b>
<b>Operating Surplus</b>	<b>-8497</b>	<b>3742</b>	<b>5108</b>	<b>5437</b>	<b>5766</b>	<b>6096</b>	<b>30444</b>	<b>95665</b>	<b>143,761</b>
Depreciation	0	-5208	-5208	-5208	-5208	-5208	-26041	-52081	-104162
<b>Operating Profit</b>	<b>-5776</b>	<b>-1391</b>	<b>-62</b>	<b>267</b>	<b>597</b>	<b>927</b>	<b>4609</b>	<b>40427</b>	<b>39598</b>
Share Interest Payable	0	-1492	-1492	-1477	-1462	-1448	-6816	-7730	-21916
Community Benefit Payable	0	-298	-298	-295	-292	-290	-1363	-1546	-4383
Interest Received	0	102	52	38	32	28	117	221	590
<b>PROFIT/(LOSS) on Ordinary Activities before taxation</b>	<b>-5776</b>	<b>-3080</b>	<b>-1800</b>	<b>-1468</b>	<b>-1126</b>	<b>-782</b>	<b>-3453</b>	<b>31373</b>	<b>13889</b>

## Income and Expenditure Forecast for £39,000 New Capital Raised.

	2016	2017	2018	2019	2020	2021	2022- 2026	2027- 2036	Total
<b>Income</b>									
Booster Fund Grant		6000							<b>6000</b>
Generation FITs	1775	9630	9761	9893	10028	10164	52926	114843	<b>219,020</b>
Export FITs	301	1636	1658	1681	1704	1727	8992	19511	<b>37,210</b>
Electricity payments	644	3447	3494	3542	3590	3638	18947	41113	<b>78,415</b>
<b>Total income ex VAT</b>	<b>2721</b>	<b>20714</b>	<b>14913</b>	<b>15116</b>	<b>15321</b>	<b>15529</b>	<b>80864</b>	<b>175468</b>	<b>340,645</b>
<b>Expenditure</b>									
Start-up costs	6200	1000	0	0	0	0	0	0	<b>7,200</b>
Admin	0	8500	2550	2601	2653	2706	14364	33369	<b>66,743</b>
Maintenance	0	1100	1122	1144	1167	1191	6320	14682	<b>26,727</b>
Insurance	732	746	761	777	792	808	4288	9962	<b>18,867</b>
Inverter Warranty	0	0	0	0	0	0	5000	0	<b>5,000</b>
Director expenses	0	500	510	520	531	541	2873	6674	<b>12,149</b>
Loan Interest	1565	2185	2029	1873	1717	1561	5464	1561	<b>17,956</b>
Metering	0	720	734	749	764	779	4137	9610	<b>17,494</b>
<b>Total Expenditure ex VAT</b>	<b>8497</b>	<b>14752</b>	<b>7707</b>	<b>7664</b>	<b>7624</b>	<b>7586</b>	<b>42446</b>	<b>75859</b>	<b>172136</b>
<b>Operating Surplus</b>	<b>-8497</b>	<b>5887</b>	<b>7168</b>	<b>7413</b>	<b>7658</b>	<b>7903</b>	<b>38212</b>	<b>102765</b>	<b>168,509</b>
Depreciation	0	-5208	-5208	-5208	-5208	-5208	-26041	-52081	<b>-104162</b>
<b>Operating Profit</b>	<b>-5776</b>	<b>754</b>	<b>1998</b>	<b>2243</b>	<b>2489</b>	<b>2735</b>	<b>12377</b>	<b>47527</b>	<b>64347</b>
Share Interest Payable	0	-1492	-3052	-3021	-2931	-2843	-12248	-12068	<b>-37655</b>
Community Benefit Payable	0	-298	-610	-604	-586	-569	-2450	-2414	<b>-7531</b>
Interest Received	0	102	58	52	49	44	143	238	<b>685</b>
<b>PROFIT/(LOSS) on Ordinary Activities before taxation</b>	<b>-5776</b>	<b>-935</b>	<b>-1606</b>	<b>-1331</b>	<b>-980</b>	<b>-633</b>	<b>-2178</b>	<b>33284</b>	<b>19845</b>

