

Business Plan for Todmorden Community Energy Community Share Offer

February 2026

Executive Summary

Todmorden Community Energy is working in partnership with the Hippodrome Theatre in Todmorden to install an affordable, renewable energy scheme which will benefit the theatre and our local community. We are hoping to raise sufficient funding through a mix of grants and community shares for solar panels on the theatre roof to provide electricity for lighting and power in the theatre and bar area.

This will be our second installation building on our existing PV installation on Todmorden Golf Club. It is the intention that this be the second of many installations in our community.

Organisation and Community

Todmorden Community Energy (TCE) is a local co-operative (not for profit) community owned and led organisation. TCE is registered as a Community Benefit Society and works to develop small scale community energy schemes in and around our town of Todmorden. TCE has 3 volunteer Directors who all live in the town and currently has 46 members. We have already installed a solar panel scheme working in partnership with Todmorden Golf Club and are supporting other local projects including a potential hydro-electric power scheme in Lumbutts.

Vision of TCE

We believe in local community-led action to develop and manage affordable, zero carbon energy which benefits our town and community and capitalising on Todmorden's natural environmental assets and community resilience to secure a more sustainable future for our town.

Mission of TCE

Our mission is to ensure Todmorden contributes to local and national climate change objectives by transitioning to net zero by 2038.

To accomplish this, we will...

1. Support net zero objectives to ensure Todmorden as a town contributes towards tackling the climate emergency.
2. Tackle local fuel poverty through home improvements and support for households in need.
3. Support local community organisations and businesses to reduce energy consumption and costs.

The Story So Far

Todmorden Community Energy (TCE) achieved major milestones following successes in late 2024, when the organisation secured funding from Community Energy England, Todmorden Town Council, and the Community Foundation for Calderdale (CFFC) to cover setup costs and preliminary feasibility studies. Building on this momentum, and through active involvement with the Calderdale Climate Action Partnership, members at the June 2025 AGM voted overwhelmingly to launch a solar panel scheme for the Hippodrome Theatre and approved a feasibility study into hydro power at Lumbutts Mill. To drive these projects, TCE secured £2,500 from Todmorden Town Council and £3,000 from the CFFC towards capital funding, alongside £8,200 from Co-operatives UK to develop the community share offer. Additionally, TCE has secured a place on the School for Social Entrepreneurs (SSE) Trading for Good scheme, providing matched trading funding to bolster its growth. As a community-led organisation, and with continued support from local residents, success with these initiatives will build the capacity to replicate sustainable models across the town, making 2026 the year that TCE truly takes off.

Todmorden Community Energy has actively engaged with the local community to gauge support for the Hippodrome solar project through a range of initiatives. These included hosting its first Annual General Meeting, which was open to members and the public, providing a platform to present the project and invite feedback. The organisation also ran a stall at Todmorden's outdoor market to speak directly with residents and promote membership, and participated in the "Todmorden Tomorrow" event, showcasing plans and collecting contact details for ongoing consultation. In addition, the Hippodrome itself has measured support among its own membership, ensuring that the project aligns with the interests and priorities of its stakeholders. A positive response was received throughout these engagement activities, indicating strong community backing for the project.



Structure & Governance

We are a co-operatively run social enterprise that is democratically accountable to our community.

Legal Form

We registered as a Community Benefit Society on 6th February 2024. The Society legal form is particularly suited to running a business with a community purpose that is also democratically accountable to its community. The Society legal form is also exempt from some of the restrictions around public offers of investment, which makes it particularly suitable for raising finance from the community. This is why it has been used extensively to create and finance community energy projects, assets such as piers and community buildings, community farms, shops and pubs.

Asset Lock

As a Community Benefit Society, we are restricted in that we can only use our assets for community benefit. We are allowed to pay interest on members' shares. We have an asset lock clause in our Rules, which means that our assets can only be applied for community benefit and such that If the Society is dissolved or wound up, any residual assets after paying creditors and returning members' shares must be transferred to another organisation with a similar asset lock rather than being distributed amongst the members.

Withdrawable Share Capital

Withdrawable shares are a particular type of share available to Registered Societies, and unlike transferable shares in Companies, cannot be sold or traded to someone else, but can be withdrawn subject to the Rules of the Society. We have modelled to allow 5% of shares to be withdrawn per year, after an initial 3 year period where withdrawal is suspended.

Another difference to company shares is the fact that more shares don't buy more power. Registered Societies have one member, one vote irrespective of shareholding.



Community of Benefit

Nestled in the Upper Calder Valley, Todmorden is a town with a rich industrial heritage, built upon the ingenuity and resilience of its people. Its population is approximately 15,000 and is well connected to Manchester and Leeds. Todmorden is generally characterized by moderate levels of deprivation within the Calderdale district, ranking 6th out of 17 wards in 2019. It falls within the 20-30% most deprived nationally. Key metrics show 25.1% of residents face income deprivation, 16.5% experience employment deprivation, and 37.4% of children are in income-deprived families.

For centuries, its landscape was shaped by textile mills, canals, and railways, fostering a strong, independent community spirit. In recent decades, like many post-industrial towns, Todmorden faced economic challenges. Yet, this very spirit has catalysed a remarkable renaissance, most famously embodied by the pioneering ****Incredible Edible**** movement. This grassroots project, which transformed public spaces into communal food gardens, symbolises Todmorden's modern identity: a place of environmental innovation, collective action, and a deep-seated commitment to local sustainability and self-reliance.

