

Business Plan

1 Executive Summary

Long Lands Common Limited is a Society for the Benefit of the Community established in February 2020 by committee members of Nidd Gorge Community Action. It was founded to purchase 30 acres of greenbelt farmland between Harrogate & Knaresborough, as a community, in order to create a community owned woodland and accessible-to-all public green space (Long Lands Common) that will help to protect and preserve the greenbelt between Harrogate & Knaresborough, enhance the bio-diversity of the area and contribute to the wider Northern Forest tree-planting ambitions.

This Business Plan sets out how Long Lands Common Limited intends to buy the land and trade in the first five years from establishment in order to create and sustain Long Lands Common.

2 Organisation and Community

Long Lands Common will be owned and managed by its shareholders: largely, members of the local community from Harrogate & Knaresborough who will be encouraged to invest in community shares, through a targeted publicity campaign that will encourage community involvement, promote community empowerment and invite local residents to 'take back control of their green spaces' at a time of growing concern about increasing development on formerly green spaces on the urban fringes of Harrogate & Knaresborough.

The work of Long Lands Common will also build upon the considerable energy, momentum and environmental awareness generated locally by the recently successful campaign to oppose the building of a relief road through the greenbelt which saw over 12,000 people (78% of respondents) reject the road proposal in favour of sustainable transport solutions that have less impact on the natural environment.

By providing a community space where people come together to manage the land, organise and collaborate, Long Lands Common will also help to develop the community resilience needed to respond effectively to the threat of climate change - necessitating a move towards a more sustainable localised economy, where more decisions affecting the community will need to be taken at a local level.

Long Lands Common will provide an education space and training opportunities for the community to learn land-based skills such as Permaculture Design, Agroforestry and Woodland Crafts that will contribute to the development of community resilience and a re-localisation of the economy.

Long Lands Common will also be used as a venue for primary, secondary and special needs education – for local mainstream schools, alternative provisions and specialist colleges.

It will also provide education, recreation and community for young people through regular voluntary activities and events that will also provide valuable social opportunities at a time when youth services locally have experienced cut-backs and closure.

2.1 Vision

At a time of great concern for the future of the planet, when our actions are threatening the existence of ourselves and other species, when developers are building on all the green fields they can get their hands on and councils seem powerless to stop them, we can give the community the chance to take back real control, take power into their own hands and collectively own a piece of the greenbelt - to plant with trees, preserve for ourselves and wildlife, and leave as a legacy for future generations …instead of the road that was intended.

We want to be part of the solution rather than part of the problem.

2.2 Mission

We will:

- Sell community shares
- Buy up to 30 acres of grassland
- Design the site in consultation with members (using and teaching Permaculture Design methods in the process) to convert the land from grassland to a community woodland.
- Install paths around the site to make the Common accessible to all.

- Plant a boundary hedge in the 12 acre field to demarcate the site.
- Install a compost toilet.
- Plant trees, create wetlands, wildflower meadows, agroforestry zones and nature sensitive public areas such as a children's wood, a stone circle and contemplation areas.
- Establish a memorial tree scheme.
- Host regular educational events for schools, alternative provisions and specialist colleges.
- Organise voluntary work opportunities for the community.
- Host training courses to teach land-based skills.

  It is anticipated that the society will generate funds from a variety of sources: Community Shares will be sold to buy the land; match funding from the Booster Shares programme will be applied for to assist with the purchase; a government funded Woodland Creation Planning Grant will be applied for to begin the design work; we currently intend to use the Woodland Carbon Fund to pay for initial access infrastructure and tree planting, and to pay for the woodland's maintenance as it establishes; we will register the woodland with the Woodland Carbon Code to allow us to sell carbon credits should we ever wish to; we will sell plots for memorial trees to generate a regular income; we will seek sponsorship for infrastructure projects from local businesses; we will sell agroforestry products; we will host land-based skills and educational courses for fee-paying customers; we will organise an annual summer and winter event to raise money.

  In the medium term (the five years of this plan), we have no definite plans to raise further capital through more share offers, but once we are on a stable footing, we will explore the use of an open membership offer to the community in order to encourage community membership and accountability rather than as a means to raise investment.

  In the longer term more greenbelt land could be acquired from a further Community Share offer with a view to expanding the area of the Common, continuing the rewilding scheme and increasing the utility of the greenbelt to meet the needs of the local community and economy.

2.3 The Story So Far

From February 2017 until September 2019 the founder members of Long Lands Common were leading the campaign to prevent the building of a new road through the greenbelt where Long Lands Common will be situated.

In September 2019 we became aware of the availability of 30 acres of greenbelt farmland situated on a stretch of land previously targeted as a section of the 'relief road corridor' that had been identified as an ideal area to create a community-owned woodland.

In October 2019 we sought advice and discussed the feasibility of the community woodland idea with experienced practitioners at Whistlewood Common in Derbyshire and Coop Culture in Hebden Bridge.

In November 2019 we secured a written agreement with the landowners and their estate agents that gave us a sole right to buy for a twelve month period – until November 2020 - and raise the £250,000 asking price for the land through a community share offer.

In January 2020 we applied to create a new Community Benefit Society –Long Lands Common Limited and applied for a start-up grant

In February 2020 our registration as a Community Benefit Society was confirmed by the FCA.

In March 2020, with guidance from Coop Culture, we secured a £7830 start-up grant from the Community Shares Booster Programme to pay for professional assistance with a business plan, share offer and publicity campaign.

Also, in March 2020, we received business advice from a forestry consultant, Forest and Land Ltd, to inform the business plan.

In April 2020, having been prevented from holding an open day to publicly announce the project due the coronavirus emergency lockdown, we created a new website www.longlandscommon.org and launched our online publicity campaign asking for people to register their interest in buying shares via the website.

In June 2020 we applied to the Forestry Commission for a Woodland Creation Planning Grant and in July we received confirmation that our grant application, for £1500, was successful.

Stakeholder engagement

Input has come from Berwin's Solicitors (CSR donation of staff time), Keith Wilkinson MBE (Woodland Trust and Bilton Conservation Group), David Rhodes (Forest of Knaresborough - Past, Present and Future), Faith Douglas (curator: Thorp Perrow Arboretum), Simon Pringle (chair: Green Economy Panel for Leeds City Region), Simon Elgar (Forestry England Community Ranger), Barry Slaymaker (Tree Warden for Nidderdale AONB), Carolyn Rothwell (Pinewoods Conservation Group), Anna Gugan (United Bank of Carbon), Jill Quinn (CEO Dementia Forward, regional Dementia charity), Open Country (Harrogate based disability charity), Obie Butcher (Obie Forest Schools http://www.obieforestschools.co.uk/), Starbeck Residents Association, Zero Carbon Harrogate/Zero Carbon Yorkshire, local construction companies re: infrastructure, as well as consultations with Whistlewood Common, Woodmeadow Trust, Forest and Land Ltd and Coop Culture. Gary Lawson Photography has supplied professional help with promotional filmmaking and website design in addition to the input from all in the management team of the society.

An initial start-up grant, to help with the preparation of the share offer, has been secured from the Community Shares Booster Programme:

https://communitysharesbooster.org.uk/pathway-1-preparing-offer

The management team has reached out to local schools (several of which have so far replied positively with suggestions for future engagement), the University of Leeds Sustainability Service and Priestley International Centre for Climate, Henshaws Specialist College for young people living with a disability (located adjacent to the site), and Veloheads, a nearby Alternative Provision based in Starbeck. Henshaws will be very important in terms of co-developing accessibility infrastructure and activities and Veloheads have offered regular student help with the conservation work to diversify their curriculum offer.

One local primary school endorsed the project as below:

"This is a unique opportunity to involve children and adults from across our community in working together to provide what will ultimately be a fabulous outdoor classroom, sanctuary and a place to enjoy nature. Our vision at Starbeck Primary Academy includes the right for all children (not only those in the Early Years) to take part in stimulating outdoor learning on a regular basis. We would like our involvement in Long Lands Common to be ongoing and run simultaneously alongside projects at Starbeck Primary, contributing towards our academies trust aim to become a 'Green Trust.' It would be wonderful to see local children being ambassadors for their community owned woodland, and playing an active role in the way it is run."

An appeal was made through local media and the Long Lands Common social media platforms to find Campaign Champions of all ages to help spread news about the project, including how people can become

shareholders. This has proved popular, especially with families, and has involved children making posters and banners and even writing songs and poetry about why the community should back the project. These activities have also lent themselves to more media coverage and growing the number of shares being pledged for.

Provisional commitments of donations of cash and/or staff volunteer time, advice and promotion have been made by the following businesses:

- Berwins Solicitors
- Veloheads
- Henshaws College
- Bettys and Taylors
- Severfield – Structural Engineering Company
- Yorkshire Energy
- Knaresborough Delivers (a cooperative of businesses)
- Roots and Fruits – independent grocers
- Nick Fryer Landscaping

Long Lands Common will form part of the White Rose Forest (one of the community forests that will form the Northern Forest), tackling the UK's climate change commitments via tree planting – for carbon sequestration, flood management and biodiversity. Our Woodland Creation Officer, Ian Fraser, sits on the White Rose Forest steering group and liaises with the White Rose Forest project manager, and the arboriculture manager for Harrogate Borough Council.

Zero Carbon Harrogate is a key local environmental organisation and several members of the Long Lands team are members of ZCH working groups e.g. on cycling infrastructure. ZCH newsletters and activities are used to promote the Long Lands Common project.

Progress of share offer promotion

Following the public announcement of the project in April and the subsequent four month promotional campaign we currently have more than 1500 pledges of financial support from prospective members registered via our website pledge page - https://www.longlandscommon.org/buy-shares

The average pledge per prospective member is for 125 shares with the total value of pledges received amounting to £187,500.

This gives us confidence that we can at least reach our optimum target, to raise £300,000, with a further 3 month promotional campaign still to come.

2.4 Structure and Governance

The sections below detail the legal structure and governance arrangements of the Society.

2.4.1 Legal Form

Long Lands Common Limited was registered as a Society for the Benefit of the Community on the 14th February 2020.

Long Lands Common Limited is registered with the Financial Conduct Authority (FCA) under the Co-operative and Community Benefit Societies Act 2014.

The registered office is: 12B Regent Street, Harrogate, North Yorkshire, HG1 4BE

The democratic nature and accountability of the Society for the Benefit of the Community legal form is particularly suited to the way we intend to run Long Lands Common and particular exemptions available to the legal form around financial promotions allows us to offer investment to our community.

2.4.2 Asset Lock

Long Lands Common Limited also has an "asset lock" that ensures that the assets of the Society are applied for community benefit and also that if the value of the assets is ever realised, that value cannot be distributed to the members. This means that there would never be any incentive for a future membership to sell up and the land will be preserved as a community asset whilst the Society continues to exist.

2.4.3 Withdrawable Share Capital

This offer is an opportunity to buy withdrawable shares in Long Lands Common Limited. These shares (unlike transferable shares in Companies) cannot be sold or traded to someone else, but can be withdrawn subject to the Rules of the Society.

2.4.4 Community of Benefit

Harrogate area 013F (Woodfield) is the residential neighbourhood bordering the proposed community woodland and green space of Long Lands Common. It is the immediate 'community of benefit' which, according to the Index of Multiple Deprivation 2019:

'is ranked 2,060 out of 32,844 LSOAs in England; where 1 is the most deprived LSOA. This is amongst the 10% most deprived neighbourhoods in the country." In the Income Deprivation Domain it is ranked 2,344 out of 32,844 LSOAs in England. This is amongst the 10% most deprived neighbourhoods in the country. In the Employment Deprivation Domain it is ranked 687 out of 32,844 LSOAs in England. This is amongst the 5% most deprived neighbourhoods in the country. In the Education, Skills and Training Domain it is ranked 4,598 out of 32,844 LSOAs in England. This is amongst the 15% most deprived neighbourhoods in the country. In the Health Deprivation and Disability Domain it is ranked 1,256 out of 32,844 LSOAs in England. This is amongst the 5% most deprived neighbourhoods in the country. In the Crime Domain it is ranked 12,396 out of 32,844 LSOAs in England. This is amongst the 40% most deprived neighbourhoods in the country. In the Barriers to Housing and Services Domain it is ranked 19,439 out of 32,844 LSOAs in England; where 1 is the most deprived LSOA. This is amongst the 50% least deprived neighbourhoods in the country. In the Living Environment Deprivation Domain it is ranked 21,882 out of 32,844 LSOAs in England. This is amongst the 40% least deprived neighbourhoods in the country. In the Income Deprivation Affecting Children Index (IDACI) it is ranked 9,642 out of 32,844 LSOAs in England. This is amongst the 30% most deprived neighbourhoods in the country. In the Income Deprivation Affecting Older People Index (IDAOPI) it is ranked 2,042 out of 32,844 LSOAs in England. This is amongst the 10% most deprived neighbourhoods in the country.'

The proposed site is accessible to Woodfield by the Nidderdale Greenway, a local bridleway and part of National Cycle Route 67. The site is also directly adjacent to Henshaws Specialist College, working with young people aged 16-25 with sensory impairment, autistic spectrum conditions, physical disabilities, moderate to severe learning difficulties and healthcare needs.

Long Lands Common will also become an environmental asset for the wider community across the Harrogate and Knaresborough district (where the majority of our targeted investors live) at a time of growing concern regarding the scale of new development on green field sites around the district. This has been identified in Harrogate Borough Council's 2018-24 District Profile:

A Sustainable Environment

Harrogate district is characterised by its high quality natural environment and diverse landscapes. We are home to a World Heritage Site and the Nidderdale Area of Outstanding Natural Beauty and we are proud of

our 'floral district' accolade; the quality of our environment contributes towards our visitor economy. However, our Local Plan has identified that we need to build minimum of 14,039 new homes by 2035. Our proximity to other cities/towns in the Leeds City Region means that many of our residents travel to higher-paid work in areas outside of the district. Our roads are often congested, our train services are overcrowded and we have declared Air Quality Management Action Areas within the district. Our recycling performance is below the national district council average. (p.8)

For full document see: https://www.harrogate.gov.uk/downloads/file/3089/2018-24_district_profile

2.4.5 Members

Who can become a member?

No natural person shall be admitted into membership of the Society unless they have attained the age of 16. All those wishing to become a Member must support the objects of the Society and complete an application for membership which shall include an application for at least one share in the Society. Such an application form must be approved by the Directors and the Directors must approve each application for membership.

A corporate body which is a Member shall by resolution of its governing body appoint a representative who may during the continuance of her/his appointment be entitled to exercise all such rights and powers as the corporate body would exercise if it were an individual person. Each such corporate body Member shall supply notification in Writing to the Society of its choice of representative.

All Members agree to participate in general meetings and take an active interest in the operation and development of the Society and its business

Benefits of membership…

A Member is able to exercise the right to speak at general meetings, vote on resolutions and stand for election to the Board of Directors.

Members will receive priority notification of training courses and events held at Long Lands Common and a 10% discount on the cost of planting memorial trees.

How we will involve our members…

A dedicated Membership Secretary, appointed from within the Board of Directors, will communicate with members by: email – or by post or telephone with members who do not use email; regular newsletters; feedback forms available at meetings and emailed to members who have agreed to receive such correspondence; online surveys; open days for members and the general public to provide opportunities to build community relations and also to grow our membership/volunteers.

Members will also be encouraged to follow our existing social media and online platforms – Facebook, Twitter and the Long Lands Common website - they will be informed of developments, voluntary work opportunities and events organised on site by the Membership Secretary. All members will receive an annual communication inviting them to attend the AGM.

Ongoing stakeholder engagement activities will ensure that the competitiveness of the Society is improved. A community engagement sub-group, led by the membership secretary will plan and manage stakeholder and membership engagement.

Members of the Society will feel fully involved in Long Lands Common by being consulted with and listened to so they are inspired to contribute their ideas to decision making and to get involved in planning. An honest and well thought out approach will help build trust and confidence in the project with not only shareholders, but stakeholders who are not members but whose 'influence' could adversely affect the competitiveness of the Society in the short or long term. The latter includes those local residents and businesses close to the site who might have worries, such as those relating to traffic. Stakeholder sensitivities need to be well managed, and concerns addressed, to protect the Society.

This transparent and inclusive approach will lead to an increased sense of loyalty from members, many who only got involved initially with a view to making the purchase of land possible. As a result, members will take on other roles that will help improve the competitiveness of the Society. These roles include: volunteers, customers and advocates - who will recommend becoming a member to others and hence grow the business of the Society.

How are members going to get physically involved?

- **Decision making and planning** - inviting members to get involved by contributing ideas for the AGM agenda, attending membership workshops, drop in sessions; completing member surveys and joining working sub- groups to look at specific areas of the 'business'.
- **Volunteering**. Appeals for volunteers through our existing membership database and asking members to introduce a friend. A volunteer list already exists collated from volunteer website forms, this includes corporate social responsibility offers. Other communication methods to encourage volunteers include: the Society newsletter, website, social media and utilising local print, broadcast and social media platforms. Permission is sought by the Membership Secretary to put people on a volunteer contact list, including those with specialist skills. Suitably experienced volunteer coordinators will be appointed from the Directors and training provided where required. The coordinators will contact volunteers by email or phone and ask them to register their interest to attend specific volunteer events, which the coordinators will have risk assessed for. This includes tree planting sessions, landscaping and path laying. Training will be arranged for volunteers where necessary. Members, including those with specialist skills to run courses on site, will also be asked if they would like to get involved in running events by joining a separate events and fundraising committee, which will include Directors of the Society. By utilising the skills of our membership considerable savings could be made to help ensure the competitiveness of the Society. At the same time the Society understands that precautions will have to be taken to make sure no individual or group of volunteers suffers from 'burn out' because this could adversely affect the competitiveness of the Society. Also, where appropriate to do so, a contractor will be employed if this is deemed a more suitable option.
- **Training courses and events** - members and other stakeholders like schools and colleges will be asked to contribute ideas for these as part of the Society's continued market research into what stakeholders, as customers, would like to be offered as paid events and courses. This market research, which will include surveys and stakeholder workshops, will help to ensure the competitiveness of the Society.

3. The business

The Society will have the following business activities which will both support the mission of the Society to promote community and local economic resilience and provide income to ensure its long-term sustainability:

- Carbon sequestration by woodland creation, funded by the Woodland Carbon Fund.
- The provision of memorial trees to the public.
- The running of public events.
- The provision of educational training courses to the public.

3.1 The marketing strategy

This marketing strategy covers the period to 2025, at which point we will have established the site and the ancillary business activities detailed below:

- Woodlands to be planted from year 2. Memorial trees to be sold at an estimated 12 per year at a cost of £500 per tree.
- The target is to run one training course per month by year 5 at a cost of £40 per person with a minimum of 10 attendees.
- The target is to raise £3000 per year by the end of year 5 by running social community events

(see appendix for detailed breakdown of these figures)

3.1.1 Marketing objectives

By 2025, we will

- Create a management sub-group to focus on community engagement and audience development.
- Create sub-groups to manage and promote each trading activity.
- Grow social media followers to 2,500.
- Have a promotional leaflet for the memorial trees.
- Have raised local awareness by use of posters, signs and banners in visible locations.
- Have an assigned educational liaison officer working with a named contact in each local school wishing to become involved.
- Have a designated press officer to provide regular stories to local and regional media.

