

# Holton Pits Business Plan



July 2023

Prepared by HP CIC Directors

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*Photo: Bill Jackson 2022 September*

# 1. Executive summary

This Business Plan has been produced by the Directors of the Holton Pits Community Interest Company (Holton Pits CIC), and sets out our vision and our plan for the purchase and future management of the Holton Pit site.

## 1.1 Holton Pits - Background

The Pits have existed since their excavation began after the war with the great construction boom when aggregate materials were needed to build new homes following the last war (no excavations are recorded on the 1946 Ordnance Survey map, but are visible on the later 1951 map.) Since the time of its excavation as a sand and gravel quarry, the 20-acre Holton Pits site has been left to return to nature and is today comprised of mixed woodland, grassland and two lakes – one of which is used for angling.

The current owners, CEMEX, (a global concrete, cement and aggregates company originating in Mexico), ceased quarrying on the site about 50 years ago and since then land has been used by the public for recreation and leisure.

In 2006, an agreement with Suffolk County Council (SCC), linked to a proposed extension to excavations at the nearby Wangford Quarry, required CEMEX to implement a restoration scheme on the site in keeping with its designation as a County Wildlife Site. With Suffolk County Council Site Monitoring Report at the time stating: 'The site has potential as a nature conservation education resource for school parties in partnership with SCC, Suffolk Wildlife Trust (SWT), Holton Parish Council (HPC). (Woodbridge Angling Club?) and public information boards should be provided'. Almost 20 years later, this is what we plan to do.

[Annex 1.1 2006 Agreement Suffolk County Council and CEMEX](#)

A full history of the Pits is here: <https://holtonpits.uk/pit-story/>

## 1.2 People and the Pits

Over the past 50+ years the site has become much loved and used by generations of the local community. As a safe and rare open space, it proved to be invaluable during the COVID pandemic 'lockdowns' for the local community to exercise both mind and body. Since the sale was announced in September 2022, the community has been vocal in wanting to preserve this space freely for the community.

## 1.3 Biodiversity and the Pits

Part of this land was designated as a geological Site of Special Scientific Interest (SSSI) in 1988, and the whole site was designated a County Wildlife Site in 1991.

The site has in effect been left to 're-wild' with very little intervention. The pioneer trees of silver birch and 'easy seeders' of sycamore with alder and willow around the water are all of a similar age, established since 1950. A rich carpet of lichen and moss has evolved on the sandy plain. "The nationally scarce Mossy Stonecrop can be found on the sparse, sandy acid grassland (Priority Habitat) along with Sheep's Sorrel and Sheep's Fescue." (Annex 3.8 Suffolk Wildlife Trust) Scrub has grown protecting saplings of oak to the east. Birds are plentiful and diverse, and this is a perfect setting for the Turtle Dove and Nightingale. We are fortunately well endowed with surveys dating from 1970's to today from both professional and amateur naturalists.

## 1.4 Sale of Holton Pits 2022-23 (summary)

In 2014 CEMEX offered to 'transfer the land to the Parish', but since that time withdrew their offer. We note that the background information the Parish Council needed to pursue such an offer, has been fulfilled by HP CIC in this document.

### Annex 1.2 Holton Parish Records 2014

In September 2022, CEMEX put the site up for sale by informal tender, a process of sealed bids, with a deadline of one month. At a public meeting it was agreed to register it as an Asset of Community Value (ACV) under the Localism Act 2011. This was granted by the District Council on 8 November 2022, and put in place a six-month moratorium on the sale of the site and. In so doing, this bought time for the community to decide what it could do to save the site in the long term.

CEMEX, the current owners, could potentially have sold the site to a private business to develop it commercially which would likely mean the entire site would be fenced off excluding the local community. The SSSI and County Wildlife Site status was not a guarantee against development. The most likely development would focus on fishing and tourism.

### Annex 1.3 Fisher German CEMEX Sales Particulars

CEMEX informed us that we were one of 17 bidders for the site and indicated to us that a guide price of £179,000 would be acceptable.