Today, Todmorden stands as a beacon of community-led regeneration, where residents actively shape their future. This proud history of cooperation and forward-thinking provides the perfect foundation for our next collective venture. Building directly on this legacy, we now present an opportunity to harness another of our abundant local resources: ****sunlight****. By investing in this community-owned solar share offer, you are not only supporting clean energy generation and long-term financial returns for the community, but also actively participating in the next chapter of Todmorden's story. Together, we can power our town with renewable energy, reduce our carbon footprint, and reinvest in our future, continuing the tradition of innovation that defines our remarkable community.

Members

In addition to investors in the community share offer, Todmorden Community Energy (TCE) is actively seeking new members and volunteers to help drive its mission forward. The organisation already has 46 members and is growing, reflecting the town's strong commitment to local initiatives. TCE needs individuals with a wide variety of skills, ranging from professional expertise in areas like accountancy, property law, and planning, to operational support in project management and engineering. There are also vital roles for those interested in community engagement, such as communications, fundraising, and event coordination. By joining as a member or volunteer, you can play a hands-on role in shaping local projects and ensuring the long-term success of the town's assets. For a full list of volunteer roles and information on how to get involved, please visit the TCE website.

Our current shareholders to date hold a £1 membership share and many have also donated funds to support our early work.

Our existing members will also be invited to invest up to the maximum £3,000 shareholding of this share offer.



Existing members will have the same power within the organisation as new shareholder members.

Members are encouraged to participate in the strategic development of the Society. They also hold the Board to account at the AGM, where they can stand for election to the Board, elect other members to the Board and receive the annual accounts of the Society.



The Business

The “business” of the Society is to own and operate equipment that can generate renewable electricity. This equipment is hosted by other entities, who can benefit from cheaper and more sustainable energy supply. Surpluses are reinvested in the Society to bootstrap further projects.

Pricing Strategy

We determine the price charged for electricity to our host organisations so that it is mutually beneficial - over the lifetime of the equipment (25 years) the host makes a saving equivalent to the surplus generated for TCE over 20 years.

Payment

Payment for metered electricity supply to TAODS will be monthly in arrears. TCE will have remote access to the meters in the system(s).

The Development Plan

Progress to Date

In a very short time, Todmorden Community Energy (TCE) achieved major milestones following successes in late 2024, when the organization secured funding from Community Energy England, Todmorden Town Council, and the Community Foundation for Calderdale (CFFC) to cover setup costs and preliminary feasibility studies.

In April 2025, TCE partnered with Todmorden Golf Club (a CASC organisation) to install a 10kWp PV system on the roof of its clubhouse. This project was delivered under a shared ownership scheme where TCE owns 33% of the asset and sells electricity generated by its portion back to the golf club for a competitive price which will increase in line with energy prices over the next 20 years. The purchase of the share in the system was made possible using donations from the public, unrestricted grant funding and director loans. The income derived from this project (£720 in year one) fully covers the running costs of TCE and has ensured that TCE can operate day to day without reliance on further grant funding.

Building on this momentum, and through active involvement with the Calderdale Climate Action Partnership, members at the June 2025 AGM voted overwhelmingly to launch a solar panel scheme for the Hippodrome Theatre and approved a feasibility study into hydro power at Lumbutts Mill. To drive these projects, TCE secured £2,500 from Todmorden Town Council and £3,000 from the CFFC towards capital funding, alongside £8,200 from Co-operatives UK to develop the community share offer. Additionally, TCE has secured a place on the School for Social Entrepreneurs (SSE) Trading for Good scheme, providing matched trading funding to bolster its growth. As a community-led organisation, and with continued support from local residents, success with these



initiatives will build the capacity to replicate sustainable models across the town, making 2026 the year that TCE truly takes off.

Todmorden Community Energy has actively engaged with the local community to gauge support for the Hippodrome solar project through a range of initiatives. These included hosting its first Annual General Meeting, which was open to members and the public, providing a platform to present the project and invite feedback. The organisation also ran a stall at Todmorden's outdoor market to speak directly with residents and promote membership, and participated in the "Todmorden Tomorrow" event at Todmorden Learning Centre in summer 2025, showcasing plans and collecting contact details for ongoing consultation. Support for the project was evident and unanimous from those who engaged with us.

This is the first major project of the Society. Our financial performance to date has been principally the spending of development grant funding and a small income from the electricity generated by Solar PV installed on Todmorden Golf Club.

Development Overview

Activity	Dates	Status	Comments
Initial discussions with TAODS on the project and quotations from installation subcontractors	Sept 2025	Complete	Agreement reached to explore the project further.
Apply for grant funding from multiple sources	Oct-Dec 2025	Complete	Minimum of £5,500 secured. Further £5,000 still subject to notification.
Apply for Co-operative Share Booster Fund	Dec 2025	Complete	£8,200 received to support share offer development.
Drafting and agreement of Heads of Terms and MoU with TAODS	Jan 2026	Complete	
Develop share offer documentation	Jan 2026	Complete	
Receive Share Mark accreditation for share offer	Feb 2026	Complete	
Share offer launch event at the Hippodrome	28/02/2026	Planned	
Share offer investment period	27/02/2026 - 31/03/2026	Planned	Open and close dates subject to change.
Draw down grant funding	30/03/2026	Planned	Funding must be drawn down in this tax year. Both grants are subject to the remainder of funding being raised via share offer.
Go / No Go decision for project	04/04/2026	Planned	Decision to be made based on prior approval status and level of funding secured via share offer.

Sign agreement between TCE and TAODS	05/04/2026	Planned	
Place purchase order with installer for procurement of PV system and installation.	05/04/2026	Planned	
Installation of PV system	Early May 2026	Planned	Expected duration two weeks
Commissioning, energisation and handover	Mid May 2026	Planned	Generation of electricity will commence from the handover date.
Grand reopening of Hippodrome following completion of all Town Deal works and installation of PV system.	Early June 2026	Planned	Opportunity for the public to be informed about the project and its benefits.