- Have recruited local businesses to use Corporate Social Responsibility days in support of LLC.

3.1.2 Market Opportunities

This plan addresses the following market opportunities:

Carbon Sequestration

The sequestration of atmospheric carbon in order to combat climate change is an important policy priority of the current government.

We have received advice around the opportunities applicable to the creation of community woodland for carbon sequestration purposes from a forestry consultant - Forest and Land Ltd:

'The Defra Countryside Stewardship (CS) scheme sits at the heart of the woodland creation offer, providing capital and revenue support for a range of items including tree protection and fencing. The Forestry Commission (FC) also have an offer called the Woodland Carbon Fund (WCF) which focusses on the creation of productive woodlands. The capital aspect of the WCF matches the CS offer, but with increased payments for woodlands which allow public access in areas deemed to contribute to the FC's Priority of Place' maps. Long Lands Common sits within a FC Priority of Place region.'

The Woodland Carbon Fund provides capital funding for the creation of new, productive woodland – this includes the planting of trees and associated protection items including tree guards, fencing and gates. Funding is also available for the installation of forest roads and recreational infrastructure. In addition a one off capital payment of £1000 per ha is available in year 5 to support successful establishment.

Based on the recommendation of Forest and Land Ltd, we have applied for a planning grant from the Forestry Commission to design and secure funding for the woodland and we intend to register the site with the Woodland Carbon Code and the Woodland Carbon Guarantee scheme. By doing this LLC has the option, at a future date, to sell the carbon credits the woodland accrues.

See appendix for full report: '*Long Lands Common afforestation and business appraisal*'

Memorial Trees

Many land-based, environmental businesses and organisations receive a profitable income from dedicated tree planting activities sponsored by members of the public, family groups, businesses or organisations. Through market research we have discovered that dedicated memorial trees command a higher price and offer a larger profit margin than other forms of tree sponsorship.

There are currently no competitors in the memorial tree market in Harrogate and Knaresborough.

Many organisations offer limited sites (e.g. RSPB has one site in Derbyshire) or sites away from population centres (e.g. Make it Wild in Summerbridge). Our offer would be attractive as the site would be very accessible to our target market. Rick Brewis, a LLC director and a land owner with land very close to the site, regularly receives enquiries about use of his land for green burials, showing an implied market for environmental memorials.

Education and Training

Long Lands Common will be a venue where the whole community can access education and training opportunities. Schools and other education providers will be encouraged to use the site, free of charge, for

learning outside the classroom activities. We will also run ‘value for money’ weekend and school holiday courses for fee paying customers.

There is a growing demand for training and education relating to sustainable land use and woodland crafts:

The Greenlight Trust, a forest school training provider based in Suffolk, have seen a 30% increase in the number of people training to become Level 3 Forest schools leaders over the past year. Of these trainees 50% already hold TA or teaching positions at primary schools indicating that these schools are recognising the importance of outdoor provision at their schools.

Ofsted have stated that outdoor provision is vital for a broad and balanced curriculum and for schools to make explicit reference to it in their self-evaluation and other evidence presented during Ofsted inspections. The Ofsted 'learning outside the classroom' report found overwhelming evidence that outside provision contributed significantly to raising standards in schools.

In the Harrogate & Knaresborough area many local schools have forest school leaders, eco-clubs, allotments or land devoted to outdoor crafts: Springwater School, Knaresborough Forest School, Woodfield School, Saltergate School, New Park School, Grove Road School and the Grove Academy PRU, to name a few. Starbeck Primary, St Joseph’s Primary and Veloheads have already expressed interest in getting involved.

In the immediate locality RHS Harlow Carr host a wide range of training courses for fee-paying customers (see *Market Research - Training Courses & Craft Workshops’* in appendix) using outside instructors. It is our intention to tap into this ‘weekend’ market by offering similar land-based activities, at competitive prices, to our members and the wider community.

Events

Through a fact-finding visit to Whistlewood Common, an existing community woodland, talking with their directors, we discovered that their annual summer festival generates the greatest percentage of their annual trading income - through ticket sales and the sale of food and drink.

With prospectively a much larger membership than Whistlewood, and a closer and larger urban population as our customer base, we are confident that Long Lands Common will attract the attendees we need for all events.

In 2018 the four founding directors, as Nidd Gorge Community Action, ran a Peace and Well-being Weekend in a nearby location, on a green-field site within the greenbelt, which was well-attended. Other public events such as a Citizen Science Bio Blitz day, an Easter treasure hunt, campaign walks and dawn chorus walks have been popular and demonstrated a strong community base for such activities.

Allan Smyth - LLC treasurer - has also held six local, family friendly festivals in the area in the past fourteen years.

3.1.3 Products and/or services

Product/service	Proportion of income	Features	Benefits
1. Woodland Carbon Fund/Carbon Sequestration	Up to £85,000 grant in Year 1 for tree planting	For the establishment of 10Ha of woodland (at 60:20:20 ratio of trees: scrub: open land) The scheme offers capital funding for the creation of	Enables the Forestry Commission to assist the government in meeting national and international carbon sequestration targets

		new productive woodland for carbon sequestration.	
	Additional £8,500 in Year 1 (or 10% of total application above) for access infrastructure.	For the establishment of public access (tracks and paths)	Enables public access to woodland
	£10,000 payment in Year 5 (20% of average annual income i.e. £2000 per year)	Pays for the maintenance costs of a successfully established woodland	Enables woodland to be managed and maintained for successful carbon sequestration
2. Memorial Trees	£6000 per year/1 sale per month/12 sales per year 60% of predicted turnover	£500 buys customers: • A tree of their choice from our native species list • A choice of plots for their tree within the community woodland • The right to hold a planting ceremony and scatter ashes • a memorial plaque • 10 year free replacement guarantee. • Easy access at any time of day, throughout the year • Ongoing tree care • Maintenance of the planting site	A living memorial to a loved one in a peaceful community owned woodland within easy walking distance of Harrogate & Knaresborough with no ongoing financial costs. The right to replace the tree if it does not survive.
3. Events	£3,000 - £4,000 per year 30% of predicted turnover	Two social events for members per year on the summer and winter solstices	Opportunity for members to socialise and celebrate. Funds to be raised through tickets and/or food and drink sales.
4. Training courses	£200-£1200 per year Up to 10% of predicted turnover	Various training courses will be delivered on site as the woodland develops. Woodland crafts and well-being courses will be developed and hosted on site, with instruction being given by paid specialists. .	Increased skills and knowledge for local community. Regular income and building relationships with local practitioners while connecting the community to the site in a formal way. Demand can be ascertained prior to booking to ensure profitability.

Target Market for Business Activities

Our target market for memorial tree customers will be the residents of Harrogate & Knaresborough district, particularly bereaved families who wish to remember a family member. They will be looking for somewhere to scatter their ashes and commemorate their life. They will want to choose a place, close to home that they are able to visit regularly where they can remember their loved one in a peaceful, natural setting, managed by a dedicated team of volunteers. They will draw some comfort from the fact that their memorial tree, and the life commemorated by it, is helping to preserve the natural environment close to where the person lived.

Our target market for educational courses will be local people seeking to develop their land-based practical skills, their personal well-being or their environmental knowledge. They may also be seeking valuable social opportunities with like-minded people in the community. They may also be people from outside the district seeking a particular activity or skill development that they are unable to access in their own locality.

Our target market for events will be our membership.

Our competitors – Memorial Trees	**How they compare to us and each other**	**Their Strengths**	**Their weaknesses**
Competitor 1 https://www.rspb.org.uk/join-and-donate/donate/plant-a-memorial-tree/	RSPB offer is targeted nationwide, ours will be marketed locally targeting people with a connection to H&K. This is the best package available of the three competitors. We will match their strengths and add the attraction of our locality (close to the homes of our target market in H&K) a greater choice of trees and a choice of where it will be planted They call the payment a 'donation' and specify a minimum amount, leaving donors the choice to pay more. They have one specific planting site in Peak District Choice of 4 native species - sessile oak, rowan, common alder and silver birch All trees are well established saplings approx. 2m high 'One of the team will contact you to talk about	Competitively priced for a specific tree. Cheapest of the three and £5 cheaper than our price. Pay by phone or online 10 year free replacement guarantee	Planting site/woodland not within easy reach of most of their target audience. Limited choice of native trees No mention of choice of plot on site

	when you'd like the tree planted. You're welcome to come along and help or watch.' 'If you wish, you may bury ashes underneath it' 'At the same time as planting the tree, we'll plant wildflowers under its boughs.' 'You will be offered two handmade leaf-shaped ceramic markers inscribed with a short message of your choosing. One stays with the tree; the other is yours to keep.' 'If you aren't able to make it to the planting of your tree, we can send you a photograph as well as your second marker and a packet of beautiful wildflower seeds.' 'Each tree comes with a 10-year guarantee. In the unlikely event that the tree should die we will replace it free of charge.'		
Competitor 2 https://www.lifeforalife.org.uk/products/#trees	'The Memorial Trees that we plant have a full health check before planting together with a full history record and must be at least 2 metres high.' 'All trees are container grown.' 'The four species of trees planted are trees which are indigenous to the United Kingdom.': English Oak; Rowan; Silver Birch; Scots Pine. 'All trees are a minimum donation of **£695.00**; this donation includes one of our standard green plastic plaques, the interment of one set of ashes, a certificate of plantation and an	Each memorial tree is fully guaranteed for a minimum period of twenty five years. Sites all over the country Can buy a reserve plot for the family in advance	Relatively expensive at £695 Only one planting site in Yorkshire – on Hartshead Moor. No mention of choice of plot on site

	inscription into a Book of Remembrance.' 'The Charity now has 40 Memorial Tree planting sites stretching from just south of the Carlisle border in the north to the Dorset border in the south.' Customers can buy 'reserve plots' for the family, plant a tree, then inter ashes beside the tree at a later date.		
Competitor 3 https://scattering-ashes.co.uk/places/memorial-woodland-lake-district/	Memorial Woodland in the Lake District Memorial tree for Ashes £500 Honour your loved one by burying their ashes in the copse. • Bury your ashes • New tree planted • Personal Plaque • Includes a biodegradable urn of your choice. • All plaques are black with gold lettering and measure 150x75mm • Max. 15 word inscription. • Certificate 6 species of tree to choose from: Birch; Cherry; Rowan; Scots Pine; Sessile Oak; Willow '…beautiful woodland is close to Alston in the Lake District National Park and is privately owned.' 'With wide views over fantastic countryside. The site aims to be as natural as possible and attracts a wide range of wildlife including badgers and foxes.'	Beautiful location Competitive Price More choice of tree species	Privately owned park long distance away from most of target market No mention of choice of plot on site No guarantee of replacement tree mentioned

	'This tree is managed and cared for until it is established sufficiently to look after itself.' 'They will place a memorial plaque with your chosen tree with your own personal message adorned upon it in remembrance.'		

Price comparison – Memorial Trees	**Our price**	**Their Price**
Competitor 1 (RSPB)	£500	£495
Competitor 2 (Life for a Life)	£500	£695
Competitor 3 (Scattering Ashes)	£500	£500

Unique Selling Point - Memorial Trees

Our Unique Selling Point for memorial trees is our location in the greenbelt between Harrogate & Knaresborough, within walking distance of the target market who currently have nowhere locally where they can plant a tree in memory of a loved one. A further selling point and attraction for customers is our status as a local society for the benefit of the community, dedicated to protecting and preserving the greenbelt for future generations. We believe this will appeal to customers in Harrogate & Knaresborough and lead them to choose our service over that provided by private enterprises and environmental organisations further afield.

Our competitors – Training Courses	**How they compare to us and each other**	**Their Strengths**	**Their weaknesses**
Competitor 1 – Harlow Carr Gardens	Use outside specialists to deliver courses Wide range of courses to choose from Prices for days range from £50 to £109 Discount for RHS members	Well established venue with many members and visitors Managed by national charity - RHS	Relatively expensive Tutor costs for £109 greenwood stool making course is £400-£500 a day inc materials with max group size of 6 people Potential profit margin less than 20% (To Long Lands and Harlow Carr)
Competitor 2 - Red Oak Bushcraft	A specialist bushcraft teaching company with a range of bushcraft specific courses to choose from according to experience. Based in Derbyshire but tutor will travel	Courses delivered by specialist, experienced bushcraft specialists. Very competitive price Tutor will travel for £250 a day + travel costs Max group size of 14	Limited customer base of fit and active bushcraft enthusiasts.

	£49 a day per person for 7hr course	people Potential profit margin over 50% (to Long Lands)	
Competitor 3 – The Willow Barn	Specialist willow weaving workshops £35 for a three hour wreath-making course with tools and materials included. Based in Stockton-on-Tees but tutor will travel Max group size of 10 people for a 3 hour course	Specialist, experienced instructor. Very competitive price and you take home a valuable product. Wide customer base as activities are accessible to all abilities. Potential for large profit margin Tutor will travel	Courses limited to willow weaving.

Unique Selling Point – Training Courses

Our Unique Selling Point for our training courses and workshops will be our competitive price for the range of activities we intend to offer, compared to our main local competitor at RHS Harlow Carr.
Through a careful combination of competitive pricing, instructor cost, group size, demand management and lower overheads we will ensure that the activities are always profitable.
By gauging customer interest beforehand, via our social media promotional platform, and applying a minimum number of participants for each activity, we will only host those activities that attract enough customer interest to make the activity a profitable venture.

3.1.4 Pricing Strategy

Product/service	Pricing	Strategy	Variation
1. Woodland Carbon Fund – Maintenance element	£1000/ha £10,000 in Year 5	Comes as part of the Forestry Commission's Woodland Carbon Fund grant	None
2. Memorial Trees	£500/tree	Based on market research – matches price of two competitors	10% (£50) discount to shareholders
3. Event/Members Social	£10 per member per ticket - to min 200 members.	Based on market research – matches Whistlewood Common ticket price	Free for children
4. Training courses	£30-£50/day per person	Based on market research – see appendix	At the discretion of the committee

3.1.5 Place

Potential customers will hear about the memorial tree service via our website, leaflet or word of mouth. They will make enquiries via email or phone.

They will agree a choice of tree and location with our memorial tree coordinator/volunteer with whom they will make planting arrangements.

Potential customers for the training courses and events will hear about them on our social media platforms, website, in the local press or on our notice board at Long Lands Common. Our members will also hear about them via email (or post if they don't use email).

There will be various ways to pay for shares, memorial trees, courses and events. Customers can choose to pay using bank transfer (BACS), cheque or Stripe. Event tickets can also be purchased with cash.

It is anticipated that most customers will choose to apply and pay electronically, via our Wix website, using BACS or Stripe with customers being asked to pay the service fee if they choose Stripe.

3.1.6 Promotion

The main effort so far has been to target members of the public in the local community who may be interested buying shares in the community woodland. We have used our extensive network of contacts built up throughout the previous three-years, campaigning as Nidd Gorge Community Action, to communicate the launch of the community woodland idea and promote the share offer as widely as possible throughout the Harrogate & Knaresborough district.

Advice has also been taken from pre-existing groups with well-developed media relations e.g. Zero Carbon Harrogate and existing community projects such as Whistlewood Common and Jacob Smith Park.

A comprehensive website has been created www.longlandscommon.org with detailed guides and background information for potential share offer buyers, pledgers and campaign champions.

To raise awareness of the share offer to the public, a social media campaign is underway, and professional contacts have been followed up, resulting in multiple media articles online and in print, in local and regional news outlets. An interview with BBC Look North has been broadcast throughout the North-East region and local environmental and interest groups have been contacted and talks and presentations have been given e.g. to local Women's Institute members.

A social media strategy of focusing on the stories of 'pledgers' to raise awareness of people's reasons for pledging each week, has been the source of much of the interest from media outlets. Stories also focus on calendar events e.g. 'Mother's/Father's Day', 'Earth Day' etc.

Awareness has also been raised through the pre-existing membership of the Nidd Gorge Community Action Group which raised 12,000 responses in protest at the proposed relief road that would have been constructed through the Long Lands Common site.

Within this group, a large number of people acted as leaflet deliverers and will be mobilised again once the share offer is ready to deliver a share application leaflet to 48,000 households. This group also acts as a targeted source of likely share offer purchasers as everyone involved is a proven supporter of community-based initiatives to protect and improve the local environment.

Posters have been posted around Harrogate, Starbeck and Knaresborough in prominent locations. This will be added to over the coming months as the campaign gathers pace.

Promotional stalls will set up in prominent public locations such as Harrogate town centre and on the Nidderdale Greenway, during busy periods, to advertise the share offer.

A Membership Secretary has been appointed to coordinate the share offer and application process, in accordance with GDPR regulations.

Pledgers/share offer purchasers will form a database of contacts who will be informed regularly about significant project events.

In addition, a fundraising totalizer will be featured on the website to generate interest.

Further promotion, once the land is purchased, will be via celebratory events, advertising posters (e.g. community events on site) and regular online newsletters and updates to the website. We will set up a management sub-group to focus on community engagement and growing our audience.

A database of contacts for communications to local organisations (donors and stakeholders) will be developed ready for implementation once the land is purchased and infrastructure can be created (and sponsored). Bespoke detailed communications will be sent to these organisations via relevant contacts, with invitations to gift support (cash or staff volunteer time) as part of corporate social responsibility activities.

Once the site is purchased and prepared, a 'Memorial Tree' offer will be communicated via the Long Lands Common website, social media campaigns and a memorial trees leaflet.

Sub-groups, composed of board members and volunteers drawn from the wider membership, will be set up to promote and manage each of our trading activities: memorial trees; training courses; and events.

3.2 The Development Plan

3.2.1 Progress to Date

In November 2019, after winning a three year battle against a proposed relief road through the greenbelt, as Nidd Gorge Community Action, we secured an agreement in writing with the estate agent and the vendor, giving us an exclusive right to buy the proposed land for Long Lands Common within 12 months.

Simultaneously, we sought advice from various sources into the feasibility of both the community woodland idea and a community share offer to raise the asking price for the land.

In January 2020 we applied for Community Benefit Society status that was approved and confirmed in February, enabling us to begin proceeding towards a community share offer and be granted start-up funding from the Community Shares Booster Programme to employ professional assistance.

In April 2020 we launched the project publicly, online and in the local press, to begin recruiting potential shareholders whilst we drew up a business plan and a share offer document.

3.2.2 Development Overview

Development started:

- Promote the share offer widely in the local area to encourage as many people as possible to buy shares and become members. (April 2020 →)
- Attract specialist volunteers to donate their expertise (April 2020 →)

Development to do:

- Develop online sales capacity to sell the shares, memorial trees, training courses and events (July 2020)
- Raise £200,000 - £275,000 through selling community shares plus receiving match funding of up to £100,000 from Shares Booster Programme. (July 2020 → Nov 2020)
- Buy the land (30 acres). (Nov 2020 →Jan 2021)
- Set up sub groups to manage: community engagement; volunteer workdays; memorial trees; training courses; and events.

