



WHITEFIELD BOWLING CLUB  
A COMMUNITY INTEREST COMPANY

# Business Plan

Prepared by  
**The Directors**

**August 2022**

*“To continue to provide sport and recreational resources for the community benefit. To support our partners in delivering services that make a difference.”*



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# 1. History

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Whitefield Bowling Club was formed in 1882 on land leased from Lord Derby. A small clubhouse was built on the site and a photograph of the original clubhouse is displayed in the current clubhouse.

In 1890 the land was offered for sale to Whitefield from Lord Derby's estates and the Club successfully secured a mortgage via a Company Limited in 1891. The shareholders and Directors enshrined our principles of returning profit and community benefit within the original articles of association that ensured our continuing principles of community access and sustainability for over 130 years.

Directors and shareholders did not profit and income was used to manage the facilities and provide a welcoming and open club and returning profit to the community via grants and support, we are extremely proud to actively support Bury Hospice, Trust House food bank and kitchens and Bury visually impaired society and individuals needing support.

During the First World War, Whitefield Bowling Club supported injured and convalescing troops by providing food, refreshments and a place to meet and recover. We continue our community ethos and principles by providing allotment spaces (free of charge) and a community facility for people to meet and chat in the afternoons and evenings or quietly sit in our beautiful grounds overlooking Stand Church and watch the bowling. Working with Bury MBC we are currently working to establish a "Bike Club".

In 2019 the shareholders made an altruistic decision to decline financial reward and "gift" the premises and land to the community to:

- Lock the land and asset into a community commodity in perpetuity
- Further establish and enshrine a mechanism for returning all profit to support the community
- Provide match funding via asset value for future projects

The Company Limited, via its Directors, set up a Community Interest Company in 2021 to carry the community ownership and management and successfully transferred all its assets to the newly formed Company in September 2022.

Whitefield has continued from day one to provide a bowling green and facilities for members, leagues, town team and beginners. The teams have experienced much success over the years producing four Waterloo winners. Our "ladies" team(s) continue to lead across the region and build on record breaking success. We are proud to have established close relations with local schools to provide facilities for recreation and bowling access. Our beginner's classes are well supported and free.

## 2. Executive Summary

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### Product

Whitefield Bowling Club provides a bowling green and sporting facilities with bar and function areas. Income is generated via sales, rentals, membership and sponsorship. The service is designed to bring in operational capital through profit to support community facing projects.

### Customers

Whitefield Bowling Club Ltd has been in existence since 1891 and has a substantial membership. A long and distinguished history of trading in profit. The green and facilities are used daily for sports and social events from all parts of the community. Continuing influx of enquiries to rent/use the green and hire the venues for social gatherings (weddings, christenings, funerals). Remedial work and modernisation of facilities, floodlights and ground improvement will increase the availability and uses of the premises and expand the customer base.

### Future of the Company

Recognition from the shareholders of the value of the land in terms of community facilities and benefits is acknowledged with the fact that the £1.4 million pound asset has been declared a Community Interest Company and the asset locked. The current buildings are currently suffering severe subsidence that threatens the continuing use of the building, they have reached the end of their natural life and rebuilding/repair is required as a priority. The refurbished buildings will not only ensure we can continue we will be in a position to increase our community projects that will allow us to transact more day-to-day sales and rental income to generate greater profit to support community projects as a totally non-profit organisation. It is recognised that WBC CIC has significant capacity to capture improved income across several streams and further establish a center and hub for our community benefit.

Commercially we will work with sponsors and partners to improve sales and continue to return profit. The proposed refurbished building will allow a greater capacity for functions and bring opportunity for expansion of the membership. Remedial works and refurbishment of the site will allow partners to relocate from costly rented accommodation into a rent-free space to allow the community benefit to be increased.

The demand for the services we provide increases year on year. Our 35% profit margin achieved on turnover will result in significantly more funds to invest in our community by the expansion of service areas and availability once our work is completed.

### 3. Incorporation Details

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Whitefield Bowling Club Community Interest Company is currently registered (13628703) at companies' house as a Private Limited by Guarantee without Share Capital.

**Accountants / Tax Adviser:** **Christine Salmon**  
32 Euxton Close  
Bury  
Lancashire, BL8 2HY

**Architects:** **HES Architects Ltd**  
8 Church Street  
Swadlincote  
Derbyshire, DE11 8LE  
<https://he-studio.co.uk>

**Bankers:** **Co Operative**  
P.O Box 250  
Skelmersdale  
WN8 6WT

[Running a business in lockdown: David, Whitefield Bowling ...https://www.tide.co.uk/blog/coronavirus-how-to-run-...](https://www.tide.co.uk/blog/coronavirus-how-to-run-...)