We anticipate that this will just be the beginning. We intend to finance and install further renewable energy infrastructure within our community and this will likely involve further share offers and a growing community shareholder membership. We will model any such future projects such that they deliver similar returns to investors and do not increase the risk that investors in this project may not get the interest or withdrawals modelled here.



Operational Plan

Premises

For this project, we will own the panels on the roof of the Hippodrome theatre. At the end of 20 years the theatre will be able to purchase the panels and receive the full benefit for the remainder of their working life. this relationship is governed by a contract - See below for details

Equipment

The breakdown of the installation for both scenarios is given below.

	Minimum target	Maximum target	VAT	Cost ex VAT
Bar Panels	4,212	4,212	702	3,510
Theatre panels	0	3,370	562	2,808
Inverter (theatre)	3,000	3,000	500	2,500
Inverter (bar)	0	3,000	500	2,500
Inverter wifi (theatre)	130	130	22	108
Inverter wifi (bar)	0	130	22	108
Bar Batteries (3)	5,832	5,832	972	4,860
Theatre Batteries (2)	0	3,888	648	3,240
Roof rails (Bar)	2,916	2,916	486	2,430
Roof rails (Theatre)	0	2,333	389	1,944
Electric cabling/meters (bar)	2,177	2,177	363	1,814
Electric cabling/meters (theatre)	0	1,392	232	1,160
Labour (bar)	4,920	4,920	820	4,100
Labour (theatre)	0	3,360	560	2,800
Scaffolding (bar)	1,885	1,885	314	1,571
Scaffolding (theatre)	0	1,055	176	880
Legal costs	670	670	112	558
Structural calculations	468	468	78	390
Total capitalised costs	26,209	44,737	7,457	37,280
Development costs (share offer)	8,200	8,200	0	8,200
Total costs	34,409	52,937	7,457	45,480

Details for Maximum Raise Scenario:

Section	Item	Quantity / Details
Hippodrome Bar	Solar Panels	40 × 430W (17.20 kWp total)
	Hybrid Inverter	10 kW, 3-phase
	Battery Storage	15 kWh (3 × 5 kWh stackable)
Hippodrome Theatre	Solar Panels	32 × 430W (13.76 kWp total)
	Hybrid Inverter	10 kW, 3-phase
	Battery Storage	10 kWh (2 × 5 kWh stackable)
Additional Requirement	Access Scaffolding	18m, 4 lifts, internal staircase

Details for Minimum Raise Scenario:

Section	Item	Quantity / Details
Hippodrome Bar	Solar Panels	40 × 430W (17.20 kWp total)
	Hybrid Inverter	10 kW, 3-phase
	Battery Storage	15 kWh (3 × 5 kWh stackable)
Additional Requirement	Access Scaffolding	18m, 4 lifts, internal staircase

Capitalised costs are depreciated on a straight line basis over the 20 year working life of the panels. There will likely need to be inverter replacements at 10 years, but there should be ample reserves at that point.

VAT will be reclaimed on capitalised costs except where the capital purchase is grant funded.

Planning Permission

We have received advice that neither Prior Approval nor full planning permission will be required from Calderdale MBC.

Contractual Arrangement

The project is secured by a 20-year and 6-month lease between Todmorden Community Energy (TCE) and the Todmorden Amateur Operatic Dramatic Society (TAODS) for a new solar energy system on the theatre's roof.

Contract Summary

- Partnership: TCE will be leasing airspace on the TAODS theatre roof for a solar energy system.
- Rent: TCE will pay a nominal "peppercorn" rent annually, if requested.
- Electricity: TAODS will pay TCE for electricity used on-site; surplus power exported to the grid will benefit TCE financially.
- TCE will handle all costs for insurance, installation, maintenance, and repairs.
- TAODS must avoid interfering with the system or blocking sunlight. They will need to notify TCE of damage or relevant developments and will provide monthly meter readings.
- TAODS remains responsible for building maintenance including the roof and can request temporary panel removal for building repairs up to two times during the lease, but must cover all of TCE's costs.
- Termination: Both parties will have the option to end the lease after five years, contingent on specific conditions related to TAODS purchasing the PV system.



Policies and Procedures

TCE has the following policies and procedures necessary for the running of the Society.

- **Governing Document (Rules):** Fundamental policy defining purpose, membership, and governance.
- **Safeguarding Policy:** Protecting children and adults at risk from harm.
- **Equality, Diversity, and Inclusion Policy:** Ensuring fair treatment and preventing discrimination.
- **Health and Safety Policy:** Managing workplace risks for staff and volunteers.
- **Data Protection and Privacy Policy:** Complying with data protection legislation (GDPR).
- **Whistleblowing Policy:** Confidential process for reporting wrongdoing.
- **Code of Conduct:** Setting standards for expected behaviour.
- **Complaints Handling Policy:** Clear process for addressing grievances.
- **Recruitment and Volunteer Management Policies:** Ensuring safe recruitment practices and necessary checks.



Key People and Organisational Structure

We employ no staff at this time and are run entirely by our volunteer Board.



Gareth Marshall is a Chartered Electrical Engineer (CEng) and Chartered Project Professional (ChPP) with over 25 years' experience working on and managing a wide range of engineering projects including large scale PV, offshore wind and electrification of transportation projects with Siemens plc. Drawing on this experience, Gareth will be responsible for project management of the Hippodrome project on behalf of TCE. Gareth was a founding director and currently acts as Treasurer and Chair for TCE.

Jack Smith currently works for the North West Net Zero Hub as the Community Energy Lead. He is focused on supporting and developing community net zero schemes across the North West. He has previously worked on improving efficiency of heating products through ecodesign regulations within Government and worked in an advisory role to SME businesses in the green tech sector. Jack is a board member of TCE.