- Secure Woodland Creation Planning Grant to assist with planning the woodland (July 2020 → Nov 2020)
- Secure Woodland Carbon Fund grant for tree planting and infrastructure - or alternatively from White Rose/Northern Forest funding if their offer exceeds WCF income (Jan 2021 → Oct 2021)
- Have the capacity to sell carbon by registering the site with Woodland Carbon Code and Woodland Carbon Guarantee (Nov 2020 → Jan 2021)
- Organise volunteer work days (Jan 2021 →)
- Construct the access infrastructure – entrance track, drop-off point and paths. (Jan 2021 – Oct 2021)
- Install compost toilet (Jan-Feb 2021)
- Build the access ramp and second entrance from the greenway and create the henge and stone circle (Jan – Oct 2021 - maximum raise scenario only)
- Create the ponds/wetland areas and recreational areas (Jan 2021 → Jan 2026)
- Plant trees to begin the transformation into woodland (Oct 2021 →)
- Sell memorial trees (Jan 2021 →)
- Organise training courses and events (Jan 2021 →)
- Attract sponsorship for tree planting and funding of infrastructure from local businesses (Nov 2020 →)
- Grow annual turnover to £10,000 through selling memorial trees, training courses and public events (April 2022)
- Develop the capacity to sell agroforestry products – coppice willow, charcoal, hay etc (July 2021)
- Receive first payment from Woodland Carbon Fund at 5 year stage (£10,000) (Oct 2026)
- Investigate potential income from Biodiversity Net Gain scheme for the open areas of land after the enactment of the Environmental Bill (2021 →)

3.3 Operational Plan

3.3.1 Premises/Land

<u>Estate Agent description by Lister Haigh:</u>

PRODUCTIVE GRASSLAND 29.85 ACRES (12.08 HA) APPROX. BOGS LANE, HARROGATE NORTH YORKSHIRE, HG1 4ED

LOT 1: 11.95 ACRES (4.84 HA) APPROX £100,000 LOT 2: 17.90 ACRES (7.24 HA) APPROX £150,000

Price Guide for the Whole: £250,000

FOR SALE BY PRIVATE TREATY.

LOCATION The land is located on Bogs lane on the outskirts of Harrogate, 2 miles from the town centre, 2 miles west of Knaresborough. The property is accessed via a private road from Bogs Lane and lies approximately 90 meters above sea level.

DESCRIPTION Lot 1 Approximately 11.95 acres (4.84 Ha) of productive grade 3 grassland bounded by a mixture of mature hedges and boundary trees. The soil type is a permeable loamy clay, also suited to cereal production.

Lot 2 Approximately 17.90 acres (7.24 Ha) of productive grade 3 grassland. The land is bounded by mature hedges and boundary trees. The soil type is a permeable loamy clay, also suited to cereal production.

(see *'Bogs Lane Land - 30 Acres'* in appendix)

This land has been on the market for approximately 4 years. Throughout that time the land was situated on the potential route of a proposed new road - following the re-introduction of the Harrogate Relief Road idea in September 2016. Following a 12 week public consultation and survey of local opinion, the road proposal was dropped in September 2019, for the third time since 1986.

With the local authority retaining the right to reintroduce the relief road idea, sometime in the future, the land may still be threatened at a later date. The location of the land is therefore crucial to this particular community woodland project which seeks to protect this particular area of the greenbelt, as one of its overarching goals. The location of the land is also crucial for the project due to its proximity to the urban areas of Harrogate & Knaresborough and its unique position adjacent to the Nidderdale Greenway, providing easy access for walkers, sustainable transport users and people with mobility difficulties.

The location of the project is also a key factor in determining the popularity and success of the community share offer. The woodland needs to be close to where the targeted shareholders live. The land is two miles from the centre of two towns with a combined population of 85,000 people.

Given its location we believe the price of the land, at £8,350 an acre, compares very favourably with similar land currently for sale on the UK Land and Farms database where the only comparable area of farmland, outside York, is currently for sale for between £12,500, and £15,000 an acre:

https://www.uklandandfarms.co.uk/rural-property-for-sale/yorkshire/north-yorkshire/york-qr4eswmu/

(see *'North Yorkshire Farmland – price comparison'* in appendix for comparison)

3.3.2 Equipment

A shipping container will be purchased to store tools and provide shelter for volunteer work days.

We will, whenever possible, look to our members and supporters to lend or donate tools or bring their own when volunteering. We will also try and purchase second-hand tools following the permaculture principle of reuse and recycle.

For training courses and events we will erect temporary shelters, either hired or borrowed, and use furniture and equipment donated or borrowed.

3.3.3 Acquisitions

A vandal-proof compost toilet with disability access, priced at £10,000, will be purchased and installed once the land is purchased.

3.3.4 Other Development .

See invoices for Booster in appendix for start-up expenditure.

In addition to the development costs paid for by the start-up grant from Community Shares Booster we have been offered free conveyancing from Berwins Solicitors Ltd whose board accepted us as their pro-bono organisation/project for 2020.

3.3.5 Suppliers

Trees – various suppliers, locally sourced where possible, inc Woodland Trust and https://savetheoaks.org/

Fencing – Grantley Sawmills

Materials – various suppliers, locally sourced where possible, Coldstones Quarry for stone

Machinery – various local plant hire companies and local organisations who have offered to help

Accountancy – Lucy Bagnall, LLC Director

Contractors – Local contractors who volunteer their services - Nick Fryer for landscaping

3.3.6 The Woodland Carbon Fund

The Woodland Carbon Fund is open to applicants for large-scale woodland planting (10 Ha +).

Long Lands Common intend to allocate the minimum requirement of 10 Ha of land to this scheme. Leaving 2Ha outside the scheme that can be retained as open land.

The Woodland Carbon Fund provides capital funding for the creation of new, productive woodland – this includes the planting of trees and associated protection items including tree guards, fencing and gates. Funding is also available for the installation of forest roads and recreational infrastructure. In addition a one off capital payment of £1000 per ha is available in year 5 to support successful establishment.

The following funding is available, subject to caps outlined below:

- *Standard Planting Rate – applies to most proposals unless in "priority places" (Long Lands Common is in a 'priority place'). Provides 80% of the standard costs for planting and establishment capital items, capped at £6,800 per ha.*
- *Priority Places Planting Rate – applies to proposals in peri-urban areas (those areas surrounding urban areas) that also allow permissive access to the public on foot. Provides 100% of the standard costs for planting and establishment capital items, capped at £8,500 per ha;*
- *One off capital payment in year 5 of £1000 per hectare (gross including up to 20% open space) for ensuring successful establishment (£10,000 for Long Lands Common in Year 5);*
- *Funding for recreational infrastructure such as footpaths at 80% of actual costs (100% in Priority Places) , capped at 10% of the total of an individual application (£8.500 for Long Lands Common);*
- *Funding for forest roads and tracks to support improved access for establishment, maintenance and future harvesting paid at 40% of actual costs.*
- *Applicants to the Woodland Carbon Fund may still be eligible to receive funding under the Basic Payment Scheme (BPS) for the length of the WCF agreement, subject to meeting BPS eligibility criteria. The standard length of a WCF agreement is 5 years, however, where an agreement includes a second stage payment the agreement length extends to 10 years.*
- *In order to be eligible you will need to meet the following criteria:*
- *You have 10 hectares of land or more to be planted (up to 20% open space permitted in final design). Your proposals must consist of either a standalone continuous block 10 hectares in area, or at least 10ha of new planting that connects or expands existing woodland. At our discretion we may also provide grant support for additional blocks of woodland creation in landscape-scale projects as long as the blocks are each at least 5 hectares in area (standalone) or a total of 5ha if connecting or expanding existing woodland.*
- *The land can be in multiple ownership including where the applicant has the landowner's written permission but does not own the land;*
- *You are looking to create predominantly productive woodland (minimum General Yield Class (GYC) 6 broadleaves; GYC10 pine; GYC12 other conifers on 70% of net planted area).*
- *Minimum stocking density of 2,000 stems per hectare on a net area basis.*
- *Proposals to create short rotation forestry, short rotation coppice or plant fast growing species such as eucalypts for energy are not eligible.*

- *For confirmation of grant-aid you will need, a UKFS-compliant Woodland Creation Design Plan (the production of which is eligible for funding through the Woodland Creation Planning Grant, subject to its initial criteria) and clearance to plant under Environmental Impact Assessment (Forestry) (England and Wales) (EIA) Regulations 1999 (this may be confirmation that EIA consent is not needed or, should consent be required, consent).*
- *Eligibility is limited to privately owned land, land in the ownership of Local Authorities, and land that is publicly owned but is and will be managed by a private enterprise for the diration of the WCF agreement. WCF will not fund work required under e.g. planning consent. Local Authorities are not eligible for the second stage capital payment.*

3.3.7 Policies and procedures

See appendix

3.3.8 Key people

Chris Kitson

Role: Secretary/Director – project management, business planning, outdoor education

A teacher specialising in alternative education for secondary-age students. Through his work, teaching practical conservation in Nidd Gorge woodlands - in partnership with Bilton Conservation Group and Harrogate Council - he was compelled to campaign against a proposed relief road. As a founder member of Nidd Gorge Community Action, Chris assumed the role of Chair in February 2017 and took a lead in the high-profile campaign to 'Save Nidd Gorge and the Nidderdale Greenway'.

As Chair, in 2019, he helped to initiate the Harrogate & Knaresborough Alliance for Less Traffic (HALT) and, as Volunteer Coordinator for HALT, helped to organise the successful, community-driven publicity campaign against the road. Now that the road idea has been dropped, 'at this time', following its overwhelming rejection by the community, Chris is keen to build on the momentum of the campaign and do more to protect the Harrogate & Knaresborough greenbelt for generations to come.

Relevant professional expertise: campaign leading and strategic planning; volunteer coordination; fundraising; networking; land-based education planning and teaching; permaculture design certificate

Allan Smyth

Role: Treasurer, Event and business planning

A local business owner (Allan Smyth Audio Visual Ltd) Allan has supported Nidd Gorge Community Action as Treasurer and has donated office space, transport and Audio Visual equipment to assist in the campaign against the failed proposed northern relief road. Allan has operated his business in the Harrogate area for 30+ years, during this time he has built up a vast array of Audio Visual equipment which has come in extremely useful when NGCA/LLC have held any events, this will continue going forward as we plan events on and off site to assist with publicity, education and fund raising.

The ongoing success of the LLC project will depend on sound financial planning and creative thinking when it comes to funding different parts of the project, this fits in well with Allan's acquired business skills, and he looks forward to driving the project forward on a sound financial basis.

Allan has been a member of the Green party for many years and has been involved with environmental activities most of his life, he feels passionately that in the face of increasing 'Concrete Creep' it is hugely important to preserve and protect as much of the surviving natural habitat as possible, as well as bringing new areas online in any way possible, LLC is the perfect model for this.

Other interests for Allan are the Harrogate Community Radio Project and Creao Studio, a newly opened creative studio complex which offers meeting spaces and audio visual equipment which can be used by groups such as LLC/NGCA.
Relevant professional expertise: AV operations, IT, business planning

Jo Smalley
Role: Membership Secretary/ Director - media liaison, campaigns, social media lead, website contributor
An experienced feature writer, Jo has worked mainly on daily newspaper publications and award winning national magazine titles, such as NHS Magazine. She also has years under her belt as a communications officer specialising in public sector health, working for some of Yorkshire's largest NHS teaching hospital trusts. Her previous campaign work includes collaborating on public health initiatives to encourage people to adopt a healthier lifestyle by walking and cycling.
Volunteering for over 10 years within her community, Jo has been involved in a variety of hands-on projects to preserve, maintain and enhance local greenspaces. This includes her role as secretary on the committee of The Friends of Jacob Smith Park (JSP) in Knaresborough, a beautiful 30 acre natural parkland bequeathed to the community by a farming family.
Jo has led on a range of projects to increase the biodiversity of the park including, most recently, the development of a wildlife pond complete with a dipping platform to provide educational opportunities for local young people. She is passionate about engaging children with nature and connecting her community in general to the wildlife on their doorstep. This includes coordinating a variety of annual volunteer sessions. In her committee role for JSP and as a volunteer theatre producer, Jo has gained experience in event management, fundraising, sponsorship and applying for grants.
Relevant professional expertise: communications; event management; fundraising; sponsorship; grant applications; social media campaigns.

Ben Skinner
Role, Director – IT, promotional material, website
A local business owner ("Troublemaker Games") with experience in raising tens of thousands of pounds through online Crowdfunding, he became involved with the Nidd Gorge Community Action group in order to assist the campaign to protect Harrogate's green spaces by helping the campaign raise funds online for its activities. He provides IT and other digital skills for the team.
Relevant professional expertise: web design, drone operations, social media operations, online financial Crowdfunding, promotional video production.

James Mckay
Role: Director - academic liaison, media liaison, planning, concept art and promotional literature
Manager of two 'Centres for Doctoral Training' (research centres funded by UK Research & Innovation Council) at the University of Leeds: Bioenergy; and Water and Waste Infrastructure and Services Engineered for Resilience (Water-WISER).
James has >15 years' experience of managing academic projects across institutions, including international collaborations and large grant applications.
James is also an illustrator, and collaborates with scientists and the public to create visual art that communicates scientific ideas, for example reconstructions of extinct species and ancient or future environments (e.g. James' artwork was recently featured on the cover of the leading international science journal 'Nature').
Projects include the graphic novel 'Dreams of a Low Carbon Future' illustrating life in the UK in a zero

carbon future society. Through these projects, James has built up a network of contacts involved in the transition to a zero carbon future which can be drawn upon to support the Long Lands Common project. James has been active in visually conceptualising the Long Lands Common site and engaging with the media to promote the project.

Relevant professional expertise: grant applications, public speaking & science communication, book and brochure design, academic, regional authority and private sector networks

Malcolm Margolis

Role: ***Director*** **- cycling groups liaison, environmental groups liaison**

Has a long involvement in local environmental campaigns, including as Coordinator of Harrogate Friends of the Earth. He is a founding committee member of Nidd Gorge Community Action and HALT, the Harrogate and Knaresborough Alliance for Less Traffic. He is a member of Zero Carbon Harrogate sustainable transport group and of Harrogate District Cycle Action, and the Cycle Forum. In 2006 Malcolm founded Wheel Easy Harrogate which now has over 270 members and is one of the largest leisure cycling clubs in the UK. He led successful campaigns for shared use cycle and footpaths on the Stray and for the Nidderdale Greenway from Harrogate through Ripley to Clint. He is determined to maintain the Greenway and Nidd Gorge as tranquil places for wildlife and for the well-being of the community, protected for ever from roads and any other destructive development.

Relevant professional expertise: environmental campaigning, sustainable transport, cycling/walking infrastructure development

Geoff Foxall

Role: ***Director-*** **community and educational organisation liaison**

Chair of Starbeck Residents Association, Geoff coordinates involvement of local groups and individuals in the project particularly Starbeck school and the specialist colleges in Starbeck. Geoff is a founder member of Nidd Gorge Community Action. As a councillor for Bilton in the 1980's and 90's, Geoff helped to successfully prevent the development of a Northern Ring Road which would have decimated the Nidd Gorge and green belt between Harrogate and Knaresborough.

Relevant professional expertise: local authority and community networking

Roderick Beardshall

Role: Director - Zero Carbon Harrogate liaison

Chair of the Zero Carbon Harrogate transport working group and member of the transport working group on the Harrogate Borough Council Climate Coalition. Has presented regularly at council meetings in relation to environmental matters, especially in regard to opposing the planned “relief” road and has met regularly with locally elected representatives on a wide range of environmental matters.

Relevant expertise: PG diploma in Environmental Decision Making (Open University) including the modules “Environmental Decision Making – A Systems Approach” and “Environmental Valuation and Policy”.

Rick Brewis

Role: Director, Engagement with landowners and grant organisations, outdoor education

A local 3rd generation landowner within the Nidd Gorge catchment area, woodland owner & business partner in Actionzone Outdoor Pursuits, Rick was a founding member committee member of Nidd Gorge Community Action Group & HALT. Rick is dedicated to preserving local habitats for a variety of wildlife & helping local communities to be involved in education in the countryside by teaching bushcraft & other

activities on his land.
Rick has planted over 30,000 trees on his land and worked for 15 years at the Tees Forest (Community Forest) as Farming, Woodland & Biodiversity Officer, advising farmers & landowners on how to integrate modern farming techniques whilst at the same time improving & creating wildlife habitats on their land. Rick was instrumental here in planting over 3million trees.
Relevant professional expertise: grant applications, organisational liaison, forestry, land management

Patricia Sanders
Role: Director, social media liaison, education organisation and delivery, events planning
Woodland landowner & business partner in Actionzone Outdoor Pursuits in Nidd Gorge catchment area. Dedicated to preserving and enhancing wildlife habitats, creating wildlife corridors and encouraging our children to be involved in outdoor activities.
Founder member of Nidd Gorge Community Action, formed to oppose the building of a "relief" road through the greenbelt between Harrogate and Knaresborough, the committee members of which went on to form LLC on the successful completion of the campaign.
Relevant professional expertise: outdoor education, land-based business

Ian Fraser
Role: Director - organisational liaison, Woodland Creation officer
A founder member of Zero Carbon Harrogate, a climate breakdown activist group, established in 2016 (Zero Carbon Harrogate), Ian is its natural climate solutions lead and focuses on actions that help our part of the biosphere heal itself by helping its ecosystems to become resilient again. In June 2018 he organised and delivered a highly successful woodland creation conference, which has helped to stimulate the conversation around afforestation in Yorkshire. He is a member of the White Rose Forest (WRF) steering group, and Harrogate Borough Council's WRF working group. The key outcome of the WRF initiative, as with the other community forests that form the Northern Forest, is to increase woodland cover by at least one third by 2050, part of the national effort to deliver solutions to the climate crisis. He co-authored, in 2020, a paper with recommendations in response to the North Yorkshire County Council rural commission's call for evidence about the future and sustainability of North Yorkshire's rural communities. He will be drafting a ZCH response to the public consultation announced in June 2020 by DEFRA about England's tree strategy.
Relevant professional expertise: Grant applications, regional authority and private sector networks

Lucy Bagnall
Role: Director – accountancy, treasury assistance

Is a chartered accountant (ACCA) and chartered tax advisor (CTA) and has been working at a top 20 accountancy firm for the past 7 years and specialises in corporate tax. Previously, Lucy worked at the NHS in the finance team for the North Yorkshire area.
She moved to Harrogate about 10 years ago, but it is only during lockdown that she has had the opportunity to really explore the walks and green areas around Harrogate. She has spent a lot of time walking around Nidd Gorge and it was during one of these walks that she became aware of the Long Lands project. She think this is a fantastic opportunity to try and protect some of the green areas in Harrogate and also to create a new community woodland together which will be part of Harrogate's future and she is looking forward to being involved.
Relevant professional expertise: chartered accountant, chartered tax advisor

3.3.9 Organisational structure

Chris Kitson – Secretary

Allan Smyth – Treasurer – events sub-group leader

Jo Smalley – Membership Secretary – community engagement sub-group leader

Lucy Bagnall - Accountant

Directors:

- Malcolm Margolis – environmental group liason officer
- Geoff Foxall – community liason officer
- Rick Brewis – volunteer workdays sub-group leader
- Patricia Sanders – memorial trees sub-group leader
- Ian Fraser – forestry liason officer
- Roderick Beardshall – training courses sub-group leader
- James Mckay – media spokesperson and promotional artist
- Ben Skinner – website manager

The board members currently meet weekly to plan the fundraising campaign and share offer and will continue to meet at least fortnightly to manage the site once purchased. The site development will be accomplished through community work days and employing contractors.

