



## Business Planning - Exercise 2

The following exercise focuses on the Capital Income and Expenditure of an example heritage regeneration project. The entries for each year have been removed and shuffled.

Cut out the 10 boxes below and figure out where they should be in the accompanying spreadsheet. The answers can be found seperately.

200,000	200,000																		
			111,111	111,111	111,111	111,111		200,000	200,000										
212,500	212,500	212,500		212,500				111,111	111,111	111,111	111,111								
	134,615	134,615	134,615	134,615	134,615	134,615	134,615						134,615						
	321,429	321,429	321,429						321,429									134,615	
								75,000	75,000	75,000	75,000							321,429	321,429
412,500	868,544	668,544	567,155	458,226	245,726	245,726	134,615	733,226	1,054,655	533,226	533,226	134,615	111,112	0	0	0	521,429	456,044	321,429

				250,000	250,000														
185,000		185,000					185,000												
40,833		40,833																	
135,000		135,000																	
		166,667																	
187,857		187,857																	
59,091	59,091			59,091	59,091	59,091	59,091				59,091								
				40,000															40,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000					50,000							
10,000	10,000	10,000																	
667,781	119,091	775,357	50,000	409,091	359,091	109,091	334,091	0	470,000	20,000	89,091	765,357	0	0	0	908,615	964,448	959,448	999,448

Heritage Regeneration Project - Capital Income and Expenditure Years 1- 5

**INCOME**

Item	Total Income Received	Year 1				Year 2				Year 3				Year 4				Year 5			
		Acquisition				Urgent Works				Main Works				Fit Out		Opening		Ongoing Operations			
		Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec
Historic England Grant	1,000,000																				
ERDF	1,000,000																				
Regional Growth Fund	1,700,000																				
Heritage Lottery Fund	1,750,000																				
Private Donors	2,250,000																				
Commercial Investment	300,000																				
<b>Sub-Total</b>	<b>8,000,000</b>																				

**EXPENDITURE**

Item	Total Expenditure	Year 1 (2011)				Year 2 (2012)				Year 3 (2013)				Year 4 (2014)				Year 5 (2015)			
		Acquisition				Urgent Works				Main Works				Fit Out		Opening		Ongoing Operations			
		Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec
<b>Urgent Works</b>																					
Acquisition Costs	470,000																				
Urgent Works	500,000																				
<b>Main Works</b>																					
Factory	1,480,000																				
Shop / Restaurant	245,000																				
Heritage / Non- operational Areas	945,000																				
Commercial Space	1,000,000																				
Across The Site	1,315,000																				
<b>Fees</b>																					
Planning Design & Tender	650,000																				
Other Professional Fees	120,000																				
<b>Other Costs</b>																					
Boundary Wall	15,000																				
Archives & Interpretation	650,000																				
Other Site Improvements	500,000																				
Heritage Interpretation	50,000																				
Conservation Management Plan	20,000																				
Audience Development Plan	20,000																				
Business Plan	20,000																				
<b>Sub-Total</b>	<b>8,000,000</b>																				

<b>TOTAL</b>	<b>0</b>																				
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Cashflow	0	0	51,429	487,473	719,810	723,219	1,232,672	1,792,125	2,025,189	1,849,801	1,940,008	1,513,786	1,047,565	838,010	964,645	435,014	519,630	-111,112	0	0	0
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Tips: Public funder monies has to be secured through grant claims, which can only be claimed in arrears against invoices. Private funds are, by and large, unrestricted  
 With this in mind, think about the cashflow and how you'll need to build up cash reserves to pay expenditure costs before public money can be accrued