**Business Adviser:** **Cliffen Consulting**  
8 The Fieldings  
Sutton in Ashfield  
Nottinghamshire, NG17 2TF  
<https://cliffen-consulting.com>

**Solicitors:** **Blackstone**  
8 Cecil Road  
Hale  
Altrincham  
Cheshire, WA15 9PA  
<https://blackstonesolicitorsltd.co.uk/>

**Website**  
<https://whitefieldbowlingclub.co.uk>

**Social media account**  
<https://www.facebook.com/Whitefieldbowlingclub>

## 4. Products and Services

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Include:

- Crown Green for rent and use (Members, leagues, schools, and members of the public)
- Games and Snookerroom(s)
- Bar and refreshment facilities
- Food
- Event and room hire
- Allotments

To Include (pending bid approval):

- Changing facilities
- Bury bike hub and repair workshop
- Food distribution and storage areas
- BTEC training areas for school leavers and return to work support
- Creche facilities
- Mother and child Yoga

### Pricing Structure

Whitefield Bowling Club has established a network of suppliers to ensure we achieve the best possible price across all products. We price match with similar organisations and service providers to ensure we attain maximum value for money. We carry out market testing on local providers to ensure our policy for providing competitive (and often lowest) priced products. We currently operate at circa 35% profit across all sales.

## 5. Market Analysis

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At present we are unable to support the demand for facility rentals, (both our bowling green and room hire) and will further test prices once we have the repaired/refurbished our facilities. We are aware that this commodity is in high demand and should be priced accordingly for all commercial rentals.

A continuous record of returning a profit within the limited envelope of accommodation and condition. Opportunity to bring in further trade that is demonstrated by the requests for bookings and numbers of would-be members. The loss of several venues and bars in the area has increased demand and is further support for expansion. The closure of Whitefield library has denied the local community of a key asset and also access to free digital facilities including email, internet and office software.

An established and profitable operating system that continuously delivers profit and is aware of its customer and market. We embrace the digital era the improvements and benefits the technology brings. We recognise that staff and our volunteers are the backbone and essence of WBC and one of the primary reasons for our long history and excellent reputation.

We as part of our exploration and research fully understand that the building and future of the club's existence is totally dependent on securing funding and the fact that we may need to secure private funds. We are aware that any private funders would need repayment and security. We have developed a "Plan B" as a fallback position. We have explored rental demand and charge within the area and consider there is significant demand and rental recovery is assured.

## 6. Risk Assessment

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### **STRENGTHS**

- Existing clientele and membership
- Track record of achieving profit
- Substantial and honourable history
- Strong and experienced management team and partners
- Excellent market and expansion opportunity
- Professional advice and support in situ
- Financial reserves
- VFM aware with a tested supply network
- Established as a centre for sporting excellence
- Recognised as a community benefactor

### **OPPORTUNITIES**

- A building that is energy efficient and supports the climate agenda
- To deliver a totally complaint and accessible building for all users
- Bring in community partners onto a self-supporting site (remove rental loss)
- Increase financial support from increased income streams
- Provide facilities for digital training and “back to work” experience
- Increased capacity for community café and feeding project
- Increase capacity for food bank and stores
- Changing rooms and facilities for schools
- Flood lights to extend recreation into autumn and winter
- Local employment
- Retention of a community asset
- Bringing in mental health and wellbeing support

### **WEAKNESSES**

- Necessary funding for new building
- Site access and location for continuation of services during rebuild
- Diversity and representation on our Board
- Access to influencers and prominent support channels

### **THREATS**

- Loss of the community asset (building and land) through inability to find financial support
- Non paid directors failing in long term commitment
- Loss of volunteers
- Removal of Building Insurance
- Escalating costs and effects on purchase and customers’ ability to pay.

## 8. Team

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The existing client base is made up of members, teams and the public. We have a long and distinguished history and loyal membership base and a waiting list for would be members. This captures and assures us that there is a larger and sustainable demand for the services and products. We will through the increased capacity expand the membership number while continuing to demonstrate our core values and ethos. We cannot currently accommodate requests for meeting rooms and social gathering space so are assured that the added function facilities will be incrementally filled.

WBC is widely known for its community values, the excellence of the playing surfaces and facilities, welcoming and professional staff and the competitive prices of services and goods. This quality and track record will maintain our position and continuity.