Chris Kitson has an overall lead of the project and is the media spokesperson and secretary.

Jo Smalley is responsible for communications, managing the social media accounts and pledging.

Allan Smyth is responsible for accounts, office premises and event planning.

Rick Brewis is responsible for environmental management, site coordination and volunteer workdays.

Ian Fraser is responsible for woodland creation and grant applications.

Trish Sanders is responsible for event organisation, site organisation and accessibility.

Rod Beardshall is responsible for environmental planning, publicity and communications.

Geoff Foxall is responsible for education and community liaison.

James Mckay is responsible for academic and media liaison, concept art and promotional literature.

Malcolm Margolis is responsible for access and environmental lobbying/networking

Ben Skinner is responsible for IT, promotional material and website management.

Lucy Bagnall is responsible for accountancy and treasury advice and guidance.

The team allocate roles as necessary, utilising the wide range of expertise in the group. Sub-groups are devolved for essential work e.g. grant applications, business planning, social media campaign, web design, promotional literature. Once the land is purchased and the enterprise is up and running specific sub-groups will organise and plan volunteer workdays and each of the separate trading activities: memorial trees; training courses; and events, with each sub-group led by a Board Member who can report back to the Board

at the regular meetings. Non-Board Members, drawn from the wider membership will be encouraged to join the sub-groups via communications from the Membership Secretary.

Decisions are made via a democratic vote in quorate board meetings. If not quorate, decisions are made and agreed via correspondence.

Board members report their activities to the Board meeting with minutes recorded by the Secretary and filed in a cloud storage area.

Once shares are purchased and the society has a community of ordinary members, an AGM will be organised annually to plan work and report on progress to the community. Ordinary members will be able to raise ideas and/or concerns to Board Members throughout the year via the website and email correspondence, and this will be a standing item on Board meeting agendas. Representatives of ordinary members will be invited to attend selected Board meetings, depending on need.

3.4 Capital Plan

3.4.1 Capital Requirements and Sources of Capital

The differing capital spends and sources of finance for each of our 3 scenarios are shown below. The actual model implemented will depend on the success of the community share offer.

	Minimum	**Optimum**	**Maximum**
Purchase of land	£150,000 (18 acre - 1 field)	£250,000 (30 acres - 2 fields)	£250,000 (30 acres – 2 fields)
Trees	£23,040 (10 acres planted)	£69,120 (25 acres planted)	£69,120 (25 acres planted)
Paths	£10,000 – 500m @ £20 p/m	£20,000 (1000m @ £20 p/m)	£20,000 (1000m @ £20 p/m)
Compost toilet	£10,000	£10,000	£10,000
Fencing	£1000 (for 100m)	£4000 (for 400m)	£4000 (for 400m)
Tool cabin	£3,000	£3,000	£3,000
Disability access ramp and landscaping	n/a	n/a	£75,000
Ancillary labour	voluntary	£35,000 (for paths)	£35,000 (for paths)
Contingency	£2,960	£11,710	£11,710
Total	**£200,000**	**£402,830**	**£477,830**
Sources of capital			
Shares issued	£200,000	£300,000	£375,000
Capital grants	£0	£102,830	£102,830
Total	**£200,000**	**£402,830**	**£477,830**

Summaries of the 5 year forecasts for each of the three scenarios we have modelled are shown below. More detailed forecasts are available as an appendix to this business plan

The **optimum target** illustrates the ideal share subscription to enable Long Lands Common Limited to purchase two fields for £250,000, obtain the full benefit of the Woodland Carbon Fund (which offers capital funding for the creation of new productive woodland for carbon sequestration) and the Share Booster match funding (if the application is successful) and begin work on the creation of the woodland using volunteers wherever possible and contractors when necessary.

The **minimum target** will enable Long Lands Common Limited to purchase only the larger of the two fields available at a cost of £150,000. The purchase of the other field for £100,000 will be foregone. As the company will not achieve the minimum woodland of 10 hectares required by the Woodland Carbon Fund to obtain the grant funding of £8,500 per hectare this is not included in the funding table. The planting of trees, paving and fencing work and the purchase of a tool cabin and compost toilet would be funded by the remaining share capital. The share booster funding will match share subscriptions up to a maximum of £100,000. We have modelled this scenario on the basis of zero grant funding and it is sustainable at that. However the soon to be announced Nature for Climate Fund will certainly be applicable to our project. Figures are not yet available but will only improve the situation.

The **maximum target** illustrates the share subscription offer being taken up in full. As well as achieving all the objectives of the optimum scenario, this would also provide additional share capital to enable additional development projects to be completed – the greenway entrance and the stone circle event space – using hired contractors.

3.4.2 Share Offer Plan

We have modelled to allow for an annual share withdrawal equivalent to 50% of the previous year's profit. The opportunity to withdraw shares is suspended until then to enable the Society to become established on a firm financial footing. The directors reserve the right to increase the amount of withdrawals in any year, once we have achieved a prudent reserve of £20,000. This is to prevent the Society becoming over-capitalised. For every share withdrawn by other investors, one share invested by the Community Shares Booster programme will be withdrawn, on a pro-rata basis. At our very conservative levels of modelled profitability complete withdrawal of share capital would take a little over 70 years, however, we anticipate in the years following our current five year business plan, being able to significantly increase the allowed rate of withdrawal by increasing our trading activities and associated profits.

At the moment we have no plans to raise further capital through more share offers, but once we are on a stable footing, we will explore the use of an open membership offer to the community in order to encourage community membership and accountability rather than as a means to raise investment.

The value of the shares cannot increase, although in certain circumstances, subject to the Rules of the Society they can reduce in value.

This offer is open to application from both individuals, over 16 years of age, and incorporated organisations.

Through the application process the investor can nominate a named person to a) inherit the value of their shares or b) for the actual shares to be transferred into that person's name in the event of the investor's death. The latter is subject to the Society receiving the informed acceptance of the recipient, who must be aged 16 or above, before the inherited share(s) can be issued. Alternatively c) the investor can specify that they wish to donate the value of their share(s) to the Society in the event of their death.

An application does not guarantee that shares will be issued, or if they are, that the amount of shares applied for will be issued. The Directors reserve the right to refuse applications and/or limit the allocation of shares.

The initial share offer will run from July 2020 until 20th November, 2020.

In the event that we are just short of one of our targets, the Directors reserve the right to extend the offer for up to one month.

In the event that we are oversubscribed for a particular target, we will reduce the amount of shares issued to applicants for larger amounts, so as to maximise the number of members and increase our accountability to our community.

In the event that we are unsuccessful in hitting our minimum target we will not proceed and all monies will be returned to applicants by bank transfer or Stripe.

We will not expose applicants' money to risk or spend it before shares are issued on successful completion of the share offer.

Item	Details	
Max. offer raise	£375K	
Optimum offer raise	£300K	
Minimum offer raise	£200K	
Offers opens	July 2020	
Offer closes	20th November 2020	
Option to extend offer a bit (Yes/No)	Yes	
Action on over-subscription	Apportion shares to lower maximum individual holding	
Contingencies on falling short	Short extension. Only buy part of land	
Max. individual investment	£37,500 (10% of raise)	
Min. investment	£50	
Age limit	16	
Any other restrictions?	None	
Tax relief	N/A	
Joint investment?	No	
Institutional investors?	Yes	
Application process	LLC website and paper form	
Booster investment?	Yes	

Standard Mark?	Yes	
Interest (%)	Zero	
Withdrawal suspended (years)	3 years	
Share interest from Year...	N/A	
Share withdrawal per annum	1% per annum from Year 4	
Action on investor death?	Give investors option to nominate a recipient of the value of their shares See also sections 20, 25 & 111 of rules	

3.4.3 Working Capital Requirements

Our trading activities do not require working capital. The income from carbon sequestration will be generated by woodland creation funded by capital grants or share capital. Memorial trees, training courses and events will be funded by the customers before any necessary products or services are paid for.

With regard to the facilities and overheads for hosting events and training courses, we intend to erect hired or borrowed temporary structures to provide shelter and use furniture and equipment either borrowed from members or provided by instructors. Thus, our overheads will be low and pose no risk to the financial stability of the business.

3.5 Revenue model

Long Lands Common is looking at a number of opportunities to generate revenue streams including:

- The sale of memorial trees at a cost of £500 per tree (with a discount of 10% for members).
- Bi-annual social events at the site for the community e.g. winter and summer solstice celebrations generating £3000 per year.
- Training courses which are estimated to generate £40 per person per day.

3.5.1 Key assumptions

Long Lands Common Ltd has made the following assumptions around the finances of the Society:

- The Society will not be VAT registered
- No corporation tax will be payable on the expectation that either

- a) the company will qualify for the exemption available to commercial woodlands (TBC) or b) the grants received are non-taxable such that the company does not make a taxable profit in year 1 and 2 and the losses carried forward will relieve taxable profits in future years.
- The investment (being the land) will not be subject to depreciation, however fair value adjustments will be made in the accounts in accordance with FRS 102.
- Share withdrawal levels are expected to be equivalent to 50% of annual profits from year 4.
- We do not plan to pay interest on members' shares.
- The capital grant of £85,000 relates to the Woodland Grant Fund. This income has been deferred until Year 2 of this plan until the trees have been purchased and then recognised in full in the year of purchase on the basis that the assets will not be depreciated.
- Currently only land and trees are treated as fixed assets in these forecasts.

The company is expecting to raise its share capital and purchase the land no later than December 2020. The first step will be to build fencing, purchase a tool cabin and a vandal-proof composting toilet and start to lay the main paths for the site. It is expected that tree purchasing and planting will not commence until autumn of Year 2, the first full tree planting season after purchase. As a result, the forecasts below show that a significant amount of cash is carried forward at the end of year 1, but as noted below and in the detailed financial forecasts in the appendices this will be used in full during year 2 on the development of the woodland, with all trees, except memorial trees, being planted by April 2022.

3.5.2 Financial projections

We have been conservative in planning the trading activity in the early years of the Society. This trading activity will cover its overheads and fund the withdrawal of share capital after year 3. The planned trading activity is the same for each of our development scenarios.

Scenario 1 – optimum raise

	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Cashflow					
Cash in					
Sales	£4,400	£12,250	£13,150	£14,500	£15,400
Shares issued	£300,000				
Grants and gifts	£110,830	£0	£0	£0	£0
Totals	**£415,230**	**£12,250**	**£13,150**	**£14,500**	**£15,400**
Cash out					
Cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Share withdrawal	£0	£0	£0	£3,977	£4,277
Capital expenditure	£322,000	£69,120	£0	£0	£0
Startup costs (revenue)	£9,330				
Totals	**£333,827**	**£73,767**	**£5,197**	**£9,924**	**£10,724**
Net movement in cash	£81,403	-£61,517	£7,953	£4,577	£4,677
Opening bank balance	£0	£81,403	£19,886	£27,839	£32,416
Closing bank balance	**£81,403**	**£19,886**	**£27,839**	**£32,416**	**£37,092**
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Profit and loss					

Sales income	£4,400	£12,250	£13,150	£14,500	£15,400
Gross profit (£)	£3,100	£8,800	£9,200	£9,800	£10,200
Grant and donation income	£25,830	£85,000	£0	£0	£0
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Extraordinary costs	£81,330	£0	£0	£0	£0
Surplus	-£53,597	£92,603	£7,953	£8,553	£8,953
Accumulated profit	**-£53,597**	**£39,006**	**£46,959**	**£55,512**	**£64,465**
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Balance sheet					
Fixed assets	£250,000	£319,120	£319,120	£319,120	£319,120
Current assets	£81,403	£19,886	£27,839	£32,416	£37,092
Current liabilities	£85,000	£0	£0	£0	£0
Net assets	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**
Represented by					
P&L Balance brought fwd	£0	-£53,597	£39,006	£46,959	£55,512
Profit/loss for year	-£53,597	£92,603	£7,953	£8,553	£8,953
Member share capital	£300,000	£300,000	£300,000	£296,024	£291,747
Cumulative reserves	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**

Scenario 2 – maximum raise

	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Cashflow					
Cash in					
Sales	£4,400	£12,250	£13,150	£14,500	£15,400
Shares issued	£375,000				
Grants and gifts	£110,830	£0	£0	£0	£0
Totals	**£490,230**	**£12,250**	**£13,150**	**£14,500**	**£15,400**
Cash out					
Cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Share withdrawal	£0	£0	£0	£3,977	£4,277
Capital expenditure	£397,000	£69,120	£0	£0	£0
Startup costs (revenue)	£9,330				
Totals	**£408,827**	**£73,767**	**£5,197**	**£9,924**	**£10,724**
Net movement in cash	£81,403	-£61,517	£7,953	£4,577	£4,677
Opening bank balance	£0	£81,403	£19,886	£27,839	£32,416
Closing bank balance	**£81,403**	**£19,886**	**£27,839**	**£32,416**	**£37,092**
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Profit and loss					
Total income	£4,400	£12,250	£13,150	£14,500	£15,400
Gross profit (£)	£3,100	£8,800	£9,200	£9,800	£10,200
Grant and donation income	£25,830	£85,000	£0	£0	£0
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Extraordinary costs	£156,330	£0	£0	£0	£0

Surplus	-£128,597	£92,603	£7,953	£8,553	£8,953
Accumulated profit	**-£128,597**	**-£35,994**	**-£28,041**	**-£19,488**	**-£10,535**
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Balance sheet					
Fixed assets	£250,000	£319,120	£319,120	£319,120	£319,120
Current assets	£81,403	£19,886	£27,839	£32,416	£37,092
Current liabilities	£85,000	£0	£0	£0	£0
Net assets	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**
Represented by					
P&L Balance brought fwd	£0	-£128,597	-£35,994	-£28,041	-£19,488
Profit/loss for year	-£128,597	£92,603	£7,953	£8,553	£8,953
Member share capital	£375,000	£375,000	£375,000	£371,024	£366,747
Cumulative reserves	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**

Scenario 3 – minimum raise

	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Cashflow					
Cash in					
Sales	£4,400	£12,250	£13,150	£14,500	£15,400
Shares issued	£200,000				
Grants and gifts	£15,830	£0	£0	£0	£0
Totals	**£220,230**	**£12,250**	**£13,150**	**£14,500**	**£15,400**
Cash out					
Cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Share withdrawal	£0	£0	£0	£3,977	£4,277
Capital expenditure	£174,000	£23,040	£0	£0	£0
Startup costs (revenue)	£7,830				
Totals	**£184,327**	**£27,687**	**£5,197**	**£9,924**	**£10,724**
Net movement in cash	£35,903	-£15,437	£7,953	£4,577	£4,677
Opening bank balance	£0	£35,903	£20,466	£28,419	£32,996
Closing bank balance	**£35,903**	**£20,466**	**£28,419**	**£32,996**	**£37,672**
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Profit and loss					
Sales income	£4,400	£12,250	£13,150	£14,500	£15,400
Gross profit (£)	£3,100	£8,800	£9,200	£9,800	£10,200
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Extraordinary costs	£31,830	£0	£0	£0	£0
Grant and donation income	£15,830	£0	£0	£0	£0
Surplus	-£14,097	£7,603	£7,953	£8,553	£8,953
Accumulated profit	**-£14,097**	**-£6,494**	**£1,459**	**£10,012**	**£18,965**
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Balance sheet					
Fixed assets	£150,000	£173,040	£173,040	£173,040	£173,040

Current assets	£35,903	£20,466	£28,419	£32,996	£37,672
Current liabilities	£0	£0	£0	£0	£0
Net assets	**£185,903**	**£193,506**	**£201,459**	**£206,036**	**£210,712**
Represented by					
P&L Balance brought fwd	£0	-£14,097	-£6,494	£1,459	£10,012
Profit/loss for year	-£14,097	£7,603	£7,953	£8,553	£8,953
Member share capital	£200,000	£200,000	£200,000	£196,024	£191,747
Cumulative reserves	**£185,903**	**£193,506**	**£201,459**	**£206,036**	**£210,712**

3.5.3 Year One Cashflow

The detailed Year one cashflow projections for each scenario are listed in the appendix to this plan. The projections indicate that the Society does not run out of cash during its early development phase. The lowest cash position after share offer for each scenario are listed below:

Scenario	Lowest Yr 1 cash position	Date
1. Optimum	£56,843	11/2020
2. Maximum	£81,403	03/2021
3. Minimum	£35,903	03/2021

3.5.4. Share Capital Withdrawal

We have modelled, for the period covered by this business plan, that share capital can be withdrawn at an annual rate equivalent to 50% of the previous year's profit. The projected withdrawal for each scenario is summarised below.

Optimum raise	2020/21	2021/22	2022/23	2023/24	2024/25
Balance at start of year	£0	£300,000	£300,000	£300,000	£296,024
Shares issued	£300,000	£0	£0	£0	£0
Shares withdrawn	£0	£0	£0	£3,977	£4,277
Balance at end of year	£300,000	£300,000	£300,000	£296,024	£291,747

Maximum raise	2020/21	2021/22	2022/23	2023/24	2024/25
Balance at start of year	£0	£375,000	£375,000	£375,000	£371,024
Shares issued	£375,000	£0	£0	£0	£0
Shares withdrawn	£0	£0	£0	£3,977	£4,277
Balance at end of year	£375,000	£375,000	£375,000	£371,024	£366,747

Minimum raise	2020/21	2021/22	2022/23	2023/24	2024/25
Balance at start of year	£0	£200,000	£200,000	£200,000	£196,024
Shares issued	£200,000	£0	£0	£0	£0

Shares withdrawn	£0	£0	£0	£3,977	£4,277
Balance at end of year	£200,000	£200,000	£200,000	£196,024	£191,747

3.6 Risk

3.6.1 Risk Register

Risk of business failure requiring the sale of the asset base to meet debts.
The trading activities of the Society are low risk and require very little or no working capital. As such the risk of business failure is very low as is the risk to the land asset. IN the event that the conservative trading profit were not achieved, the Society has the option to suspend withdrawal of shares.