On May 4th 2023, CEMEX via their agents, Fisher German, informed us that they agreed to sell to us for a sum of £179,000.

The community has raised £100,000 through public and corporate donations. We are looking to raise a further £100,000 to bring the total to £200,000. This will allow for the purchase of the site, pay costs associated with the purchase and allow for any incidental immediate costs associated with site acquisition e.g insurance.

## 1.5 Mission statement of Holton Pits CIC

As directed by the community: to prevent the 20-acre site of Holton Pits being sold and developed in a manner that will threaten access for the local community and threaten the fragile and rich biodiversity.

The objectives of Holton Pits CIC, as defined in our Articles of Association, are:

- To raise and manage funds to purchase Holton Pits
- To develop a management plan for the open space, it's maintenance and integration into the local community and wider communities as a place for wellbeing and leisure

## 2. Holton Pits CIC organisation and Governance

### 2.1 Background to HP CIC

Our group is a grassroots one, born September 2022 when we heard that CEMEX proposed to sell the land. Gaina Dunsire and Rachel Kellett, two local residents, called a meeting at the Pits to clarify what was for sale, what we as the local community wanted, and what we as the local community could do.



*Photo Bill Jackson, of the groups first meeting at Holton Pits September 2022*

At a second meeting of Holton residents, the Community suggested we try to buy the site and that we put in a bid of £104,000 based on £5,000 an acre. A local business generously agreed to loan us the funds, which the Directors felt confident we could repay. We had 20 days to agree and submit this bid. The process required that we form an unconstituted group to register the site as an ACV. We called this group Holton Pits Preservation Group.

We were advised that there were 17 other bidders for the site. This included a well-known local landowner who had purchased nearby Mell's Gravel Pit, but who withdrew his tender offer when he heard of the community interest in purchasing the site.

Our first bid of £104,000 was rejected. The vendor, as legally bound, notified all bidders that an Asset of Community Value had been enforced. In addition, a small piece of land in the southwest corner of the site had been sold to the owner of the adjacent industrial

estate. All bidders were invited to resubmit their bids taking into account the ACV and the reduced area of the land for sale.

Before the deadline for the second submission passed, the ACV took effect, thereby halting a commercial sale for a period of 6 months (starting 11 November 2022) to give us time to raise funds.

We received advice from Fisher German, the Agents, that CEMEX would accept a target bid of £179,000 from the Community to purchase the site. We estimated a further £20,000 would be needed for professional fees, searches, stamp duty and to have the site assessed and made safe.

A total of £200,000 would need to be raised.

We submitted our third and final bid on 4 May 2023, and heard soon after that CEMEX had accepted our bid.

## 2.2 Governance and Management Structures

When it was confirmed that the Community wanted to purchase the site it became apparent that we would need to constitute ourselves in order to raise and manage the funding and to purchase and hold the deeds to the land.

We researched the various legal options to become constituted, finally opting to become a Community Interest Company (or CIC) Limited by Guarantee. The option was chosen as this best suited the organisation's needs at the time. This was discussed and agreed at a public meeting on November 30th 2022. It is intended that this will be reviewed in the future, in particular exploring the options for charitable status.

Choosing CIC, with the Asset Lock, ensures the site cannot be sold for private provide once the sale is confirmed.

### Annex 2.1 Comparison between different legal structures

The official local community bodies who support this project include: Holton Parish Council, Blyford and Sotherton Parish Council, and Halesworth Town Council.

In addition we have received support and advice from Suffolk Wildlife Trust, RSPB and various other ecological organisations and people.

Holton Pits CIC takes its direction from, and is accountable to, the community it serves.



The support and involvement of the community is therefore a vital part of the organisation's governance and accountability structure.

## 2.3 Directors, roles and responsibilities

After the first meeting eight people came forward to form the Core Group, who became the CIC's eight Directors. Our initial structure was joint-chaired by Rachel Kellett and Gaina Dunsire. Agreeing the Chair to be on a rotational basis, the new Chair, Kevin Moores, took over after 6 months, May 2023.