Louise Kirkup is a chartered town planner with over 30 years' experience working in local councils and in private practice as a planning consultant. Her areas of expertise include planning policy, environmental planning, sustainable development, urban regeneration and community engagement and consultation. Louise was a founding director and is the Secretary of TCE.

Any benefit to Directors from the activities of the Society will relate only to their investment in the Society on the same basis as any other member of the Society.

Support Providers

In planning for this project, we have been helped by [Anne Chapman](#), Freelance consultant and founder of Morecambe Bay Community Renewables who did our early financial modelling around the outputs and income of our potential systems.

[Mark Simmonds](#) of Co-op Culture has supported us around the writing of this business plan and our share offer document.

Capital Plan

Capital requirements and sources of capital (all scenarios)

	Minimum target	Maximum target
	Bar only	Bar & theatre
Funding requirements		
Capital costs	(26,209)	(44,737)
Share offer development	(8,200)	(8,200)
Crowdfunder fees	(409)	(730)
Stripe payment fees	(132)	(132)
Contingency	(3,302)	(3,696)
Total	(38,252)	(57,495)
Funded by:		
Community shares	16,368	29,197
Local grants	5,500	5,500
Community Energy Sharematch	8,184	14,598
Booster grant (2025)	3,400	3,400
Booster grant (2026)	4,800	4,800
Total	38,251	57,495

Share Offer Plan

Item	Details	Notes
Max. offer raise	£29,197	Combined theatre and bar
Minimum offer raise	£16,368	Just bar no lottery
Offers opens	20/02/2026 (TCE members) 27/02/2026 (non-members)	In theatre
Offer closes	31/03/2026	
Option to extend offer a bit (Yes/No)	Yes (one month max)	Board retains the option to extend if short of a target .
Action on over-subscription	We will not issue more than the maximum amount of shares. Prioritise local investors with option to cap larger investors	
Contingencies on falling short	Extend Seek additional grant funding if just short of any target In the end return all monies if unable to proceed (3 months max. to secure additional funding)	
Max. individual investment	£3,000 or 10% of shares issued	
Min. investment	£50	
Age limit	Minimum 16 in accordance with Rules	
Any other restrictions?	Local investors preferred - will favour in marketing of the offer.	
Tax relief	Not applicable	
Joint investment	We will allow joint shareholding by groups of people as a single member	
Institutional investors	We will accept applications from incorporated organisations	
Application process	We will utilise the Crowdfunder online platform with an offline option provided for institutional investors.	
Booster investment	We have received an offer of 33% grant match-funding from the Cooperatives UK - Energy Efficiency Sharematch Fund.	
Standard Mark	We have been awarded the Community Shares Standard Mark.	
Interest (%)	4% and must not "exceed 5% per annum or 3% above the Bank of England base rate, whichever is the greater."	From Year 2



Interest paid out or accrued?	We have modelled to pay out interest by BACS	
Share withdrawal per annum	5%	From Year 4
Action on investor death?	Donate to Society Donate to named person Dealt with by probate	

Share Offer Promotion

Main channels for promotion during the share offer period will include:

- **Public Meetings & Events:** Launch event at the Hippodrome planned late February. Face-to-face communication is highly effective for building trust, answering questions, and generating local enthusiasm.
- **Websites & Social Media:** Updates to TCE and TAODS websites. Online platforms are central to most modern campaigns, providing a hub for information, application forms, and engaging a wider audience through stories and testimonials.
- **Local Media Coverage:** Contact Todmorden News / Halifax Courier. Engaging with local newspapers and radio can reach large numbers of people and bolster local support and pride.
- **Email Campaign:** Contact TCE and TAODS mailing list to inform them about share offer. Direct electronic communication is used to reach pledged or interested individuals who have opted in to receive updates.
- **Electronic Noticeboards:** Request access to electronic noticeboards around the town via contacts at the town council. Methods targeting a specific geographic area can be effective for local projects where physical access to the population is key.
- **Word of Mouth:** Encouraging existing supporters and members to spread the word is a powerful, low-cost method of building support.

Working Capital Requirements

Our financial projections show that we do not need any working capital, but we have modelled a contingency to allow for cost over-run on the installation.

Revenue Model

Our revenue model relies on selling electricity to the organisations occupying the building on which we have installed solar panels. Any surplus is exported to the grid at a slightly lower rate of £0.15 per kWh.

Prices charged will increase over time with inflation.

Historical Financial Performance

This is the first major project of the Society. Our financial performance to date has been principally the spending of development grant funding and a small income from the electricity generated by Solar PV installed on Todmorden Golf Club.

Our historic accounts are summarised below although it should be noted that our 2025 accounts are still being prepared and may vary slightly on finalisation. Our annual returns can also be downloaded from the on-line FCA Mutuals Register.

Membership	Year ending 31/12/2024	Year ending 31/12/2025
No. of members at beginning of year	0	27
No. of members joining	27	13
No. of members leaving	0	0
No. of members at the end of the year	27	40
Share capital	Year ending 31/12/2024	Year ending 31/12/2025
Opening balance	0	27
New share capital added during year	27	13
Share capital withdrawn during year	0	0
Closing balance	27	40
Society funds	Year ending 31/12/2024	Year ending 31/12/2025
Fixed assets	0	4,303
Net current assets	8,685	3,112
Long term liabilities (debt)	0	0
Share capital	27	40
Retained profits or losses	8,685	7,415

The society has made no interest payment on shares or distributed any funds in 24/25.

Note that historically grants have been treated as income in the year of receipt but not liable for corporation tax.