Risk of the land being sold by members after it has been bought by Long Lands Common Limited.

The assets of Long Lands Common are subject to an asset lock and can only be used for community benefit. The Society can sell any of its assets, but the most members could receive is the value of their shares which cannot increase in value. As such there would be no incentive for members to force the sale of the land for personal profit.

Risk of shareholders requiring repayment of monies. Shareholders will not be able to request repayment of shareholding from the society for the first 3 years from the date of purchase. After that time, we have modelled to allow for an annual share withdrawal equivalent to 50% of the previous year's profit. The Directors also have the right to suspend share withdrawals to protect the finances of the Society if necessary.

Restrictions from conditions applied to grant offers. The Woodland Carbon Fund's grant offer to assist with the creation of woodland comes with conditions, stipulating that a minimum area of 10 hectares must be given over to woodland cover. The directors do not anticipate these conditions being a barrier to the development of the project. The plans for the site include 4 hectares of open space, within the woodland. The total area of the site is 12 hectares. We will set aside 2 hectares of the total for open land and we are allowed 20% open land (i.e. 2Ha) within the 10Ha set aside for the Woodland Carbon Fund scheme. We have received professional advice from a forestry consultant and a positive response from the Forestry Commission to our Woodland Creation Planning Grant giving us confidence we will meet the necessary funding conditions – particularly as we are geographically situated in a priority of place area and qualify for 100% funding of costs (for the optimum and maximum scenarios).

Restrictions and obligations arising from public access. Care will be taken to ensure the security of on-site assets, equipment and resources, and reasonable measures, such as locking of gates and a rota for daily on-site attendance will be organised. Care will be taken in the design of the site to ensure safety and security are taken into account. The intended tool cabin and composting toilet will be vandal proof.

Risk of financial mismanagement or misdemeanour. The Society will mitigate this risk by recruiting the services of a Chartered Accountant to assist the Treasurer. The Society requires two signatures to any cheque and will employ a sound policy with regards to the management of cash.

Risks of harm to trees – The following risks have been identified: Tree diseases – we will work closely with the Forestry Commission to obtain the most up-to-date guidance on health of stock and advice on not planting certain species (eg ash). We will seek to fence and guard trees appropriately to ensure safety against deer and rabbits.

Risk of harm due to climatic factors (weather). The Society will try to mitigate this risk by planting wind-breaks and shelter belts, and will site vulnerable plants appropriately. We will seek to capture and store

the natural water resources on site to use in periods of drought. The permaculture design process to be carried out takes into consideration climatic and other risk factors to ensure the future stability of the design. This is an internationally recognised design methodology.

Risk of vandalism. The site is located close to the urban areas of Bilton and Starbeck, giving relatively easy access to potential vandals via the entrance from Bogs Lane, the public footpath between Bilton Triangle and Bilton Hall Lane or the adjacent Nidderdale Greenway. Some risk of vandalism is inevitable but a regular daily presence on site will be maintained and the large, anticipated number of members will be encouraged to visit the site regularly to monitor the area. The benefits of public access for awareness-raising and education outweigh the risk.

Signage will be appropriate and will not indicate the assets contained on the site. The site will be fenced and tools and equipment locked away. The intended tool cabin and composting toilet will be vandal proof.

We have identified the following additional risks:

1. Loss of key director(s) 2. Inability to attract sufficient volunteers 3. Lack of interest in community planting and workdays 5. Lack of interest in courses and events

The current directors believe that these risks can be mitigated by having a board with strong and capable members, with a proven track-record in community work, appropriate day-to-day and strategic management and regular reviews of progress towards the company's objectives with a willingness to adjust the company's plans and activities in light of operational experience. Furthermore, the creation of a large membership, from which to draw directors and volunteers for workdays and management sub-groups will aid the sustainability of the project.

3.6.2 Risk to Capital

The risk to member capital is small as the land is our main asset and it is unlikely that the value of the land will fall, particularly when the amenity value of the land increases due to the proposed transformation into a publicly accessible community woodland producing a greater yield for the community in terms of goods and services.

There may be some depreciation in the value of the land in the first five years due to agricultural land having more value than planted woodland. There is therefore a short term risk to capital until the established woodland begins to meet the conditions for maintenance payments and carbon sequestration and has increased in value to its original amount.

We have not modelled for the increase in value of the land in these projections, but we intend to represent it at fair value in our accounts and this will only reduce the risk to member capital.

Our proposed trading activities are on a relatively small scale and represent a low risk to our capital.

Long Lands Common Limited will take out public liability insurance as soon as the land is purchased. Advice will be sought to ensure that the appropriate level of cover is in place.

3.7 Implementation

This Business Plan will be used for reference by the board when strategically planning the management of the site at regular committee meetings.
It will be revisited and reviewed at the end every tax year when drawing up annual accounts and tax returns.
The performance of the Society towards its commercial targets listed in this plan, and the social impact targets - to establish and maintain a reserve for nature in the face of uncontrolled development; and to

establish and build a strong local community that is active, engaged, empowered, and where adults and children alike act as environmental guardians both today and long into the future - will be reported to the membership at the AGM.

4. Appendices

4.1 Booster Payment - invoices for start-up costs

Long Lands Common
12b Regent Street
Harrogate
North Yorkshire. HG1 4BE
07973426213
E-MAIL:info@longlandscommon.org

Accounts Depatment
Co-operatives UK
Holyoake House,
Hanover Street
Manchester,
M60 0AS

Invoice No. 000-001

Invoice

Date 06/05/2020
PO Order No

Qty	Description	Unit Price	TOTAL
1	Support with writing the business plan	£2,500.00	£2,500.00
1	Writing the share offer document	£1,500.00	£1,500.00
1	Support around community engagement	£250.00	£250.00

Please make BACS payments to:
Sort Code: 089299 number: 65894222

Subtotal	£4,250.00
Shipping & Handling	£0.00
Taxes	
TOTAL	£4,250.00

Long Lands Common
12b Regent Street
Harrogate
North Yorkshire. HG1 4BE
07973426213
E-MAIL:info@longlandscommon.org

Invoice No. 000-002

Invoice

Accounts Depatment
Co-operatives UK
Holyoake House,
Hanover Street
Manchester,
M60 0AS

Date 06/05/2020
PO Order No

Qty	Description	Unit Price	TOTAL
1	Community Shares Standard Mark assessment	£1,000.00	£1,000.00
1	Producing a promotional video for the share offer	£900.00	£900.00
1	Printing for promotional leaflets, advertising signs and banners	£1,680.00	£1,680.00

Please make BACS payments to:
Sort Code: 089299 number: 65894222

Subtotal	£3,580.00
Shipping & Handling	£0.00
Taxes	
TOTAL	£3,580.00

4.2 Detailed financial projections

5 Year cashflow – optimum

Year	2020/21	2021/22	2022/23	2023/24	2024/25
Opening balance	0	£81,403	£19,886	£27,839	£32,416
cash in					
Share capital issued	£300,000				
Grants	£102,830				
Gifts	£8,000				
Sales	£4,400	£12,250	£13,150	£14,500	£15,400
Total cash in	**£415,230**	**£12,250**	**£13,150**	**£14,500**	**£15,400**
cash out					
Capital expenditure	£322,000	£69,120	£0	£0	£0
Cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Extraordinary revenue costs	£9,330				
Share capital withdrawals	£0	£0	£0	£3,977	£4,277
Corporation tax	£0	£0	£0	£0	£0
Total cash out	**£333,827**	**£73,767**	**£5,197**	**£9,924**	**£10,724**
Closing balance	**£81,403**	**£19,886**	**£27,839**	**£32,416**	**£37,092**
Net movement	£81,403	-£61,517	£7,953	£4,577	£4,677

Cashflow Year 1 – optimum

Optimum raise	04/2020	05/2020	06/2020	07/2020	08/2020	09/2020	10/2020	11/2020	12/2020	01/2021	02/2021	03/2021	Totals
Opening balance	£0	£0	£0	£4,250	£3,580	£50,000	£148,863	£298,853	£56,843	£59,833	£153,923	£152,813	
cash in													
Share capital					£50,000	£100,000	£150,000						**£300,000**
Grants			£4,250	£3,580					£1,500	£93,500			**£102,830**
Gifts								£8,000					**£8,000**
Sales - memorial trees										£500	£500	£500	**£1,500**
Sales - events									£2,000				**£2,000**
Sales - training										£450		£450	**£900**
Total cash in	£0	£0	£4,250	£3,580	£50,000	£100,000	£150,000	£8,000	£3,500	£94,450	£500	£950	**£415,230**
cash out													**£0**
Capital expenditure								£250,000				£72,000	**£322,000**
Cost of Sales - memorial trees										£100	£100	£100	**£300**
Cost of Sales - events									£500				**£500**
Cost of Sales - training										£250		£250	**£500**
Extraordinary revenue costs				£4,250	£3,580						£1,500		**£9,330**
Overheads						£1,137	£10	£10	£10	£10	£10	£10	**£1,197**
Share capital withdrawals	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**£0**
Corporation tax	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**£0**
Total cash out	£0	£0	£0	£4,250	£3,580	£1,137	£10	£250,010	£510	£360	£1,610	£72,360	**£333,827**
Closing balance	**£0**	**£0**	**£4,250**	**£3,580**	**£50,000**	**£148,863**	**£298,853**	**£56,843**	**£59,833**	**£153,923**	**£152,813**	**£81,403**	

5 Year profit and loss – optimum

Year	2020/21	2021/22	2022/23	2023/24	2024/25
Sales Income					
Memorial trees	£1,500	£6,000	£6,000	£6,000	£6,000
Events	£2,000	£4,000	£4,000	£4,000	£4,000
Training	£900	£2,250	£3,150	£4,500	£5,400
Total sales income	£4,400	£12,250	£13,150	£14,500	£15,400
Cost of sales					
Memorial trees	£300	£1,200	£1,200	£1,200	£1,200
Events	£500	£1,000	£1,000	£1,000	£1,000
Training	£500	£1,250	£1,750	£2,500	£3,000
Total cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Gross profit	**£3,100**	**£8,800**	**£9,200**	**£9,800**	**£10,200**
Overheads					
Insurance	£750	£750	£800	£800	£800
PPE	£300	£300	£300	£300	£300
Website	£120	£120	£120	£120	£120
Other overheads	£27	£27	£27	£27	£27
Total overheads	**£1,197**	**£1,197**	**£1,247**	**£1,247**	**£1,247**
Opersating profit					
Extraordinary costs not capitalised					
Revenue expenditure not capitalised	£9,330				
Capital expenditure not capitalised	£72,000	£0	£0	£0	£0
Total extraordinary costs not capitalised	**£81,330**	**£0**	**£0**	**£0**	**£0**
Other income					
Memorial donation	£8,000				
Revenue grant income	£9,330	£0	£0	£0	£0
Capital grant income	£8,500	£85,000	£0	£0	£0
Total other income	**£25,830**	**£85,000**	**£0**	**£0**	**£0**
Operating profit	**-£53,597**	**£92,603**	**£7,953**	**£8,553**	**£8,953**
Depreciation	0	0	0	0	0
Corporation tax	0	0	0	0	0
Net profit (to reserves)	**-£53,597**	**£92,603**	**£7,953**	**£8,553**	**£8,953**

5 Year balance sheet - optimum

Assets	2020/21	2021/22	2022/23	2023/24	2024/25
Tangible fixed assets					
Land	£250,000	£250,000	£250,000	£250,000	£250,000
Trees		£69,120	£69,120	£69,120	£69,120
Current assets					
Bank account	£81,403	£19,886	£27,839	£32,416	£37,092
Current liabilities					
Deferred revenue grant income	£0	£0	£0	£0	£0
Deferred capital grant income	£85,000	£0	£0	£0	£0
Long term liabilities	0	0	0	0	0
Total assets less total liabilities	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**
Capital and reserves					
Balance brought forward P&L account	0	-£53,597	£39,006	£46,959	£55,512
Profit for the year	-£53,597	£92,603	£7,953	£8,553	£8,953
Member share capital	£300,000	£300,000	£300,000	£296,024	£291,747
Cumulative reserves at year end	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**
Difference	£0	£0	£0	£0	£0

Share Capital - optimum

Shares invested	£300,000	
Withdrawal suspended	3years	
Interest on shares	0.00%	
Withdrawal	50.00%	of previous years profit

Optimum raise	2020/21	2021/22	2022/23	2023/24	2024/25
Balance at start of year	£0	£300,000	£300,000	£300,000	£296,024
Shares issued	£300,000	£0	£0	£0	£0
Shares withdrawn	£0	£0	£0	£3,977	£4,277
Balance at end of year	£300,000	£300,000	£300,000	£296,024	£291,747

5 Year cashflow – maximum

Year	2020/21	2021/22	2022/23	2023/24	2024/25
Opening balance	0	£81,403	£19,886	£27,839	£32,416
cash in					
Share capital issued	£375,000				
Grants	£102,830				
Gifts	£8,000				
Sales	£4,400	£12,250	£13,150	£14,500	£15,400
Total cash in	**£490,230**	**£12,250**	**£13,150**	**£14,500**	**£15,400**
cash out					
Capital expenditure	£397,000	£69,120	£0	£0	£0
Cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Extraordinary revenue costs	£9,330				
Share capital withdrawals	£0	£0	£0	£3,977	£4,277
Corporation tax	£0	£0	£0	£0	£0
Total cash out	**£408,827**	**£73,767**	**£5,197**	**£9,924**	**£10,724**
Closing balance	**£81,403**	**£19,886**	**£27,839**	**£32,416**	**£37,092**
Net movement	£81,403	-£61,517	£7,953	£4,577	£4,677

Cashflow Year 1 – maximum

Month	04/2020	05/2020	06/2020	07/2020	08/2020	09/2020	10/2020	11/2020	12/2020	01/2021	02/2021	03/2021	Totals
Opening balance	£0	£0	£0	£4,250	£3,580	£50,000	£148,863	£373,853	£131,843	£134,833	£228,923	£227,813	
cash in													
Share capital					£50,000	£100,000	£225,000						**£375,000**
Grants			£4,250	£3,580					£1,500	£93,500			**£102,830**
Gifts								£8,000					**£8,000**
Sales - memorial trees										£500	£500	£500	**£1,500**
Sales - events									£2,000				**£2,000**
Sales - training										£450		£450	**£900**
Total cash in	£0	£0	£4,250	£3,580	£50,000	£100,000	£225,000	£8,000	£3,500	£94,450	£500	£950	**£490,230**
cash out													**£0**
Capital expenditure								£250,000				£147,000	**£397,000**
Cost of Sales - memorial trees										£100	£100	£100	**£300**
Cost of Sales - events									£500				**£500**
Cost of Sales - training										£250		£250	**£500**
Extraordinary revenue costs				£4,250	£3,580						£1,500		**£9,330**
Overheads						£1,137	£10	£10	£10	£10	£10	£10	**£1,197**
Share capital withdrawals	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**£0**
Corporation tax	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**£0**
Total cash out	£0	£0	£0	£4,250	£3,580	£1,137	£10	£250,010	£510	£360	£1,610	£147,360	**£408,827**
Closing balance	**£0**	**£0**	**£4,250**	**£3,580**	**£50,000**	**£148,863**	**£373,853**	**£131,843**	**£134,833**	**£228,923**	**£227,813**	**£81,403**	

5 Year profit and loss – maximum

Year	2020/21	2021/22	2022/23	2023/24	2024/25
Sales Income					
Memorial trees	£1,500	£6,000	£6,000	£6,000	£6,000
Events	£2,000	£4,000	£4,000	£4,000	£4,000
Training	£900	£2,250	£3,150	£4,500	£5,400

Total sales income	£4,400	£12,250	£13,150	£14,500	£15,400
Cost of sales					
Memorial trees	£300	£1,200	£1,200	£1,200	£1,200
Events	£500	£1,000	£1,000	£1,000	£1,000
Training	£500	£1,250	£1,750	£2,500	£3,000
Total cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Gross profit	**£3,100**	**£8,800**	**£9,200**	**£9,800**	**£10,200**
Overheads					
Insurance	£750	£750	£800	£800	£800
PPE	£300	£300	£300	£300	£300
Website	£120	£120	£120	£120	£120
Other overheads	£27	£27	£27	£27	£27
Total overheads	**£1,197**	**£1,197**	**£1,247**	**£1,247**	**£1,247**
Opersating profit					
Extraordinary costs not capitalised					
Revenue expenditure not capitalised	£9,330				
Capital expenditure not capitalised	£147,000	£0	£0	£0	£0
Total extraordinary costs not capitalised	**£156,330**	**£0**	**£0**	**£0**	**£0**
Other income					
Memorial donation	£8,000				
Revenue grant income	£9,330	£0	£0	£0	£0
Capital grant income	£8,500	£85,000	£0	£0	£0
Total other income	**£25,830**	**£85,000**	**£0**	**£0**	**£0**
Operating profit	**-£128,597**	**£92,603**	**£7,953**	**£8,553**	**£8,953**
Depreciation	0	0	0	0	0
Corporation tax	0	0	0	0	0
Net profit (to reserves)	**-£128,597**	**£92,603**	**£7,953**	**£8,553**	**£8,953**

5 Year balance sheet - maximum

Assets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Tangible fixed assets					
Land	£250,000	£250,000	£250,000	£250,000	£250,000
Trees		£69,120	£69,120	£69,120	£69,120
Current assets					
Bank account	£81,403	£19,886	£27,839	£32,416	£37,092
Current liabilities					
Deferred revenue grant	£0	£0	£0	£0	£0

income					
Deferred capital grant income	£85,000	£0	£0	£0	£0
Long term liabilities	0	0	0	0	0
Total assets less total liabilities	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**
Capital and reserves					
Balance brought forward P&L account	0	-£128,597	-£35,994	-£28,041	-£19,488
Profit for the year	-£128,597	£92,603	£7,953	£8,553	£8,953
Member share capital	£375,000	£375,000	£375,000	£371,024	£366,747
Cumulative reserves at year end	**£246,403**	**£339,006**	**£346,959**	**£351,536**	**£356,212**
Difference	£0	£0	£0	£0	£0

Share Capital - maximum

Shares invested	£375,000	
Withdrawal suspended	3years	
Interest on shares	0.00%	
Withdrawal	50.00%	of previous year's profit

Maximum raise	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Balance at start of year	£0	£375,000	£375,000	£375,000	£371,024
Shares issued	£375,000	£0	£0	£0	£0
Shares withdrawn	£0	£0	£0	£3,977	£4,277
Balance at end of year	£375,000	£375,000	£375,000	£371,024	£366,747

5 Year cashflow- minimum

Year	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Opening balance	0	£35,903	£20,466	£28,419	£32,996
cash in					
Share capital issued	£200,000				
Grants	£7,830				
Gifts	£8,000				
Sales	£4,400	£12,250	£13,150	£14,500	£15,400
Total cash in	**£220,230**	**£12,250**	**£13,150**	**£14,500**	**£15,400**
cash out					