We have established a digital network within the existing structure that includes contactless payments, remote and minute by minute sales and income via tablets and ordering systems. Our banking is online with open and consistent access for authorised people. We maintain a total CCTV monitoring and management regime. We have open broadband access for all customers and an up-to-date website that gives important information and allows the customer to see all relevant detail, prices, diaries and this will be improved and developed as we improve facilities and services on offer to the local community.

Our existing supply chain is robust in terms of its value and reflected supply prices for our customers. We will test the prices further given the increased sales numbers and volume through the expansion and partner collaborations.

We will continue to pay all suppliers within 30 days of invoice and pay all staff a living wage that represents and reflects the values of this community venture.

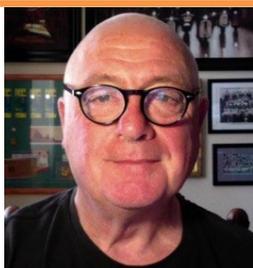
Working with our partners we will establish regular meetings to understand their business and target financial support in a timely and auditable manner. There is no intention for WBC to deliver the various projects, but we will ensure we can support, understand, and establish mutual mechanisms for interdependence.

Further our interaction with the local schools to establish a centre for bowls, fitness and activity. Establish firm curricula timetables for activity and support within WBC operational plans.

Continue to support the allotments and self-sufficient growing agenda and activity for the users. Establish mechanisms for produce to be recycled back into the food distribution network via Trust House. Continue to work with Bury MBC to establish WBCIC as a Bike Hub for further service provision and climate support.

## 8. Team

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David M. Bevan  
Director of Governance



Gary Lee  
Operational Director



Simon E. Taylor  
Compliance Director



Colin Jack  
Recreation Director



Beverly Harper  
Finance Director



Paul McMullen  
Communication Director

We envisage expanding our existing staff and management platform to employ a 32 hour “Services Manager” with responsibility for all day-to-day delivery platforms, partner liaison and administration. They will work closely with the finance director to prepare budgets, forecasts and identify trends and weakness. They will undertake VFM reviews across all services and goods. Through robust reporting regimes we will ensure we maintain rigid analysis, up to date information and identify risk and opportunity.

The enthusiasm of volunteers, partners, schools, local councillors and MP supports the director’s direction and intent for this much loved and valued community venue.

## 9. Milestones/Progress Reporting

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### Priorities

- Shareholder permission for name change and to disposal of the asset (complete)
- Agree articles and rules for proposed new company (complete)
- Lower grant and support in recognition of additional costs (on going)
- Appoint solicitor to deliver company changes (complete)
- Appoint architect to prepare plans with our partners and agencies (done and under review)
- Land Valuation (complete)
- Structural report and scaffolding (complete)
- Register as Community Interest Company (complete)
- Transfer assets from Co ltd to CIC (complete)
- Determine funding opportunities and prepare bids (on going)
- Keep partners and community contacts advised and aware (on going)

# 10. Budget

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We own the land and property so have no rent. We are rate exempt being a sports and community hub. We currently pay bar staff for 15hrs (£10 per hr) and the remaining opening time is staffed by volunteers. We do see our increased opening hrs for the members resulting in 30hrs paid staff.

## Plan A – Structural Repairs and Refurbishment costs c£250,000

Income	Qty	Cost	Total per Annum	Cost of Sales	Margin
Membership	300	25	7,500	0	7,500
Bar Wet Sales	52 weeks	1,500	78,000	26,000	52,000
Green Fees					2,000
Function Room Hire	25	100	2,500	0	2,500
Meeting Room Hire	52	50	2,600	0	2,600
Function Room Wet Sales (Say 250 per event)	25 x 250	150	6,250	2,083	4,167
Meeting Room Wet Sales (Say 100 per event)	52 x 100	65	5,200	1,733	3,467
<b>Total</b>			<b>102,050</b>	<b>29,816</b>	<b>74,234</b>

## Plan B. –Rebuild and First Floor for Two Apartments for Rental Income.

Income	Qty	Cost	Total per Annum	Cost of Sales	Margin
Membership	300	25	7,500		7,500
Bar Wet Sales	52 weeks	1,500	78,000	26,000	52,000
Green Fees					2,000
Room Hire	52	50	2,600		2,600
Room Hire Wet Sales (Say 100 per event)	52 x 100	65	5,200	1,733	3,467
Apartment rent	52 weeks	400	20,800		20,800
<b>Total</b>			<b>114,100</b>	<b>27,733</b>	<b>88,367</b>

# 11. Overheads

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## Plan A (Refurbishment)