The actual figures for the number of shareholders, net current assets and retained profit above, differ slightly in the 2024 filed accounts due to an accounting error at the time. We have now appointed accountants Cadwallader & Co LLP to prepare our 2025 accounts, which will adjust for this error, which was mainly due to a different treatment of grants. Going forward we will treat them as deferred income over time rather than recognising them as income in the year of receipt. We are confident that this treatment has no material effect on the ability to pay interest or allow withdrawal.

Key Assumptions

Our projected financial performance for both scenarios are summarised below. Detailed financial projections can be found below.

We have made the following generic assumptions around the business model for both scenarios:

- We will sell electricity to TAODS as £0.22 per kWh
- Any surplus exported to the grid will be charged to TAODS at £0.15 per kWh
- All grant funding is spent in the year of receipt.
- We have a guaranteed income of £720 per annum from Todmorden Golf Club from their solar PV, which will increase by inflation.
- We will charge 20% VAT to Todmorden Golf Club
- We will charge 5% VAT to TAODS as they are a charity
- Interest on shares will be paid at 4% from year 2
- Shares will be withdrawn at a rate of 5% per annum from year 4. Note this will require 20 years for complete withdrawal, but it is likely that future projects and share offers may increase the ability to withdraw. We will not undertake future projects that will reduce the ability to fund share interest or withdrawals.
- Interest can only be paid on shares where there is a retained profit and will never exceed 4%.
- Withdrawal, similarly can only be refunded from retained profit or by the issue of new share capital.

Financial Projections

Our 5 Year projected cash flow, profit and loss and balance sheet are presented below for both scenarios.

Profit and Loss (Maximum Raise)

	Year 1	Year 2	Year 3	Year 4	Year 5
	2026	2027	2028	2029	2030
Sales (ex VAT)	50%	100%	100%	100%	100%
Electricity sales Golf club	720	734	749	764	779
Electricity sales Hippodrome	2,710	5,529	5,640	5,752	5,867
Electricity export	293	598	610	622	635
Total Sales (ex VAT)	3,724	6,862	6,999	7,139	7,282
Cost of sales		(200)	(204)	(208)	(212)
Gross profit	3,724	6,662	6,795	6,931	7,069
<i>Overheads (ex VAT)</i>					
Audit and accountancy	(312)	(318)	(325)	(331)	(338)
General expenses	(421)	(429)	(438)	(446)	(455)
Insurance	(300)	(306)	(312)	(318)	(325)
Software and consumables	(150)	(153)	(156)	(159)	(162)
Subscriptions	(73)	(75)	(76)	(78)	(79)
Total overheads (ex VAT)	(1,256)	(1,281)	(1,307)	(1,333)	(1,360)
Operating profit	2,467	5,380	5,488	5,598	5,710
Extraordinary project costs	(8,200)				
Depreciation	(1,670)	(1,670)	(1,670)	(1,670)	(1,670)
Share interest		(1,169)	(1,169)	(1,169)	(1,169)
Revenue Grant income	4,800				
Capital grant income	20,098				
Donation income	-	-	-	-	-
VAT adjustment (2024 only)					
Net profit	17,495	2,540	2,648	2,758	2,870
Capital allowances	(3,500)	(2,500)	(2,500)	(2,500)	(2,500)
Corporation tax	(2,976)	(325)	(346)	(366)	(388)
Profit transferred to reserves	14,519	2,215	2,303	2,391	2,482
Retained profit	21,893	24,109	26,411	28,803	31,285

Year 1 Cashflow (Maximum Raise)

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Opening balance	3,369	3,337	3,283	3,230	24,196	49,041	4,250	4,747	5,216	12,868	13,296	13,766	
cash in													
Share capital				29,197									29,197
Grants, gifts,					24,898								24,898
Sales of e to Golf Club	78	60	60	60	60	60	60	60	60	60	60	60	738
Sales of e to Hippodrome							452	452	452	452	452	452	2,710
Export of electricity							49	49	49	49	49	49	293
VAT on Golf Club sales (20%)	16	12	12	12	12	12	12	12	12	12	12	12	148
VAT on Hippodrome sales (5%)							23	23	23	23	23	23	136
VAT refund on overheads				63			63			63			188
VAT refund on capital spend - quarterly return									7,457				7,457
Total cash in	94	72	72	29,331	24,970	72	658	595	8,052	658	595	595	65,765
cash out													
Fixed asset purchases		-	-	-	-	(37,280)	-	-	-	-	-	-	(37,280)
VAT on capital spend	-	-	-	-	-	(7,457)	-	-	-	-	-	-	(7,457)
Development costs				(8,200)									(8,200)
Cost of goods sold (maintenance)	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Directors' loans									(275)				(275)
Overheads	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(1,256)
VAT on overheads	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(251)
VAT on CoS (admin)													
VAT due to HMRC on esales	-			(40)			(36)			(104)			(179)
Total cash out	(126)	(126)	(126)	(8,365)	(126)	(44,862)	(162)	(126)	(401)	(229)	(126)	(126)	(54,898)
Closing balance	3,337	3,283	3,230	24,196	49,041	4,250	4,747	5,216	12,868	13,296	13,766	14,235	35

Five Year Cash Flow (Maximum Raise)