Capital expenditure	£174,000	£23,040	£0	£0	£0
Cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Overheads	£1,197	£1,197	£1,247	£1,247	£1,247
Extraordinary revenue costs	£7,830				
Share capital withdrawals	£0	£0	£0	£3,977	£4,277
Corporation tax	£0	£0	£0	£0	£0
Total cash out	**£184,327**	**£27,687**	**£5,197**	**£9,924**	**£10,724**
Closing balance	**£35,903**	**£20,466**	**£28,419**	**£32,996**	**£37,672**
Net movement	£35,903	-£15,437	£7,953	£4,577	£4,677

Cashflow Year 1- minimum

Month	04/2020	05/2020	06/2020	07/2020	08/2020	09/2020	10/2020	11/2020	12/2020	01/2021	02/2021	03/2021	Totals
Opening balance	£0	£0	£0	£4,250	£3,580	£40,000	£58,863	£198,853	£56,843	£58,333	£58,923	£59,313	
cash in													
Share capital					£40,000	£20,000	£140,000						**£200,000**
Grants			£4,250	£3,580									**£7,830**
Gifts								£8,000					**£8,000**
Sales - memorial trees										£500	£500	£500	**£1,500**
Sales - events									£2,000				**£2,000**
Sales - training										£450		£450	**£900**
Total cash in	£0	£0	£4,250	£3,580	£40,000	£20,000	£140,000	£8,000	£2,000	£950	£500	£950	**£220,230**
cash out													**£0**
Capital expenditure								£150,000				£24,000	**£174,000**
Cost of Sales - memorial trees										£100	£100	£100	**£300**
Cost of Sales - events									£500				**£500**
Cost of Sales - training										£250		£250	**£500**
Extraordinary revenue costs				£4,250	£3,580								**£7,830**
Overheads						£1,137	£10	£10	£10	£10	£10	£10	**£1,197**
Share capital withdrawals	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**£0**
Corporation tax	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**£0**
Total cash out	£0	£0	£0	£4,250	£3,580	£1,137	£10	£150,010	£510	£360	£110	£24,360	**£184,327**
Closing balance	**£0**	**£0**	**£4,250**	**£3,580**	**£40,000**	**£58,863**	**£198,853**	**£56,843**	**£58,333**	**£58,923**	**£59,313**	**£35,903**	

5 Year profit and loss - minimum

Year	2020/21	2021/22	2022/23	2023/24	2024/25
Sales Income					
Memorial trees	£1,500	£6,000	£6,000	£6,000	£6,000
Events	£2,000	£4,000	£4,000	£4,000	£4,000
Training	£900	£2,250	£3,150	£4,500	£5,400
Total sales income	£4,400	£12,250	£13,150	£14,500	£15,400
Cost of sales					
Memorial trees	£300	£1,200	£1,200	£1,200	£1,200
Events	£500	£1,000	£1,000	£1,000	£1,000
Training	£500	£1,250	£1,750	£2,500	£3,000
Total cost of sales	£1,300	£3,450	£3,950	£4,700	£5,200
Gross profit	**£3,100**	**£8,800**	**£9,200**	**£9,800**	**£10,200**
Overheads					
Insurance	£750	£750	£800	£800	£800

PPE	£300	£300	£300	£300	£300
Website	£120	£120	£120	£120	£120
Other overheads	£27	£27	£27	£27	£27
Total overheads	**£1,197**	**£1,197**	**£1,247**	**£1,247**	**£1,247**
Operating profit					
Extraordinary costs not capitalised					
Revenue expenditure not capitalised	£7,830				
Capital expenditure not capitalised	£24,000	£0	£0	£0	£0
Total extraordinary costs not capitalised	**£31,830**	**£0**	**£0**	**£0**	**£0**
Other income					
Memorial donation	£8,000				
Revenue grant income	£7,830	£0	£0	£0	£0
Capital grant income	£0	£0	£0	£0	£0
Total other income	**£15,830**	**£0**	**£0**	**£0**	**£0**
Operating profit	**-£14,097**	**£7,603**	**£7,953**	**£8,553**	**£8,953**
Depreciation	0	0	0	0	0
Corporation tax	0	0	0	0	0
Net profit (to reserves)	**-£14,097**	**£7,603**	**£7,953**	**£8,553**	**£8,953**

5 Year balance sheet- minimum

Assets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Tangible fixed assets					
Land	£150,000	£150,000	£150,000	£150,000	£150,000
Trees		£23,040	£23,040	£23,040	£23,040
Current assets					
Bank account	£35,903	£20,466	£28,419	£32,996	£37,672
Current liabilities					
Deferred revenue grant income	£0	£0	£0	£0	£0
Deferred capital grant income	£0	£0	£0	£0	£0
Long term liabilities	0	0	0	0	0
Total assets less total liabilities	**£185,903**	**£193,506**	**£201,459**	**£206,036**	**£210,712**
Capital and reserves					
Balance brought forward	0	-£14,097	-£6,494	£1,459	£10,012

P&L account					
Profit for the year	-£14,097	£7,603	£7,953	£8,553	£8,953
Member share capital	£200,000	£200,000	£200,000	£196,024	£191,747
Cumulative reserves at year end	**£185,903**	**£193,506**	**£201,459**	**£206,036**	**£210,712**
Difference	£0	£0	£0	£0	£0

Share Capital- minimum

Shares invested	£200,000	
Withdrawal suspended	3years	
Interest on shares	0.00%	
Withdrawal	50.00%	of previous year's profit

Minimum raise	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Balance at start of year	£0	£200,000	£200,000	£200,000	£196,024
Shares issued	£200,000	£0	£0	£0	£0
Shares withdrawn	£0	£0	£0	£3,977	£4,277
Balance at end of year	£200,000	£200,000	£200,000	£196,024	£191,747

4.3 Theory of Change

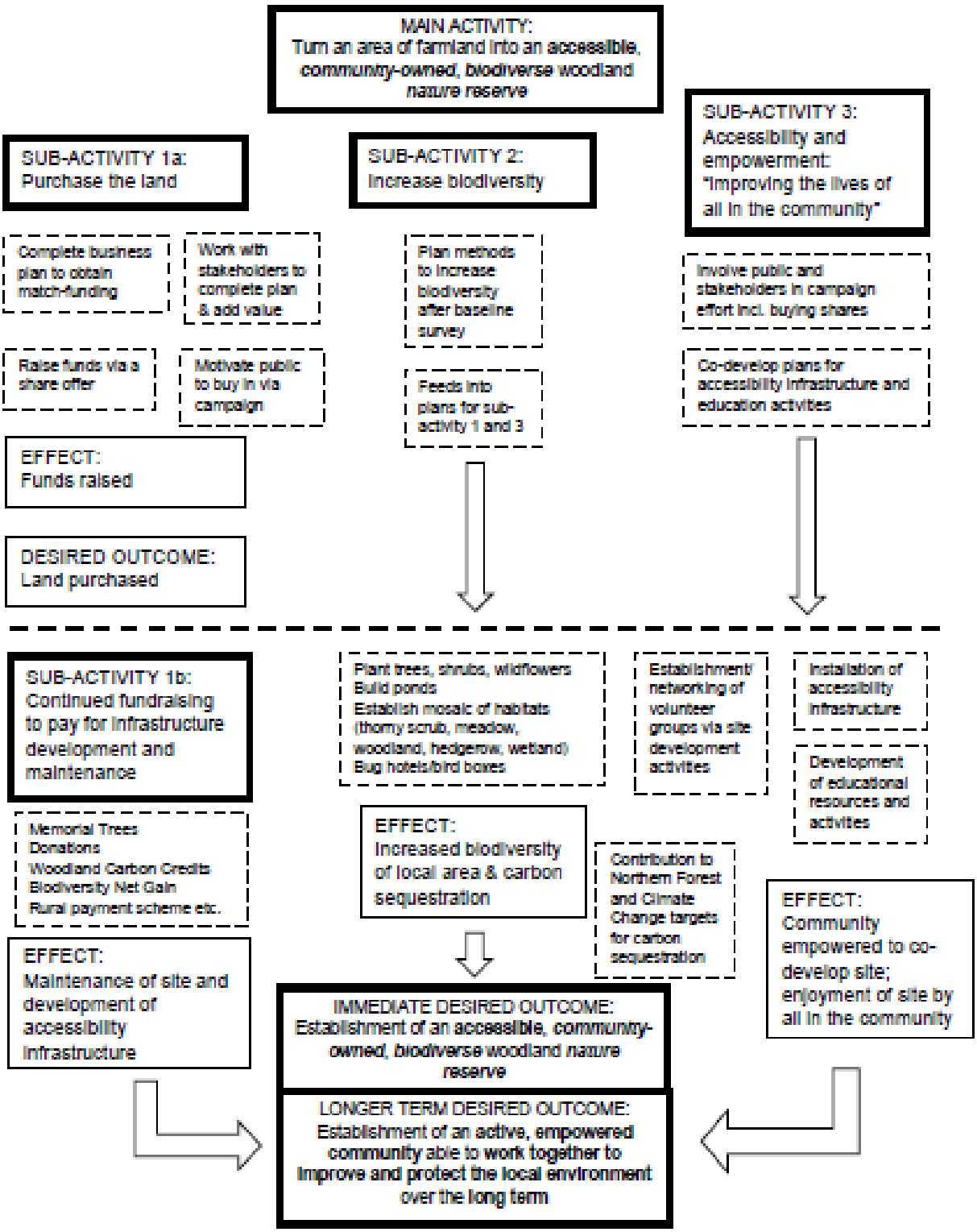
Identified audiences:

- *Strategic Management Team & Society members*
- *Potential funders/grant awarding organisations*
- *Share offer pledgers*
- *Local stakeholders: Harrogate Borough Council, local business, wildlife charities e.g. Woodland Trust (see below)*
- *Visitors to website*
- *Nidd Gorge Community Action – Facebook followers*
- *Supporters of NGCA – 38 degrees petition signers*
- *HALT Campaign Volunteers*
- *Local residents and action groups*
- *Recreational users of Nidderdale Greenway and visitors to Nidd Gorge (walkers, cyclists etc)*

Identified current and potential partners/stakeholders:

- *Harrogate Borough Council*
- *Knaresborough Town Council*
- *White Rose Forest (part of Northern Forest)*

- *Co-operatives UK*
- *Forestry Commission*
- *Woodland Trust*
- *Yorkshire Wildlife Trust*
- *Bilton Conservation Group*
- *National Trust – Brimham Rocks*
- *Thorp Perrow Arboretum*
- *Horticap*
- *Local businesses (SMEs)*
- *Larger business (CSR)*
- *ActionZone, Nidd Gorge*
- *Berwins Solicitors*
- *Local schools*
- *Veloheads, Starbeck*
- *Henshaws College (young people with special educational needs)*
- *Zero Carbon Harrogate/Zero Carbon Yorkshire*
- *Renaissance Knaresborough*
- *Knox Valley Residents Association*
- *Starbeck Residents Association*


MAIN ACTIVITY:
Turn an area of farmland into an accessible, community-owned, biodiverse woodland nature reserve
SUB-ACTIVITY 1a:
Purchase the land
SUB-ACTIVITY 2:
Increase biodiversity
SUB-ACTIVITY 3:
Accessibility and empowerment:
"Improving the lives of all in the community"
Complete business plan to obtain match-funding
Work with stakeholders to complete plan & add value
Raise funds via a share offer
Motivate public to buy in via campaign
Plan methods to increase biodiversity after baseline survey
Feeds into plans for sub-activity 1 and 3
Involve public and stakeholders in campaign effort incl. buying shares
Co-develop plans for accessibility infrastructure and education activities
EFFECT:
Funds raised
DESIRED OUTCOME:
Land purchased
SUB-ACTIVITY 1b:
Continued fundraising to pay for infrastructure development and maintenance
Memorial Trees
Donations
Woodland Carbon Credits
Biodiversity Net Gain
Rural payment scheme etc.
EFFECT:
Maintenance of site and development of accessibility infrastructure
Plant trees, shrubs, wildflowers
Build ponds
Establish mosaic of habitats (thorny scrub, meadow, woodland, hedgerow, wetland)
Bug hotels/bird boxes
Establishment/ networking of volunteer groups via site development activities
Installation of accessibility infrastructure
Development of educational resources and activities
EFFECT:
Increased biodiversity of local area & carbon sequestration
Contribution to Northern Forest and Climate Change targets for carbon sequestration
EFFECT:
Community empowered to co-develop site; enjoyment of site by all in the community
IMMEDIATE DESIRED OUTCOME:
Establishment of an accessible, community-owned, biodiverse woodland nature reserve
LONGER TERM DESIRED OUTCOME:
Establishment of an active, empowered community able to work together to improve and protect the local environment over the long term

4.4 Market Research - Products and Services

Long Lands Common - Market Research – Memorial Trees

Based on the information shown below I would suggest £500 for a memorial tree (a little more if we're feeling brave) in line with RSPB and Life for a Life. We would need to be very clear what we were offering for this to distinguish ourselves from offers such as the National Forest and Woodland Trust offering tree sponsorship/dedication for as little as £15.

Alternatively, we could keep the associated workload down and potentially significantly increase uptake with an offer similar to Memo Trees for around £200.

https://scattering-ashes.co.uk/services/memorial-tree/

This site was interesting because of the following quote: "If you are paying someone else to do it, check – is it your tree or is someone planting it anyway and you are paying for it to be dedicated? It depends what you want, but it isn't the same thing. Generally a simple way to tell is the price – if it is your tree, planted on a space for you it will cost in the region of £500. If it is a dedication it will cost significantly less. You should check what you are getting for that money – replacement tree if it is necessary; access to the site; guarantee it will not be harvested on maturity."

https://www.lifeforalife.org.uk/products/

"All trees are a minimum donation of **£695.00**; this donation includes one of our standard green plastic plaques, the interment of one set of ashes, a certificate of plantation and an inscription into a Book of Remembrance."

They also offer limited availability of memorial benches and picnic tables for a minimum donation of £695.

http://memotrees.co.uk/pricing.html

Trees can be sponsored for any reason (e.g. birth, wedding, birthday, anniversary...), not just a memorial. The trees are already planted and visitors choose one and arrange for it to be dedicated for £99, or dedicated with a plaque for £199.

https://www.nationalforest.org/get-involved/plant-a-tree/dedicate-a-tree?gclid=EAIaIQobChMIz8XbxOaU6QIV24BQBh02QgFCEAAYAiAAEgLnxfD_BwE

Cost is £15 to dedicate a tree, for which you get a certificate and have a sapling planted. The specific tree isn't identifiable.

https://www.rspb.org.uk/join-and-donate/donate/plant-a-memorial-tree?channel=paidsearch&gclid=EAIaIQobChMIz8XbxOaU6QIV24BQBh02QgFCEAAYASAAEgJtMfD_BwE

Cost is £495 and the website states that: "*Your donation covers the cost of the RSPB purchasing and caring for the tree, creation and maintenance of Celebration Wood, plus support for the wider Dove Stone site and the RSPB's work.*"

https://shop.woodlandtrust.org.uk/in-memory

A tree can be dedicated for £20 (not a specific identifiable tree) but a bench or marker post with a personalised plaque can be added for £1500-£3000.

Rod Beardshall – May 2020

Long Lands Common Educational & Training Courses - Market Research

Harlow Carr Gardens

Natural Christmas Wreaths Tuesday 1 December 10am to 2.30pm

Come and make a Christmas door wreath in this wonderful seasonal workshop. Rachel will show you how to make a moss ring, wire it to incorporate foliage, and then decorate it with beautiful natural materials. At the end of the session you will have made your own stunning wreath to adorn your home! This course is suitable for beginners or those with some experience.

Fee: RHS Members £82, Non-RHS Members £97 Skill level: All Venue: Bramall Learning Centre Event code: 15479 Tea and coffee and all workshop materials are included, but please bring your own lunch. Maximum 8 places

Creative Greenwood Furniture Tuesday 23 June 10am to 4pm

Following the success of this course we are thrilled to be able to offer this again. Join green woodworker Phil Bradley for the chance to make your very own greenwood stool/low bench. You will be taught using the traditional techniques of draw knifing, shave horses and splitting using a maul and froe. You will be using Cumbrian hardwoods- ash, oak and elm, provided by Phil and sourced locally to his home. You will be able to take your stool / low bench home with you at the end of the day.

Fee: RHS Members £94, Non-RHS Members £109 Skill level: General Venue: Bramall Learning Centre Event code: 15512 Tea and coffee and all workshop materials are included, but please bring your own lunch. Maximum places 6

Introduction to flowers and plant photography for beginners

Friday 28 August 10am - 5pm

This one-day course is aimed at those relatively new to photography or those wanting to know how to take more control over their cameras. Steve, an award-winning photographer and experienced tutor, will cover the basics of photography e.g. controlling exposure (apertures, shutter speeds and understanding the relationship between the two), depth of field made simple, setting ISO, understanding file formats (JPEGs & RAW) and an introduction to composition. The day will include a classroom-based session and the opportunity to put your new skills into practice in the gardens.

Fee: RHS Members £65, Non-RHS Members £80 Skill level: Beginner Venue: Bramall Learning Centre Event code:15 4 81Tea and coffee are included, but please bring your own lunch. Students will need to bring their own camera and instruction booklet. Maximum 15 places

Naturally Fabulous' Yoga and natural wellbeing day - Thursday 16 July10am to 4pm

A super taster day of natural wellbeing including making smoothies, relaxation teas, nourishing body oils and nutritional advice to keep you looking and feeling fabulous, full of vitality and tension free. Led by herbalist and yoga teacher Bel Charlesworth, this is a relaxed, informative fun day. For optimum fabulousness the day will also include a yoga and relaxation session suitable for everyone and a herb walk around the gardens. All materials and tools will be supplied for use during this course. Health and Wellbeing Yoga mats are provided although you are welcome to bring your own. For this particular course, please wear comfortable clothing suitable for yoga and footwear and outerwear suitable for outdoor herb walk .Fee: RHS Members £50 Non-RHS Members £65 Skill level: Intermediate/advanced Venue: Bramall Learning Centre Event code: 15 4 8 8 Tea and coffee are included, but please bring your own lunch. Please wear suitable outdoor clothing for walking around the garden Maximum places 12

https://www.craftcourses.com

Introduction to bushcraft - Level I

Price: £49

Duration: 1 day (9:30am to 4:30pm)

This course will introduce you to the main skills you would require to survive and leave you with a good understanding which, if you wanted to, can be taken further to increase your depth of knowledge and ability.

As most things in the outdoors take longer than expected we will be working in groups to ensure topics can be covered efficiently.

Subjects covered;
- Your natural surroundings and interpreting them.
- Shelter building using natural materials.
- Fire lighting including selection of suitable tinder.
- Water, sourcing, collecting, filtering and purifying.
- Additional subjects which may get covered if we have time;
Natural cord / string making using many different materials.
Camp gadgets.

A real adventure which will introduce you to many bushcraft skills. A great way to experience the great outdoors while learning.