## Income and Expenditure Forecast for £78,000 New Capital Raised.

	2016	2017	2018	2019	2020	2021	2022- 2026	2027- 2036	Total
<b>Income</b>									
Booster Fund Grant		6000							6,000
Generation FITs	1775	9630	9761	9893	10028	10164	52926	114843	219,020
Export FITs	301	1636	1658	1681	1704	1727	8992	19511	37,210
Electricity payments	644	3447	3494	3542	3590	3638	18947	41113	78,415
<b>Total income ex VAT</b>	<b>2721</b>	<b>20714</b>	<b>14913</b>	<b>15116</b>	<b>15321</b>	<b>15529</b>	<b>80864</b>	<b>175468</b>	<b>340,645</b>
<b>Expenditure</b>									
Start-up costs	6200	5500	0	0	0	0	0	0	11,700
Admin	0	8500	2550	2601	2653	2706	14364	33369	66,743
Maintenance	0	1100	1122	1144	1167	1191	6320	14682	26,727
Insurance	732	746	761	777	792	808	4288	9962	18,867
Inverter Warranty	0	0	0	0	0	0	5000	0	5,000
Director expenses	0	500	510	520	531	541	2873	6674	12,149
Loan Interest	1565	0	0	0	0	0	0	0	1,565
Metering	0	720	734	749	764	779	4137	9610	17,494
<b>Total Expenditure ex VAT</b>	<b>8497</b>	<b>17066</b>	<b>5678</b>	<b>5791</b>	<b>5907</b>	<b>6025</b>	<b>36983</b>	<b>74298</b>	<b>160245</b>
<b>Operating Surplus</b>	<b>-8497</b>	<b>3572</b>	<b>9198</b>	<b>9286</b>	<b>9375</b>	<b>9464</b>	<b>43676</b>	<b>104326</b>	<b>180,400</b>
Depreciation	0	-5208	-5208	-5208	-5208	-5208	-26041	-52081	-104162
<b>Operating Profit</b>	<b>-5776</b>	<b>-1561</b>	<b>4027</b>	<b>4116</b>	<b>4206</b>	<b>4296</b>	<b>17841</b>	<b>49088</b>	<b>76237</b>
Share Interest Payable	0	-1492	-4612	-4566	-4429	-4207	-17946	-16937	-54189
Community Benefit Payable	0	-298	-922	-913	-886	-841	-3589	-3387	-10838
Interest Received	0	102	50	43	51	48	211	370	875
<b>PROFIT/(LOSS) on Ordinary Activities before taxation</b>	<b>-5776</b>	<b>-3249</b>	<b>-1457</b>	<b>-1320</b>	<b>-1058</b>	<b>-705</b>	<b>-3484</b>	<b>29134</b>	<b>12086</b>

## Cashflow for zero new share capital.

Construction phase figures show the loan received by GGCP CIC, and the capital costs paid.

	Constr.	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cash at Bank 1st Jan		28,105	12,727	8,225	6,886	5,883	5,225	4,553	4,258	4,340	4,801
P&L account	-124,995	-5,776	-3,080	-1,800	-1,468	-1,126	-782	-420	-57	308	674
Plus depreciation		0	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208
Loan capital repayment	115,800	-30,435	-6,630	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374
Share Repayment		0	0	-373	-369	-366	-724	-709	-695	-681	-668
New Share Capital	37,300		0	0	0	0	0	0	0	0	0
VAT Refund (via GGCP)		20,832									
<b>Cash at 31st Dec</b>	<b>28,105</b>	<b>12,727</b>	<b>8,225</b>	<b>6,886</b>	<b>5,883</b>	<b>5,225</b>	<b>4,553</b>	<b>4,258</b>	<b>4,340</b>	<b>4,801</b>	<b>5,641</b>