	Year 1	Year 2	Year 3	Year 4	Year 5
	2026	2027	2028	2029	2030
Opening balance	3,369	14,235	15,429	19,422	22,043
<i>cash in</i>					
Share capital	29,197	0	0	0	0
Grants & gifts	24,898	0	0	0	0
Sales	3,742	6,862	6,999	7,139	7,282
VAT received on sales	283	423	432	440	449
VAT refund on overheads	188	256	261	267	272
VAT refund on CoS (maintenance)	0	40	41	42	42
Vat Refund on fixed assets	7,457				
Total cash in	65,765	7,581	7,733	7,887	8,045
<i>cash out</i>					
Fixed asset purchases	(37,280)	0	0	0	0
VAT on fixed assets	(7,457)	0	0	0	0
Development costs	(8,200)				
Cost of sale (maintenance)	0	(200)	(204)	(208)	(212)
VAT on costs of sale (maintenance)	0	(40)	(41)	(42)	(42)
Repayment of Directors' loans	(275)				
Overheads	(1,256)	(1,281)	(1,307)	(1,333)	(1,360)
VAT on overheads	(251)	(256)	(261)	(267)	(272)
VAT paid to HMRC on esales	(179)	(423)	(432)	(440)	(449)
Share interest paid out	0	(1,169)	(1,169)	(1,169)	(1,169)
Share capital withdrawals	0	0	0	(1,462)	(1,462)
VAT control (previous year's VAT balance)	0	(41)	0	0	0
Corporation tax	0	(2,976)	(325)	(346)	(366)
Total cash out	(54,898)	(6,388)	(3,739)	(5,267)	(5,333)
Closing balance	14,235	15,429	19,422	22,043	24,755

Balance Sheet (Maximum Raise)

Note: We have assumed for simplicity that the VAT control account will be zero.

	2026	2027	2028	2029	2030
Equipment fixed asset	39,912	38,242	36,571	34,901	33,230
Total fixed assets	39,912	38,242	36,571	34,901	33,230
Bank balance	14,235	15,429	19,422	22,043	24,755
Debtors (accounts receivable)	0	0	0	0	0
Total current assets	14,235	15,429	19,422	22,043	24,755
Deferred grant income (liability) not in 24/25	0	0	0	0	0
VAT liability/refund due	(41)	0	0	0	0
Corporation tax liability	(2,976)	(325)	(346)	(366)	(388)
Creditors: Amounts falling due less than one year	0	0	0	0	0
Net current assets	11,218	15,104	19,077	21,677	24,368
Long term liabilities	0	0	0	0	0
Total assets less total liabilities	51,130	53,345	55,648	56,577	57,598
<i>represented by:</i>					
Share capital	29,237	29,237	29,237	27,775	26,313
Reserves (retained profit)	21,893	24,109	26,411	28,803	31,285
Total capital & reserves	51,130	53,345	55,648	56,577	57,598

Share Capital Withdrawal (Maximum Raise)

At a 5% withdrawal rate it would take 20 years for complete withdrawal, however as we anticipate more projects withdrawal will likely be over a shorter period. We are confident that the projections show that we can meet our stated aspirations around interest payments and withdrawal. Any residual withdrawal after the time of the sale of the panels (Year 20) matches and can be funded by the value of the panels at that point.

Share capital liquidity	Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	2024	2025	2026	2027	2028	2029	2030
Opening balance	-		40	29,237	29,237	29,237	27,775
New share capital issued	12	144	29,197	-	-	-	-
Share interest	-	-		(1,169)	(1,169)	(1,169)	(1,169)
Share capital withdrawals	-		-	-	-	(1,462)	(1,462)
Closing balance	12		29,237	29,237	29,237	27,775	26,313
Notes							
Withdrawals suspended until year	4						
Withdrawal rate	5.00%						
Interest on shares	4.00%						
Interest from year	2						
Interest reinvested as new shares?	No						

Profit and Loss (Minimum Raise)

	Year 1	Year 2	Year 3	Year 4	Year 5
	2026	2027	2028	2029	2030
Sales (ex VAT)	50%	100%	100%	100%	100%
Electricity sales Golf club	720	720	720	720	720
Electricity sales Hippodrome	1,414	2,886	2,943	3,002	3,062
Electricity export	225	459	468	478	487
Total Sales (ex VAT)	2,360	4,065	4,132	4,200	4,269
Cost of sales		(200)	(204)	(208)	(212)
Gross profit	2,360	3,865	3,928	3,992	4,057
<i>Overheads (ex VAT)</i>					
Audit and accountancy	(312)	(318)	(325)	(331)	(338)
General expenses	(421)	(429)	(438)	(446)	(455)
Insurance	(300)	(306)	(312)	(318)	(325)
Software and consumables	(150)	(153)	(156)	(159)	(162)
Subscriptions	(73)	(75)	(76)	(78)	(79)
Total overheads (ex VAT)	(1,256)	(1,281)	(1,307)	(1,333)	(1,360)
Operating profit	1,103	2,583	2,621	2,659	2,698
Extraordinary project costs	(8,200)				
Depreciation	(1,157)	(1,157)	(1,157)	(1,157)	(1,157)
Share interest		(656)	(656)	(656)	(656)
Revenue Grant income	4,800				
Capital grant income	13,684				
Donation income	-	-	-	-	-
VAT adjustment (2024 only)					
Net profit	10,230	770	807	845	884
Capital allowances	-	-	-	-	-
Corporation tax	(2,164)	(366)	(373)	(380)	(388)
Profit transferred to reserves	8,066	404	434	465	496

Year 1 Cashflow (Minimum Raise)