What's included in the price?

Tea, Coffee, Hot Chocolate, please bring a mug though.
All equipment required for the day, a personal kit list will be supplied.

Contact

Peter at Red Oak Bushcrafts

Sydnope Hill
Darley Moor
Matlock
Derbyshire
DE4 5PL

Suitable for Corporate days out & team building, Engagement, birthdays & anniversaries, Father's Day, Hen dos, parking provided, Stag dos, Suitable for beginners, Teenagers, Tutor can travel

Available as a gift

Fresh Christmas Wreath Making Workshop

About the Course

Get festive and creative with this fresh Christmas wreath making workshop.

Using fresh moss and wire frames, you will learn how to bind your moss to form the wreath and wire your greenery.
A selection of greenery along with orange slices, ribbons, cinnamon sticks and cones will be provided, but if you would prefer to bring something of your choice with you such as ribbon please do so.

You'll leave with a beautiful door wreath and be the envy of all your friends and family.

What's included in the price? All tools and materials are included, along with tea, coffee and a festive mince pie.

Contact Victoria Conner at The Willow Barn

Blakeston Hall
Blakeston Lane
Stockton-on-Tees
Durham
TS21 3LQ

The Willow Barn - Suitable for Adults, Christmas, Corporate days out & team building, Engagement, birthdays & anniversaries, Hearing impaired, Hen dos, Parking provided, Seniors, Stag dos, Suitable for beginners, Teenagers, Tutor can travel

Available as a gift Price: £35 Duration: 3 hours (6:00pm to 8:30pm)

Chris Kitson - June 2020

Long Lands Common - Market Research – Events

Saturday, 24 June 2017 from 15:00-23:00

Whistlewood Common

Public · Hosted by Whistlewood Common

Now in its 4th Year the Whistlewood Music Festival grows in popularity year on year and has been established as the Glastonbury of the East Midlands, well Melbourne at least!

Local and not so local bands perform at their best, children are entertained as well with lots of activities and local food suppliers make sure everybody's well fed and watered.

Plenty of local food on offer, so please don't bring your own food or drink.

Price: £5 in advance from Forteys, £6 in advance online (includes booking fee) £10 on the door Under 11s Free. Camping just £5 per tent (bring your own breakfast).

Child-friendly

Chris Kitson – June 2020

4.5 Social impact Strategy

Within the wider Harrogate area, there are pockets of deprivation, where communities do not have access to adequate green space. What green space exists is under immediate pressure for roads, housing and industrial development. Lack of green space is a recognised problem for residents' health and well-being and lies behind many societal problems such as poor school attainment, poor health outcomes and lack of social cohesion.

Recently, a proposal for a 'relief road' which would have cut through the green belt between Harrogate and Knaresborough was stopped, as a result of vigorous campaigning by the community.

The road would have caused incalculable damage to the local environment, to the community's health and wellbeing, and arguably to the local economy (which is historically centred on tourism based on attracting visitors to the beautiful countryside in the area).

The ultimate aim of this project (the creation of a community-owned woodland) as shown in our Theory of Change is twofold:

1: to establish and maintain a reserve for nature in the face of uncontrolled development;

2: to establish and build a strong local community that is active, engaged, empowered, and where adults and children alike act as environmental guardians both today and long into the future.

This engagement and empowerment, as a result of this community-woodland creation project, will act as a driver for improvements across the wider community. It will ensure that future destructive developments imposed from outside are strongly resisted and that the community will have the knowledge and the experience derived from this project to direct developments along a more positive, appropriate, environmentally and socially sustainable path.

4.6 Policies and procedures

See website: https://www.longlandscommon.org/downloads

4.7 Land Details – Estate Agent

LOCATION

The land is located on Bogs lane on the outskirts of Harrogate, 2 miles from the town centre, 2 miles west of Knaresborough. The property is accessed via a private road from Bogs Lane and lies approximately 90 meters above sea level.

DESCRIPTION

Lot 1

Approximately 11.95 acres (4.84 Ha) of productive grade 3 grassland bounded by a mixture of mature hedges and boundary trees. The soil type is a permeable loamy clay, also suited to cereal production.

Lot 2

Approximately 17.90 acres (7.24 Ha) of productive grade 3 grassland. The land is bounded by mature hedges and boundary trees. The soil type is a permeable loamy clay, also suited to cereal production.

GENERAL MATTERS

ACCESS & RIGHTS OF WAY

Both fields will benefit from a right of way from Bogs lane along Longlands Farm driveway from points A to B shown shaded brown on the attached plan.

Maintenance of all rights of way will be on a subject to user basis.

SERVICES

There are currently no mains services, however, the purchasers of both Lot 1 and Lot 2 will have the right to lay and maintain water supply pipes through the land to the south, route to be mutually agreed.

TENURE & OCCUPATION

The land is sold Freehold with Vacant Possession available upon completion.

EASEMENTS & WAYLEAVES

The land is sold subject to and with the benefit of all easements, wayleaves and rights of way both public and private, whether mentioned in these particulars or not which may affect the property.

Notwithstanding the above the vendor reserves the right to maintain and use all existing ditches channels and pipes associated with the clean and dirty water drainage of Well House Barn, The Old Granary, Longlands House and Well House Livery.

SPORTING & MINERAL RIGHTS

The sporting and mineral rights are included in the sale so far as they are owned or exist.

DEVELOPMENT VALUE CLAWBACK

The property will be subject to an Overage Agreement whereby on the granting of planning consent for any use other than that of agriculture or equestrian, for a period of 10 years from the completion of the sale, the sellers will be entitled to receive a sum amounting to 50% of the increase in value of the property which arises from the granting of planning consent and thereafter for the remaining 30 years at 25%.

BOUNDARIES

The maintenance responsibilities for the boundaries of each lot are shown with T marks on the attached plan. This is an indication based on information supplied and is not definitive.

The purchaser of Lot 1 will be required to erect a new stockproof fence to the southern boundary of Lot 1.

The purchasers of both lot 1 and 2 will be responsible for fencing against their own stock and ensuring that all boundaries remain stockproof.

BASIC PAYMENT SCHEME

The land is registered on the RPA LPIS System under the Basic Payment Scheme and 4.84 and 7.24 Ha of Normal BPS
Entitlements in the England Outside SDA region are included in this sale for lots 1 and 2 respectively.

The purchaser will be obliged to pay the sum of £250 plus VAT per transfer toward the cost of the transfer of the BPS Entitlements. All transfers to be undertaken by Lister Haigh.

Environmental Stewardship

The land is not currently entered into any stewardship schemes.

Nitrate Vulnerable Zones

All of the land is within an NVZ

Local Authority

Harrogate Borough Council, St Luke's Avenue, Harrogate, HG1 2AE l: 01423 500 600

Plans and Areas

The areas given are based on the OS Promap data and may vary from the Rural Land Register plans and previous Ordnance Survey Sheets, Field Data Sheets and Deed Plans. All plans in these particulars are for identification purposes only. All boundaries, dimensions and areas are approximate and subject to verification in the Title Deeds.

METHOD OF SALE

The property is offered for sale by private treaty although the vendor reserves the right to conclude the sale by any other method.

VIEWING

Strictly by appointment only with the sole agents, Lister Haigh Tel: 01423 860322

DIRECTIONS

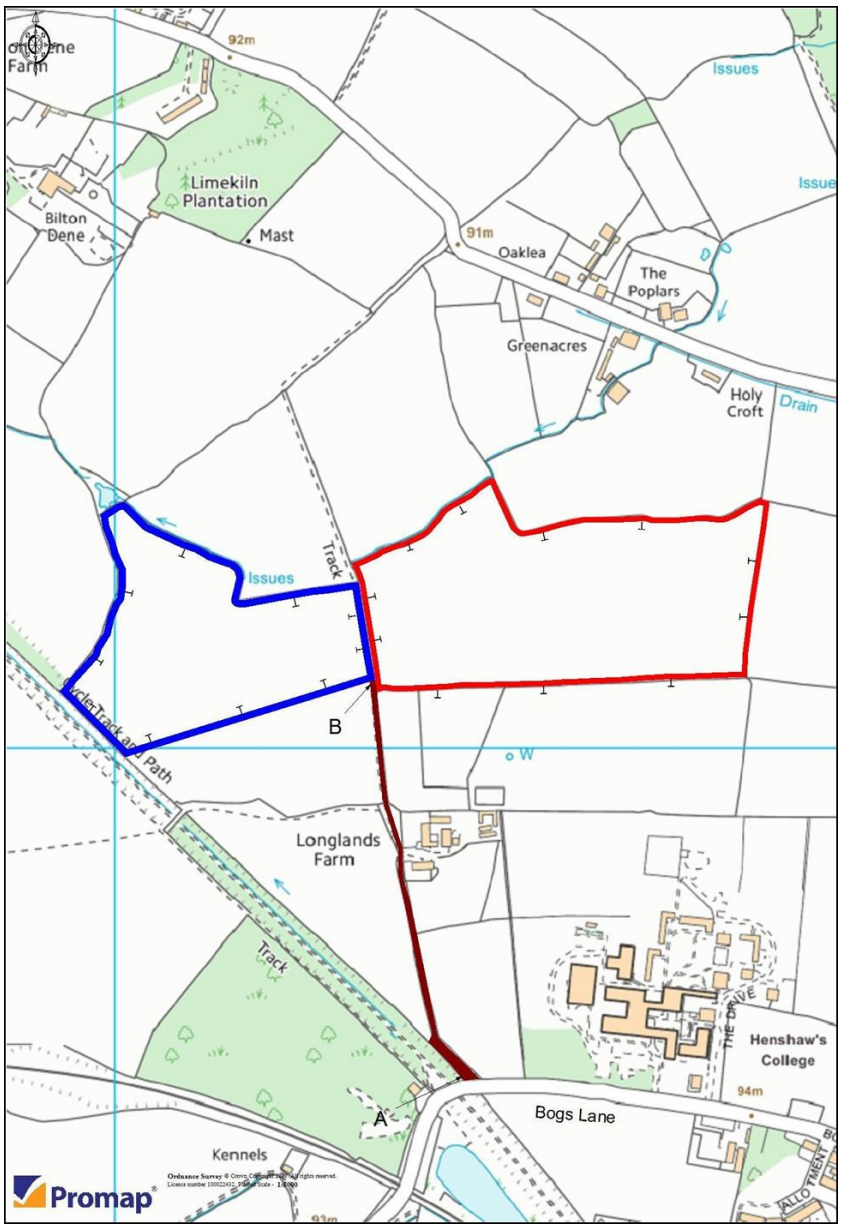
From Knaresborough follow the A59 towards Harrogate, past Mother Shipton's Cave, continue up the hill on the A59 for approximately 0.9 miles before turning right onto Bogs Lane at the traffic lights. Continue for ½ mile passing Henshaw's College, before turning right on the farm access track, continue down the track to Longlands Farm and the land is straight ahead identified by a For Sale board.

RESTRICTIVE COVENANTS

The property is sold subject to and with the benefit of all restrictive covenants, both public and private whether mentioned in these particulars or not.

IMPORTANT NOTE

If you have downloaded these particulars from our website you must contact our office to register your interest in order to be kept updated with the progress of the sale.



4.8 Afforestation and Business Appraisal

Long Lands Common afforestation and business appraisal

Background

Long Lands Common (currently known as Bogs Lane Land) is a 12 Ha parcel of agricultural land split between two adjacent field units in Harrogate. Both fields are currently grade 3 agricultural land under grass. Searches using Magic Map (https://magic.defra.gov.uk/magicmap.aspx) show that there are no statutory designations covering the site. Long Lands Common Ltd intend to raise funds to purchase this land.

This report details the current grant funding options for afforestation as well as describing some of the longer term commercial opportunities that the site presents. The client has specified that they wish the site to be planted with native broadleaved trees and scrub while retaining areas of open ground. For the purposes of this report it assumed that the area will be planted with 60% native trees, 20% native scrub and 20% will be left as open ground habitat. These proportions have been selected to meet the requirements set by Government funding schemes and the UK Forest Standard (UKFS).



Funding Woodland Creation

The Defra Countryside Stewardship (CS) scheme sits at the heart of the woodland creation offer, providing capital and revenue support for a range of items including tree protection and fencing. The Forestry Commission (FC) also have an offer called the Woodland Carbon Fund (WCF) which focusses on the creation of productive woodlands. The capital aspect of the WCF matches the CS offer, but with increased payments

for woodlands which allow public access in areas deemed to contribute to the FC's Priority of Place' maps. Long Lands Common sits within a FC Priority of Place region.

There is also government funding for the planning and grant application stages of a woodland creation project, for smaller projects in FC Woodlands for Water areas, there is funding to support an FC accredited adviser to work up applications. For schemes over 10ha, the Woodland Creation Planning Grant (WCPG) will provide the same support.

The Environment Agency (EA) offer funding for woodland creation where it meets their objectives towards natural flood management and water quality protection. This funding can cover all aspects of a project, paying for actual capital costs incurred, however, there are no maintenance payments when using EA funding.

The Woodland Trust have a history of supporting woodland creation projects through the MOREwoods programme for smaller schemes, suppling trees, stakes, and tubes. For larger native woodland schemes they will often supply trees.

Carbon funding allows landowners to 'top-up' Countryside Stewardship payments, enhancing the overall financial woodland creation offer. The process of accessing funding for carbon when creating woodlands is set out in the Woodland Carbon Code. Contracts covering the sale of carbon run for a fixed period, usually between 30 and 100 years. Defra have launched the Woodland Carbon Guarantee which offers those with recently registered woodland creation projects the chance to sell the carbon sequestered by their projects to the government.

There is scope for other types of private funding to enhance these offers, however, identifying consistency around the scale, value, and availability of private finance has so far presented a challenge, preventing clear communication of the benefits to landowners.

Community planting teams, charities and voluntary organisations can support planting projects by offering their labour for free. This is particularly effective for increasing the financial viability of smaller sites. With the current volunteer resource, the delivery capacity required for larger sites can be prohibitive - although the WT have delivered a number of large scale projects using predominantly volunteer labour.

A final option is to lease the land to an afforestation company, who will plant and maintain the land while paying the landowner an annual rent. This approach removes the uncertainty and risk from the landowner.

- **Establishment costs**

The cost of grant applications, and scheme planning and consents can be covered by either the Woodland Creation Planning grant or through using a woodlands for water adviser. This aspect is therefore assumed to be cost neutral. Some of the capital costs below could be met through donations or volunteer time. However for the purposes of this report, it is assumed that all costs will need to be met by the project. Figures are based on recent quotations on a project of similar scale and approach, they are exclusive of VAT. They are for information purposes only and do not represent a formal quotation.

The site does not require fencing as it is already stockproof. It is assumed that planting will be undertaken at the aforementioned rate of 60% native trees, 20% native scrub and 20% left as open ground habitat across the 12ha.
1600 trees per hectare would be planted.

Element	Cost per unit	Number of units	Total Cost

	(Installed)		
Planting a tree with a 1.2 tube	£3	14400	£43,200
Planting a tree with a 60cm spiral	£1.60	4800	£7,680
Ground preparation (either chemical or physical screef)	£0.15	19200	£2,880
Maintenance and replacement @20%	£1	3840	£3,840
		Total Project Cost (ex vat)	£57,600

Countryside Stewardship – £71,616 (balance of £14,016 over 12 years if vat registered)

This agreement consists of an upfront capital payment followed by an annual maintenance payment for 10 years.

Woodland Carbon Fund (Priority of Place) - £71,520 (balance of £13,920 over 5 years if VAT registered)

This agreement consists of an upfront capital payment followed by a maintenance payment at year 5. It also offers full financial support for the installation of pedestrian access where required.

Lease Option - £2,400 per annum for 5 years (£12,000).

This is based on the lease holder using the Woodland Carbon Fund and offering £200 per ha/year. Full financial support for the installation of pedestrian access, such as surfaced accessible paths, could also be access using this route if required.

- **Longer-term economic opportunities**

The livelihood opportunities afforded by land and woodland stewardship are limited only by the manager's creativity and resource. Some such activities can be developed following woodland establishment, while it is better to consider others at the woodland creation planning stage.

Firewood is a product which has reliably consistent markets, requires minimal skill and experience to produce, and is not strongly quality or species dependant. A project this size could comfortably produce 30-40 tonnes of firewood each year from year 20 onwards. At current market values this could yield a gross income of three to four thousand pounds per year from the site. An opportunity to add value to this product is to turn some of the firewood into *charcoal.* Four tonnes of firewood converts to one tonne of charcoal (species, moisture, and burn efficiency dependant) with a gross retail value of £1000 per tonne. It should be noted that charcoal markets are generally more limited than those for firewood.

Willow is a fast growing and versatile tree species with significant markets in the craft and conservation sectors. The first material will be ready for sale within 5 years of establishment.

Hazel can be grown for nuts or hedging materials. Reasonable yields of both timber and nuts can be expected within ten years of establishment.

Forest allotments and *forest foods* present an opportunity to generate an ongoing rental income while sharing the site's resources with the local community. Examples of forest allotments include shared tree and bush fruit and nut growing, as well as leafy greens such as wild garlic.

Truffle production is a growing UK industry. This is a commercial operation that can yield significant income if managed correctly. It requires additional investment at establishment of around £15k per hectare and can yield an annual income of £22-100k per hectare from year 10 onwards. The truffle fungus and its host trees are native UK species.

Memorial trees can be used to generate additional income but this business requires a significant ongoing customer service resource.

Carbon sales can generate a one off additional income. However, the sale of carbon futures represent an asset sale which can limit future management options, creates liabilities, and restrict the market should the owner which to sell the land in the future.

Nationally and locally *funded projects* such as community initiatives, natural flood management schemes, and projects aimed at enhancing biodiversity can be an excellent way to generate income for a project. It is key that project managers position themselves to gain visibility and access to such grants as and when they arise.

Conclusions and recommendations

- The site lends itself well to a woodland creation project and as such it would be eligible for a range of funding options. The adjacency to the Sustrans path is an asset in this context as it allows public access to the site without crossing neighbouring land. The site could be used to grow food, firewood, high quality timber, and craft timbers.
- A mixed native woodland design with a broad range of species would increase the project's resilience to the threats of pests and disease as well as offering a diverse range of products and services.
- The Woodland Carbon Fund would be the most suitable funding scheme for this project due to the availability of 100% funding for the installation of public access infrastructure including accessible pathways.
- The project managers could consider the option to lease the site to an afforestation company following purchase, reducing their liabilities and project management burden while increasing the security of income to the project.

Matthew Taylor

Director

Forest and Land Ltd

30th March 2020

4.9 Site Surveys and Observations

Long Lands Common Community Woodand

Survey of site taken in April 2020 before purchase

Overview:

The land is situated at Longlands Farm (Wellhouse Livery Stables) Bogs Lane Harrogate HG1 4ED.

121m (397ft) above sea level two fields lying approx. NE/SW on gentle sloping heavy clay loam from E/W.