Description	Annual Cost
Maintenance and Repairs	1,200
Insurance	1,200
Utilities	4,000
Telecoms	450
Refuse and Recycling	50
Registrations / Memberships	160
Air Products	100
Postage / Stationary / Printing	50
Advertising (INCOME)	+ 600
Grounds Maintenance	2,000
Services Manager – 32hr Manager / Steward	16,640
Events - part time staff	7,200
Cleaning	1,040
Window Cleaning	520
Accountants Fees	400
Fire and PAT compliance Testing	520
Prizes and Competition Costs	200
Sky / BT / Membership and Subscription	3,000
Total	38,130

## Plan B (Rebuild Private Finance)

Description	Annual Cost
Maintenance and Repairs	200
Insurance	1,200
Utilities	4,000
Telecoms	450
Refuse and Recycling	240
Registrations / Memberships	160
Air Products	160
Postage / Stationary / Printing	50
Advertising	+600
Grounds Maintenance	2,000
Events - part time staff	5,200
Cleaning	2000
Window Cleaning	600
Accountants Fees	300
Fire and PAT compliance Testing	1,500
CCTV and Remote Alarm Management	1,600
Prizes and Competition Costs	200
Sky / BT / Membership and Subscription	3,000
Common area lighting and management annual costs and maintenance	500
<b>Total</b>	<b>23,360</b>

## 12. Financial Plan

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### Plan A.

Income	102,050	
Cost of Sales		29,816
Overheads		38,130
Total	102,050	67,946
	Profit	34,104

### Plan B.

Income	114,100	
Cost of Sales		27,733
Overheads		23,360
	114,100	51,093
	Profit	63,007

## 13. MP Letter of Support

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HOUSE OF COMMONS

LONDON SW1A 0AA

Louis Smyth  
Community Interest Companies  
1<sup>st</sup> Floor  
Companies House  
Crown Way  
Cardiff  
CF14 3UZ

Our Ref: PC/ CW9460

23 March 2021

**Re: Whitefield Bowling Club**

I hope you and your family are keeping safe and well and please accept this letter as a support letter for Whitefield Bowling Clubs application to become CIC accredited.

Whitefield Bowling Club is based in my constituency and has 134 year history of serving the local community. I would like it to be recognized that the club are moving all of their considerable assets to a status that will ensure the land and premises will continue to serve and be dedicated to the community. The club has now linked up with Bury Council's social services and is working with some of the most vulnerable people in our local community. I am very pleased this is happening and that the club has reached out to set this partnership themselves.

Whitefield Bowling Club is committed to improving the lives of local people and continues to be dedicated to improving the local area. I am pleased that the club are champions of many community projects and have been working with people of all ages and genders to deliver a diverse number of local schemes.

I strongly support Whitefield Bowling Club and their application to become CIC accredited. I hope you will look on their application positively.

Thank you for taking the time to read this letter.

Yours sincerely

Christian Wakeford MP

## 14. Refurbishment

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Following Structural Investigations and the need for urgent support a scaffolding tower has been erected to prevent further movement while funding sources and options can be explored (initial cost of £2400 paid + continuing rental).

To bring the property back to a safe structure that is fit for purpose and will ensure continued tenure the repair and refurbishment project will be as follows.

1: The existing slate roof that is failing, deteriorating fixings, battens will be stripped, this will also take the weight off the support structures for remedial work. The roof covering will be replaced with a lighter sympathetic tile (agreed via planning) that will also facilitate panels for energy recovery. Estimate circa £60,000

2: All windows to front elevation will be removed to facilitate repairs, new double-glazed units (carbon footprint and energy conservation) fitted on completion of the works. Estimate circa £25,000

3: A supporting system will be installed to support the roof timbers and remaining structure. Estimate £7000

4: Remove failed brickwork and excavate below cellar to uncover and prepare for piling/concrete following engineers' inspection and install remedial specification. Estimate £50,000

5: A system of grey water recovery will be installed at excavation stage to house storage tanks and pumps. Estimate £12,000

6: Rebuilding damaged brickwork and extending toilet facilities that will allow DDA compliance and modern serviceable services. Estimate £42,000

7: Strip and renew gas wet system and replace with ground source heating system. Estimate £20,000

8: Increased insulation, lowered ceilings and thermal improvement works. Estimate £10,000

9: Brickwork renewal/replacement to 3 elevations at circa 40m<sup>2</sup> to facilitate cladding/rendering to rear elevation to increase thermal properties. Estimate £16,000

10: Tanking for cellars and increased lighting to facilitate Trust House store. Estimate £12,000