	Mont h 1	Mon th 2	Mon th 3	Mon th 4	Mon th 5	Mon th 6	Mon th 7	Mon th 8	Mon th 9	Mon th 10	Mon th 11	Mon th 12	Tot al
Opening balance	3,369	3,337	3,283	3,230	11,367	29,797	405	663	894	5,741	5,964	6,195	
cash in													
Share capital				16,368									16,368
Grants, gifts,					18,484								18,484
Sales of e to Golf Club	78	60	60	60	60	60	60	60	60	60	60	60	738
Sales of e to Hippodrome							236	236	236	236	236	236	1,414
Export of electricity							38	38	38	38	38	38	225
VAT on Golf Club sales (20%)	16	12	12	12	12	12	12	12	12	12	12	12	148
VAT on Hippodrome sales (5%)							12	12	12	12	12	12	71
VAT refund on overheads				63			63			63			188
VAT refund on capital spend - quarterly return									4,890				4,890
Total cash in	94	72	72	16,502	18,556	72	420	357	5,247	420	357	357	42,526
cash out													
Fixed asset purchases						(24,449)							(24,449)
VAT on capital spend						(4,890)							(4,890)
Development costs				(8,200)									(8,200)
Cost of goods sold (maintenance)													
Repayment of Directors' loans									(275)				(275)
Overheads	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(105)	(1,256)
VAT on overheads	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(251)
VAT on CoS (admin)													
VAT due to HMRC on sales				(40)			(36)			(71)			(147)
Total cash out	(126)	(126)	(126)	(8,300)	(126)	(29,000)	(162)	(126)	(401)	(197)	(126)	(126)	(39,000)

))	65))	465))))))))	468)
		3,28	3,23	11,3	29,7				5,74	5,96	6,19	6,42	6,4	
Closing balance	3,337	3	0	67	97	405	663	894	1	4	5	7	27	

Five Year Cash Flow (Minimum Raise)

	Year 1	Year 2	Year 3	Year 4	Year 5
	2026	2027	2028	2029	2030
Opening balance	3,369	6,427	6,182	7,780	8,589
cash in					
Share capital	16,368	0	0	0	0
Grants & gifts	18,484	0	0	0	0
Sales	2,378	4,065	4,132	4,200	4,269
VAT received on sales	218	288	291	294	297
VAT refund on overheads	188	256	261	267	272
VAT refund on CoS (maintenance)	0	40	41	42	42
Vat Refund on fixed assets	4,890				
Total cash in	42,526	4,649	4,725	4,802	4,881
cash out					
Fixed asset purchases	(24,449)	0	0	0	0
VAT on fixed assets	(4,890)	0	0	0	0
Development costs	(8,200)				
Cost of sale (maintenance)	0	(200)	(204)	(208)	(212)
VAT on costs of sale (maintenance)	0	(40)	(41)	(42)	(42)
Repayment of Directors' loans	(275)				
Overheads	(1,256)	(1,281)	(1,307)	(1,333)	(1,360)
VAT on overheads	(251)	(256)	(261)	(267)	(272)
VAT paid to HMRC on esales	(147)	(288)	(291)	(294)	(297)
Share interest paid out	0	(656)	(656)	(656)	(656)
Share capital withdrawals	0	0	0	(820)	(820)
VAT control (previous year's VAT balance)	0	(9)	0	0	0
Corporation tax	0	(2,164)	(366)	(373)	(380)
Total cash out	(39,468)	(4,894)	(3,127)	(3,993)	(4,041)
Closing balance	6,427	6,182	7,780	8,589	9,429

Balance Sheet (Minimum Raise)

Note: We have assumed for simplicity that the VAT control account will be zero

	2026	2027	2028	2029	2030
Equipment fixed asset	27,594	26,437	25,280	24,122	22,965
Total fixed assets	27,594	26,437	25,280	24,122	22,965
Bank balance	6,427	6,182	7,780	8,589	9,429
Debtors (accounts receivable)	0	0	0	0	0
Total current assets	6,427	6,182	7,780	8,589	9,429
Deferred grant income (liability) not in 24/25	0	0	0	0	0
VAT liability/refund due	(9)	0	0	0	0
Corporation tax liability	(2,164)	(366)	(373)	(380)	(388)
Creditors: Amounts falling due less than one year	0	0	0	0	0
Net current assets	4,254	5,815	7,407	8,208	9,041
Long term liabilities	0	0	0	0	0
Total assets less total liabilities	31,849	32,252	32,686	32,331	32,007
<i>represented by:</i>					
Share capital	16,408	16,408	16,408	15,587	14,767
Reserves (retained profit)	15,441	15,845	16,279	16,744	17,240
Total capital & reserves	31,849	32,252	32,686	32,331	32,007

Share Capital Withdrawal (Minimum Raise)

At a 5% withdrawal rate it would take 20 years for complete withdrawal, however as we anticipate more projects withdrawal will likely be over a shorter period. We are confident that the projections show that we can meet our stated aspirations around interest payments and withdrawal. Any residual withdrawal after the time of the sale of the panels (Year 20) matches and can be funded by the value of the panels at that point.

Share capital liquidity	Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	2024	2025	2026	2027	2028	2029	2030
Opening balance	-		40	16,408	16,408	16,408	15,587
New share capital issued	12	144	16,368	-	-	-	-
Share interest	-	-		(656)	(656)	(656)	(656)
Share capital withdrawals	-		-	-	-	(820)	(820)
Closing balance	12		16,408	16,408	16,408	15,587	14,767
Notes							
Withdrawals suspended until year	4						
Withdrawal rate	5.00%						
Interest on shares	4.00%						
Interest from year	2						
Interest reinvested as new shares?	No						

Appendices

Appendix 1 | Risk register

Risk Category	Risk Description	Risk Score (P x I)	Proposed Mitigations	Residual Risk
Technical	Equipment failure (e.g., inverters, panels) causes system downtime and loss of electricity generation.	12 (4x3)	Use high-quality equipment with strong warranties that are easy to fulfil; establish a routine maintenance schedule.	Medium
Technical	Grid connection delays or limitations prevent the export of surplus electricity.	8 (2x4)	Apply for grid connection early in the planning process; design the system capacity based on DNO constraints.	Low
Technical	Natural Hazards (e.g., extreme wind, hail, or lightning) causing physical damage to the PV system.	9 (3x3)	Ensure competent installation by MCS-certified contractors using wind-rated mounting; maintain comprehensive specialist insurance coverage.	Low
Legal	The lease agreement is terminated early by the Landlord or a Mortgagee in Possession, requiring TCE to remove or sell	10 (2x5)	Ensure funds are available for potential buy-out costs; confirm all lease terms are understood and legally sound before signing.	Medium

the system
prematurely.