Brief history:

Longlands farm has belonged to the Dunn family since WW11. Predominantly a grassland farm with diary & beef cattle at the start of this period, since then the land has been under heavy cultivation & plough for arable/grass leys the medieval rig & furrow is no longer visible and the land has had extensive drainage to improve the land up to Grade 2-3.
Hedgerows that have been layed in the past have largely been sided up &/or grazed by livestock resulting in predominantly an overgrown stock proof boundary with some gaps fenced with barbed wire and post & rail. Remnants of barbed wire can be seen within the majority of the hedges.

Adjacent to the Southern boundary is an Old Railway cutting which once housed the Ripon to Starbeck railway line which is now dissed and has been transformed into a valuable local leisure route for walkers, cyclists & equestrian use – Nidderdale Greenway route.
The Greenway has a stone base of approximately 3m wide with a surface for leisure use of 2m. A ditch runs alongside and to the north of this route 2.5m wide consistently running water of 1m wide.
Approximately 9m from the ditch is the Southern boundary of Long Lands Common, separated by a 45-60% slope then 3m flat land to the old stock fence. The boundary here is in the region of 80-100m in length giving a decent opportunity to construct an entrance from the Greenway, over the ditch and up the slope the Community woodland. The existing stock fence would need to be replaced with a more appealing & sympathetic boundary fence with a possible entrance feature and plan of the site.

The fields house a long-term grass ley for equestrian & hay use which has been fed with artificial compound fertiliser to enhance growth & a systemic selective weed killer to control docks & thistles.

The land rests in a Nitrate Vulnerable Zone NVZ.

Species identified in the survey include:-
Perennial ryegrass (Lolium perenne)
Meadow grass (Anneliese Emmans-deans
Red clover (Trifolium pratense)
Cocksfoot (Dactylus glomerata)
Soft brome (Bromus hordeacus)
Common couch (Elytrigia repens)
Timothy (Phleum pratense)
Creeping bent (Agrostis stolonifera)
Marsh thistle (Carduus palustris)
Creeping buttercup (Ranuculus repens)
Sweet vernal grass (Anthoxanthum ocloratum)
Ribwort plantain (Plantagenet lanceolata)
Broad-leaved dock (Rumex obtusifolius)
Large cuckoo pint (Arum italicum)
Common vetch (Vicia saliva)
Sorrel (Rumex acetosa)
Greater stichwort (Stella holostea)
Lesser stichwort (Stellaria graminea)
Field mouse eared chickweed (Cerastium arvense)
Dandelion (Traxacum)

Common buttercup (Rannuculus acris)
Common knapweed (Centaurea nigra)

In the wetter areas – hard rush (Juncus inflexus) & soft rush (Juncus effusus)

On the field margins and hedgerow bottoms –
Bluebell (Endymion non-scriptus)
Upright Hedge parsley (Torilis japonica)
Cow parsley (Anthriscus sylvestris)
Silver weed (Potentilla anserina)
Garlic mustard (Allairia petiolata)
Lords and Ladies (Arum maculatum)
Stinging nettle (Urtica dioica)
Yarrow (Achillea millefolium)
Burdock (Arstium minus)
Meadowsweet (Filipendula ulmaria)

Hedgerow shrubs include :-

Blackthorn (Prunus Spinosa)
Hawthorn (Crataegus monogyna)
Hazel (Corylus avellana)
Elder (Sambuscus nigra)
Holly (ilex aquifolium)
Bramble (Rubus fructicosus)
Dog rose (Rosa canina)

Hedgerow trees include :-

Elm (Ulmus procera)
Alder (Alnus glutinosa)
Cherry (Cornus)
Ash (Fraxinus excelsior)
Field maple (Acer campestre)
Goat willow (Corylus avellana)
English oak (Quercus robur)
Birch (Betula pubescens)

With reference to the map the boundaries consist as follows:-

Trees marked with an 'O' Oak
A – ash
C – conifers
Al – Alder
B – Birch
M – Maple
E – Elm
Red circle with X – Majestic Oak – our logo.
Blue square – Sinkhole

1) 300m. The boundary here is unfenced at present, this boundary would need a good stock proof fence suitable for horses & to prevent dogs and children from crossing. Preferably a planting of a new hedgerow on the woodland side?

2) 80-100m. Old boundary fence would need replacing. Borders bank of Greenway where access is required. Mainly mature ash, oak & hawthorn.
3) 200m. Old historic Bilton Park boundary. Predominantly blackthorn hedgerow with mature oak and ash. Hawthorn, goat willow, wild rose, bramble, elder (sparse) and holly. This boundary has a dry ditch within it & is 5m wide in places. There are gaps which could be filled approx 20m.
4) 50m. Mature Conifer boundary planted by neighbouring landowner as a shield against a flight pond on Bilton Beck. We would have to ensure that this boundary is kept people proof! The grassland in this corner is often standing in water & would be suitable for a number of small ponds & scrapes. Possibly raised walkways for pedestrian use as well as pond dipping platform.
5) 200m. Predominantly weedy hawthorn suffering from prolonged water logging during winter months. 30m gapping needed.
6) 100m. Sinkhole near boundary could be made into pond. Hedgerow predominantly hawthorn & blackthorn with some hazel and mature oak leading up to majestic oak in field corner. 20m gaps. The majestic oak is a focal point with a wide spread of branches & is adjacent to a historic entrance track to the site with stone pillars and an old wooden gate. There may be a possibility here to connect along this track to Bilton Lane.
7) 150m. 20m gaps. Mainly a good stock proof hedgerow consisting of Maple, Ash, Oak, Elm, Goat Willow, blackthorn and hawthorn. The Elm here has been layed in he past and form a nice feature. A ditch runs along the North side of the hedge which has recently been dug out to improve the drainage from the Dunn's holding and the spoil has been spread out adjacent to the ditch resulting in wet boggy areas and dock plants. These wet areas could be enlarged to provide wildlife habitats and this would be an ideal area to plat willow for coppicing in the future.
8) 240m. At the bottom corner nearest the old track in the adjacent field the hedgerow mainly consists of blackthorn, maple & goat willow which has been allowed to spread some 8m wide in places. A ditch runs to the West alongside this boundary. 12m gaps. A very varied hedgerow with many species – mature Alder, Ash & Goat willow. Hawthorn, blackthorn, hazel. An Ash tree has been layed in the past 6m wide providing another interesting feature. In the corner of the field between boundary 8-9 is a low lying area of approx. 20x20m which could be dug out for a pond – a nice quiet corner here for contemplation!
9) 40m. 7m gaps. Blackthorn, hawthorn, maple, hazel & willow.
10) 260m. 25m gaps. Mature Ash and Oak. Good stands of hazel, blackthorn, maple , holly and hawthorn have been here for many years. Dry ditch on other side, large amount of badger activity with latrines alongside boundary. In the corner between 10-11 is the closest point to Bilton Lane 150m. There may be a possibility of purchasing a tract of land to connect in the future?
11) 180m. 7m gaps. Dry ditch on far side. This is the highest boundary leading up to the viewpoint at 11-12. Birch, Ash and Oak. Predominantly blackthorn. Areas of bracken & bluebells in the hedge bottom as well as cuckoo pint. It is at his high point that a tree cathedral is envisaged so as not to spoil the view as the trees grow & mature. The spoil from the pathways & ponds can be mounded up to enhance the views and save the expense of transporting offsite!
12) 400m. Mature Oak, Ash & Holly dominate the skyline. 20m gaps. The North of hedgerow is predominantly hazel & the South mainly blackthorn. Small stands of willow, maple & elder. A good mature hedgerow with a waterlogged ditch on our side in places.

Rick Brewis - LLC Director – April 2020

<u>Long Lands Common</u>
<u>Notes from a first visit 8th June 2020</u>

Some initial thoughts and suggestions are noted here, and I'll forward further ideas after a bit of research. First of all I would say don't be in too much of a hurry to transform the site. Better in my view to work with nature and let it surprise you with how it evolves. Natural cycles are long-term and I believe there is merit in seeing this as an ongoing long-term project. Clearly some things will be very beneficial to introduce

sooner, such as digging a pond (or two!), and we have to recognise the value in engaging people in the project by activities like planting trees. However I think there is room for a mixed approach.

I would suggest for example that in order to keep an open vista in the top field, the area below that 'viewing point' in the top corner should be considered for a wildflower meadow. If as you indicated there are ideas about banking up that viewing area to raise the view point, then topsoil could be scraped from the field for that purpose leaving bare soil to colonise with whatever naturally arises. Another reason for suggesting that area for meadow is that I suspect that the soil is less acidic than in the lower field. The geology maps indicate an outcropping of limestone thereabouts and the proximity of Limekiln Wood and the quarry near Bilton Dene are evidence of the potential influence on soils that could favour a diverse herb-rich meadow habitat in the top field. An early soil survey would obviously be a good thing to do across the whole site to help inform planting schemes. An ecological survey too.

I wholeheartedly agree that the area should be kept as natural as possible with minimal infrastructure. This approach will help reduce the revenue implications of managing the site. Any kind of shelter or roofed structure invites the risk of abuse in an unsupervised site and is best avoided. Vandal-proof seats would make sense in appropriate places. A balance needs to be struck between space for wildlife and space for people. I would advocate a system of paths that access the key pockets of human activity (the viewpoint, quiet corner, children's area, pond etc) but deter disturbance to other natural areas. In particular it is well known that dogs running free are injurious to wildlife and an ongoing educational programme to persuade dog owners to keep animals on leads would help to both keep the site clean and reduce disturbance.

The existing mature hedges and boundary trees are the best site assets for further woodland development. Soils in proximity to the hedges will contain mycelia that will greatly assist root development and tree growth of both naturally regenerating and newly planted trees and shrubs. Plans for extending the tree cover should take full advantage of this potential. Choice of tree and shrub species should normally prefer native broadleaf, but I think there is a case on this site for a copse of Scots pine in the bottom corner to widen the habitat diversity. The tree planting scheme needs to take account of the sight lines from the viewing area such that the view west towards Greenhow will not be compromised by future growth: large tree species like oak and ash might be better placed at the edges and at the lower end of the site. Conversely, the view of the farm buildings from the lower field could be screened by careful tree planting so that the feel for the naturalness of the site may be enhanced. The need for a new hedge is an ideal opportunity for communal tree planting, whereas the plots adjacent to existing hedge boundaries may lend themselves to natural regeneration if left to their own devices.

Ponds and wet areas can bring a wealth of biological interest to the site and the bottom field is the most obvious location in which to dig a pond, perhaps two ponds. Subject to a water quality check on the beck, this might feed the ponds to keep them replenished, with a return outflow when at capacity. Fenced platforms for pond dipping and observing would be very beneficial for educational use.

There is a good deal of expertise in the Harrogate Naturalist group, some of whose members may well be involved, and who might offer to undertake surveys on an annual basis to monitor progress.

BS 20200608

Barry Slaymaker - Nidderdale AONB Ranger -June 2020

4.10 Market Research – Land Price Comparison

SMITHS

CHARTERED SURVEYORS

FOR SALE

BY PRIVATE TREATY

COPMANTHORPE YORK

Approx. 24.34 acres (9.850 ha) of

Agricultural/Amenity Land in 2 or 3 lots

LOT 1 Approximately 5.55 acres (2.246 Ha)

LOT 2 Approximately 18.79 acres (7.604 Ha)

(Note Lot 2 is available as a whole or in 2 lots)

OFFERS INVITED

GUIDE PRICE

Lot 1 £15,000 per acre

Lot 2 £12,500 per acre

Smiths Chartered Surveyors Ltd for themselves and for the vendors or lessors of the property whose agents they are give notice that (l) the particulars are a general outline only for the guidance of intending purchasers or lessees, (2) they do not constitute an offer or a contract, (3) all descriptions and other details are given without responsibility and intending purchasers or lessees should not rely on them as statements or representations of fact and, (4) no person in the employ of Smiths Chartered Surveyors has any authority to give or make any representation or warranty whatever in relation to this property.

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Situation & Location

The land is located to the south of Copmanthorpe village. Lot 1 is accessed via Appleton Road and Lot 2 accessed via Moor Lane.

Description

24.34 acres (9.850 Ha) of agricultural/amenity land available as 2 or 3 Lots:

LOT 1 Approximately 5.55 acres (2.246 Ha)

LOT 2 Approximately 18.79 acres (7.604 Ha) — Available as a whole or in 2 lots

The land is shown outlined on the attached plan

Services

There are no services supplied to the land

Wayleaves & Easement

The land is sold subject to and with the benefit of all existing rights of way and other easements.

Development Clause

The land will be sold subject to a 30 year development clause

Outgoings

Drainage rates are payable to the Copmanthorpe Internal Drainage Board

Exchange of Contracts & Completion

Exchange of contracts to be agreed between the parties

Single Payment Scheme

There are no entitlements attached to the land

Local Authority

City of York Council

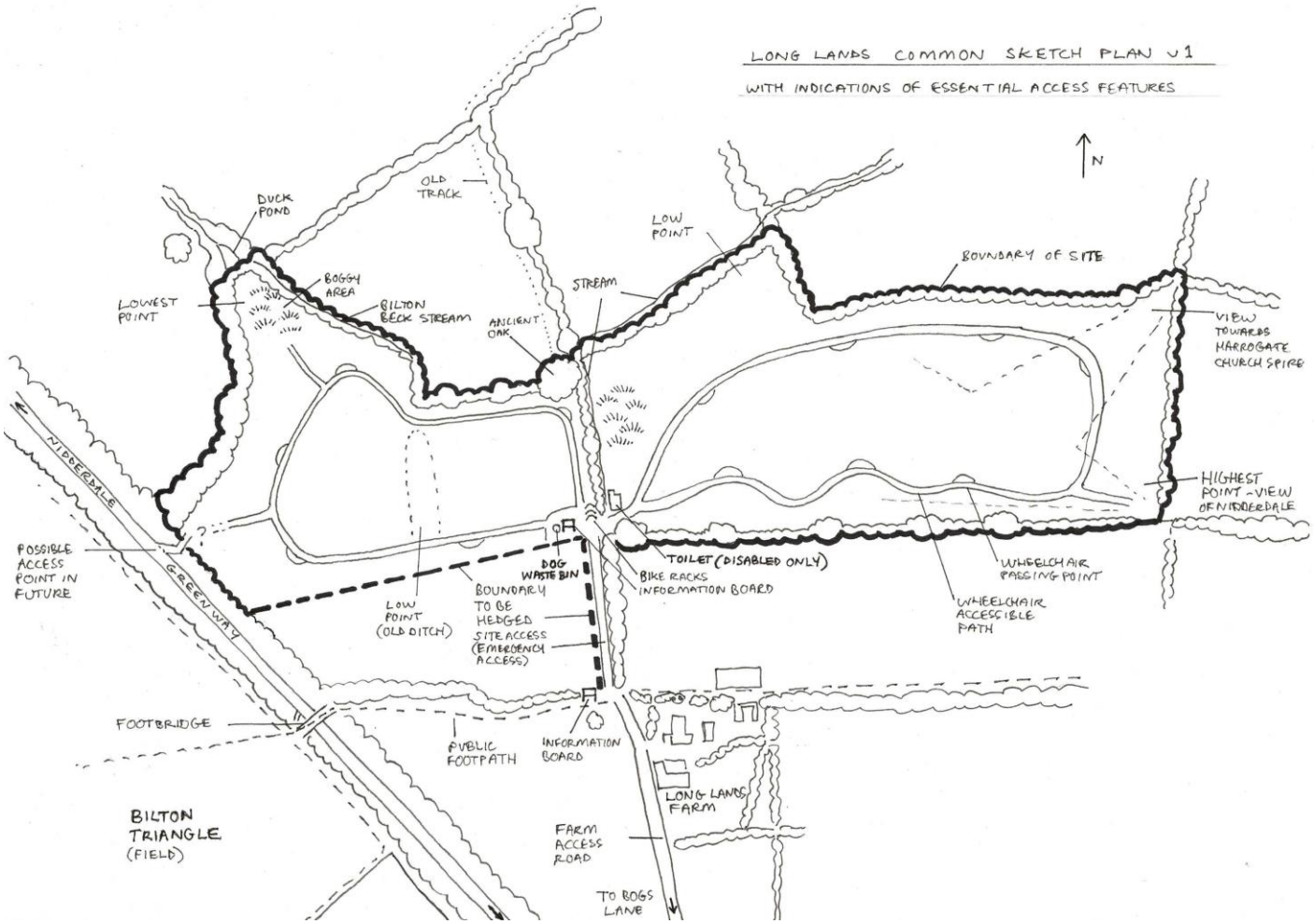
Note

If the Lot 2 is sold in 2 lots the purchasers of each lot will be jointly responsible for the erection of a fence (post and 4 rails) between points A & B.

Viewing

Strictly by appointment with the selling agents

4.11 Site Sketch Plan



4.12 Licences and agreements

20th November 2019

Will Foyle

Lister Haigh (Yorkshire) Limited

106 High Street,

Knaresborough,

North Yorkshire,

HG5 0HN

Dear Will,

Further to your correspondence on 13th November 2019:

I am writing on behalf of the Nidd Gorge Community Action committee to confirm that we wish to go ahead with the purchase of the 29.85 acres of productive grassland at Bogs Lane, Harrogate, for the asking price of £250,000 - subject to the raising of sufficient funds from a community share offer we intend to launch in early 2020.

It is our intention, as Nidd Gorge Community Action, to establish a Community Benefit Society to raise share capital through a community share issue.

Having taken advice from an advisor at Cooperatives UK, with previous experience of setting up similar trusts and land-based share offers, we anticipate that the trust and share offer will take at least two months to establish - before we can launch the share issue and begin to raise the necessary funds to buy the land.

Having established a considerable local profile through our recent successful campaign to Save Nidd Gorge and the Nidderdale Greenway from the threat of a new road, we believe we can raise the money within 12 months of a public share offer launch.

I can also confirm that we are happy to go ahead with your proposed alternative to a legally enforceable option agreement, namely the *Memorandum of Sale with an acknowledgement that exchange of contracts may be delayed until November 2020.*

Having spoken to Mr Dunn, we understand that all the sellers are in agreement with the timescale and our proposals for the land. As such, we are confident that a Memorandum of Sale, along with a removal of the land from the open market, will give us the assurances we need to begin the proceedings mentioned above.

Regarding your need to undertake Anti Money Laundering checks on those with a controlling interest in NGCA, we are an Unincorporated Association controlled by a committee of 8 people, with myself as Chair and Allan Smyth as Treasurer. We have held a current bank account with TSB for two years. Please let us know how you wish to proceed with these checks.

This letter is also confirmation that I am authorised to act on behalf of Nidd Gorge Community Action (NGCA).

Yours sincerely

Christopher Kitson

Chair, Nidd Gorge Community Action

We, the undersigned, as committee members of NGCA, confirm that Christopher Kitson is authorised to act on our behalf.

Allan Smyth

Treasurer, NGCA

Trish Sanders

Committee Member, NGCA

Richard Brewis

Committee Member, NGCA