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash at Bank 1st Jan	5,641	1,863	1,851	2,131	2,501	3,120	4,139	5,321	6,691	8,531	10,661
P&L account	-3,958	1,399	1,831	2,280	2,747	3,226	3,711	4,214	4,732	5,255	1,978
Plus depreciation	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208
Loan capital repayment	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374	-4,374	0
Share Repayment	-654	-2,244	-2,385	-2,743	-2,963	-3,042	-3,363	-3,677	-3,726	-3,959	-3,959
New Share Capital	0	0	0	0	0	0	0	0	0	0	0
VAT Refund (via GGCP)											
<b>Cash at 31st Dec</b>	<b>1,863</b>	<b>1,851</b>	<b>2,131</b>	<b>2,501</b>	<b>3,120</b>	<b>4,139</b>	<b>5,321</b>	<b>6,691</b>	<b>8,531</b>	<b>10,661</b>	<b>13,889</b>

## Cashflow for £39,000 new share capital.

Construction phase figures show the loan received by GGCP CIC, and the capital costs paid.

	Constr.	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cash at Bank 1st Jan		28,105	12,727	10,370	10,370	9,143	8,336	6,519	5,965	5,241	4,464
P&L account	-124,995	-5,776	-935	-1,606	-1,331	-980	-633	-223	148	547	969
Plus depreciation		0	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208
Loan capital repayment	115,800	-30,435	-45,630	-2,838	-2,838	-2,838	-2,838	-2,838	-2,838	-2,838	-2,838
Share Repayment		0	0	-763	-2,266	-2,198	-3,554	-2,701	-3,241	-3,695	-3,473
New Share Capital	37,300		39,000	0	0	0	0	0	0	0	0
VAT Refund (via GGCP)		20,832									
<b>Cash at 31st Dec</b>	<b>28,105</b>	<b>12,727</b>	<b>10,370</b>	<b>10,370</b>	<b>9,143</b>	<b>8,336</b>	<b>6,519</b>	<b>5,965</b>	<b>5,241</b>	<b>4,464</b>	<b>4,330</b>

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash at Bank 1st Jan	4,330	1,993	2,306	2,807	3,156	3,610	4,421	7,255	7,259	6,476	12,469
P&L account	-3,619	1,676	2,099	2,541	3,011	3,500	3,840	4,242	4,798	5,409	2,168
Plus depreciation	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208
Loan capital repayment	-2,838	-2,838	-2,838	-2,838	-2,838	-2,838	0	0	0	0	0
Share Repayment	-1,088	-3,733	-3,967	-4,562	-4,927	-5,059	-6,215	-9,447	-10,789	-4,624	0
New Share Capital	0	0	0	0	0	0	0	0	0	0	0
VAT Refund (via GGCP)											
<b>Cash at 31st Dec</b>	<b>1,993</b>	<b>2,306</b>	<b>2,807</b>	<b>3,156</b>	<b>3,610</b>	<b>4,421</b>	<b>7,255</b>	<b>7,259</b>	<b>6,476</b>	<b>12,469</b>	<b>19,845</b>

## Cashflow for £78,000 new share capital.

Construction phase figures show the loan received by GGCP CIC, and the capital costs paid.

	Constr.	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cash at Bank 1st Jan		28,105	12,727	7,320	9,919	10,383	8,997	8,240	8,085	8,507	8,584
P&L account	-124,995	-5,776	-3,249	-1,457	-1,320	-1,058	-705	-368	-39	280	633
Plus depreciation		0	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208
Loan capital repayment	115,800	-30,435	-85,365	0	0	0	0	0	0	0	0
Share Repayment		0	0	-1,153	-3,424	-5,536	-5,259	-4,996	-4,747	-5,411	-5,934
New Share Capital	37,300		78,000	0	0	0	0	0	0	0	0
VAT Refund (via GGCP)		20,832									
<b>Cash at 31st Dec</b>	<b>28,105</b>	<b>12,727</b>	<b>7,320</b>	<b>9,919</b>	<b>10,383</b>	<b>8,997</b>	<b>8,240</b>	<b>8,085</b>	<b>8,507</b>	<b>8,584</b>	<b>8,491</b>