Legal	Changes in government policy or subsidies negatively affect the project's profitability or operation.	9 (3x3)	Monitor policy changes closely; design a business model that is resilient to potential changes	Medium
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Commercial	The price of electricity drops, making the project less financially viable or profitable than expected.	6 (2x3)	Ensure conservative financial projections; agree long-term price agreements	Low
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Commercial	Income shortfalls or cashflow problems impact the society's ability to operate or meet financial obligations.	12 (3x4)	Have an overdraft facility in place; regularly review management accounts	Medium
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Enterprise/Personnel	Loss of key directors or volunteers due to resignation or illness creates a knowledge/capacity gap.	12 (4x3)	Have a succession plan in place; provide cross-training opportunities; ensure clear documentation of all processes.	Medium
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Enterprise/Personnel	Accidents or injury during installation or maintenance leads to liability issues or legal action.	15 (3x5)	Use only reliable and certified subcontractors for installation and maintenance activities.	Medium
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Enterprise/Personnel	Fraud or cybercrime targeting the society's finances or data.	6 (2x3)	Implement standard accounting practices and regular audits; use secure systems for handling data and money.
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Risk to Capital

Operational Risk	Equipment failure or physical damage causes downtime.
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Financial Risk	Insufficient cash to meet share withdrawal obligations (liquidity).
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Regulatory & Legal Risk	New laws negatively impact profitability.
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Strategic & Management Risk	Poor decisions or loss of key personnel.
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Reputational Risk	Damage to society's image impacts future support.
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Liquidity Risk (for Investors)	Inability for members to withdraw capital easily.
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Appendix 2 | Insurance

TCE holds the following insurance policies, currently with Zurich.

- Employers liability - £10,000,000
- Public liability - £2,000,000

Existing buildings insurance will be updated by TAODS to include solar panel installation.

Appendix 3 | Agreements with host organisations

Todmorden Golf Club

This agreement establishes a **shared ownership** arrangement for a solar energy project between Todmorden Community Energy (TCE) and Todmorden Golf Club (TGC). The total purchase price for the system was £13,445.49 (excluding VAT), with TCE contributing £4,481.83 for their 33.3% share of ownership, and TGC owning the remaining 66.7%.

Project Summary

- **Partnership:** TCE and TGC jointly own and operate a solar PV system at the golf club's premises.
- **System Details:** The installation comprises **22 x 430kW JA Solar Bi-Facial panels**, a **Fox H3-8.0-E hybrid inverter**, and a **Fox EP5 5.18 Kwh battery** for storage, along with associated electrical equipment.
- **Ownership & Term:** Ownership is split 33.3% (TCE) and 66.7% (TGC). The agreement term is **20 years** from installation.
- **Payments:** TCE receives a "generation payment" for each kWh generated by the system. The current rate is 10.3 p/kWh, or 33.3% of the peak price TGC pays their supplier, whichever is greater.
- **Responsibilities (TGC):** TGC handles insurance, maintains planning approvals, is responsible for any damage during operation, keeps the system in good repair, and ensures no obstructions block sunlight. They provide monthly generation data or internet access for monitoring.
- **Responsibilities (TCE):** TCE pays their share of maintenance costs and cooperates in fault resolution.
- **Maintenance:** Both parties cover maintenance costs in proportion to their ownership stake.
- **Termination & Buy-out:** TGC has options to purchase TCE's share on the 5th, 10th, and 15th anniversaries based on a set formula. If TGC sells the property or ceases occupation, they must first purchase TCE's share.

TAODS Hippodrome Agreement

This agreement is a **lease** arrangement for a solar energy project between Todmorden Community Energy (TCE) and Todmorden Amateur Operatic Dramatic Society (TAODS). The lease is for the airspace above the roof of The Hippodrome Theatre.

Project Summary

- **Partnership:** TCE **will be leasing** airspace from TAODS to install and operate a solar PV system at the theatre's premises.
- **Term & Use:** The agreement term is **20 years and 6 months**. TAODS **will pay** TCE for electricity used on-site; surplus power exported to the grid **will benefit** TCE financially.
- **Payments:** TCE **will pay** a nominal "peppercorn" rent annually, if requested. TAODS **will pay** TCE a monthly Electricity Payment per unit consumed, initially set at **22p per kWh**, which **will be indexed** by inflation thereafter.
- **Responsibilities (TAODS):** TAODS **handles** obtaining necessary planning approvals, ensures no obstructions block sunlight, provides monthly generation data, and must not interfere with the system. They **can require** temporary panel removal for repairs twice during the term, but **must cover** TCE's costs and lost income.
- **Responsibilities (TCE):** TCE **will handle** all costs for insurance, installation, maintenance, and repairs, including fixing any damage caused during works. They **can access** the site with 14 days' notice and **can assign** their lease rights without TAODS's consent.
- **Termination & Buy-out:** Both parties **will have** the option to end the lease after 5 years, contingent on specific conditions related to TAODS purchasing the PV system based on a percentage of the system's capital cost.



Appendix 4 | System Details

Theatre Building

- Panels: 32 x 430w solar panels (13.76KWp total).
- Inverter: 10KW 3 phase Hybrid inverter.
- Battery Storage: 10kwh system.

Hippodrome Bar

- Panels: 40 x 430w solar panels (17.20KWp total).
- Inverter: 10KW 3 phase Hybrid inverter.
- Battery Storage: 15kwh system.