  

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cash at Bank 1st Jan	8,491	7,344	7,647	7,417	7,054	6,946	6,960	7,651	7,865	7,204	7,362
P&L account	-3,990	1,213	1,597	2,028	2,485	2,952	3,437	3,916	4,441	5,030	2,036
Plus depreciation	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208	5,208
Loan capital repayment	0	0	0	0	0	0	0	0	0	0	0
Share Repayment	-2,365	-6,118	-7,036	-7,598	-7,801	-8,147	-7,955	-8,909	-10,310	-10,080	-2,520
New Share Capital	0	0	0	0	0	0	0	0	0	0	0
VAT Refund (via GGCP)											
<b>Cash at 31st Dec</b>	<b>7,344</b>	<b>7,647</b>	<b>7,417</b>	<b>7,054</b>	<b>6,946</b>	<b>6,960</b>	<b>7,651</b>	<b>7,865</b>	<b>7,204</b>	<b>7,362</b>	<b>12,086</b>

### Balance Sheet zero new share capital

	2016	2017	2018	2019	2020	2021	2026	2036
Value of asset after depreciation)	104162	98954	93746	88538	83330	78122	52081	0
Current Assets (cash at bank)	12727	8225	6886	5883	5225	4553	1863	13889
Current Liabilities (loan balance)	-85,365	-78,735	-74,361	-69,987	-65,613	-61,238	-39,368	0
<b>Total Assets</b>	<b>31524</b>	<b>28444</b>	<b>26271</b>	<b>24434</b>	<b>22943</b>	<b>21437</b>	<b>14576</b>	<b>13889</b>
Share Capital	37300	37300	36927	36558	36192	35468	32061	0
P&L account (carried forward)	-5776	-8856	-10656	-12124	-13250	-14032	-17484	13889
<b>Total capital</b>	<b>31524</b>	<b>28444</b>	<b>26271</b>	<b>24434</b>	<b>22943</b>	<b>21437</b>	<b>14576</b>	<b>13889</b>

### Balance Sheet £39,000 new share capital

	2016	2017	2018	2019	2020	2021	2026	2036
Value of asset after depreciation)	104162	98954	93746	88538	83330	78122	52081	0
Current Assets (cash at bank)	12727	10370	10370	9143	8336	6519	1993	19845
Debtors								
Current Liabilities (loan balance)	-85,365	-39,735	-36,897	-34,059	-31,220	-28,382	-14,191	0
<b>Total Assets</b>	<b>31524</b>	<b>69589</b>	<b>67220</b>	<b>63623</b>	<b>60445</b>	<b>56258</b>	<b>39883</b>	<b>19845</b>
Share Capital	37300	76300	75537	73271	71073	67519	53322	0
P&L account (carried forward)	-5776	-6711	-8317	-9648	-10628	-11261	-13439	19845
<b>Total capital</b>	<b>31524</b>	<b>69589</b>	<b>67220</b>	<b>63623</b>	<b>60445</b>	<b>56258</b>	<b>39883</b>	<b>19845</b>

## Balance Sheet £78,000 new share capital

	2016	2017	2018	2019	2020	2021	2026	2036
Value of asset after depreciation)	104162	98954	93746	88538	83330	78122	52081	0
Current Assets (cash at bank)	12727	7320	9919	10383	8997	8240	7344	12086
Current Liabilities (loan balance)	-85,365	0	0	0	0	0	0	0
<b>Total Assets</b>	<b>31524</b>	<b>106275</b>	<b>103665</b>	<b>98921</b>	<b>92327</b>	<b>86362</b>	<b>59425</b>	<b>12086</b>
Share Capital	37300	115300	114147	110723	105186	99927	76474	0
P&L account (carried forward)	-5776	-9025	-10482	-11802	-12860	-13565	-17049	12086
<b>Total capital</b>	<b>31524</b>	<b>106275</b>	<b>103665</b>	<b>98921</b>	<b>92327</b>	<b>86362</b>	<b>59425</b>	<b>12086</b>

### Contact Details

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