### **Directors skills**

The Directors have useful contributing skills themselves together with connections to other skilful people and organisations.

Kevin Moores;

Role: Chair (May 2023, Risk Management/Operations/Media/Finance

Risk management and operations with 30 years experience of management and command in the emergency services. National Inter-agency Liaison Officer (NILO). Over 20 years experience in training, and competence and development including 2 years as head of training in a Fire and Rescue Service. Hazardous Materials and Environmental Protection Officer (HMEPO) for 10 years.

Kevin has experience in Risk Management, which is a key element in managing a public open space such as Holton Pits. He is used to dealing with technical documents, interpreting them, and expressing them to people of all abilities.

Kevin is a local resident. He has experience as a volunteer at Halesworth Millennium Green, the largest Millennium green in the country at 50 acres. He has experience in Volunteer Work Parties, site maintenance machinery, waterways, and dealing with the public - all of which will be put to the test on Holton Pits.

Caron Stainton

Role: Finance

27 years experience as Joint Director/Owner of an IT sales/service company, roles included preparing and implementing business plans/budgets/schedules and policies. Responsible for legal compliance, by keeping up to date with regulatory or statutory changes and policies that may affect the company as well as responsibility for the employment of staff.

Gaina Dunsire

Role: Secretary

Qualified Teacher, MSc Ecological Food Production, Project Design & Management.

Designed, raised funds and project managed a Forest Garden/Outdoor Classroom at a

Secondary School. Local resident and regular user of Holton Pits. She has worked for the last 7 years as an outdoor education consultant and project manager for a national charity working in the area of food, farming and the environment. She is a qualified teacher, permaculture designer, holds an MSc in Ecological Food Production and is a Director on another local CIC. She has experience of project design, project management, fundraising, managing budgets and managing people to ensure projects' long-term sustainability, both in the UK and the Middle East.

Rachel Kellett

Role: Outreach to Community/Fund raising

Rachel is no stranger to community projects and was a key person involved in the saving of a social enterprise, Metfield Stores in 2008. She was a director for a number of years while it got off the ground and it continues to be a successful village shop that otherwise would have closed and sold privately. She is a director and facilitator of Kinda Forest School, which exists in her 5-acre wood. The wood, an oak 'nuttery', she manages on a rotational coppice cycle, (she is passionate about coppicing and is secretary of East Anglian Coppice Network) and through this and being a site manager of a 70 acre holiday park, she has built up 20 years of knowledge of woodland and land maintenance.

She has recently purchased the 17-acre field between the wood and Holton Pits, to plant up with trees, through natural regeneration and planting. This links her vested interest in protecting the Pits, which form part of a natural wildlife corridor.

<https://metfieldsuffolk.com/sinking-village-shop-saved-by-the-community/>

<https://kindaforestschool.com/>

<https://kaliwood.wordpress.com/>

Jamie Leverett

Finance/Fundraising / Outreach /

A Director of a local manufacturing business for the past 19 years; successfully undertaken 2 Management Buy Outs; bought and sold land/buildings; provides Independent Audit services to two local Church groups; helps out at a local Soup Kitchen; knows his way around a spreadsheet; and is not afraid to ask for corporate donations.

Jamie has experience in ongoing business/project delivery, manages a team of 10 people, is responsible for million pound budgets, is experienced at working with people from different levels in an organisation.

Marion Gaze - Conservationist/ Environmentalist with links to Biodiversity specialists. Has experience of 20 years working on Organic Agroforestry Research Farm.

Experience in volunteering with other environmental/conservation groups.

John Attridge

Lecturer in Agriculture at local FE College. Former Health and Safety Inspector.

Experienced in working with young adults. Experienced in land management techniques.

Experience in college/community outreach.

Co-opted directors:

Jamie MacDonald - Researcher / Footpath specialist / Computer and web

Lives in Holton and as a child played in Holton Pits. Rights of way specialist and local historian

Rebecca Horton - Liaises with young people and local schools.

Lives in Holton. Set up the 'GoFundMe' crowdfunding page. Self employed local business owner, previous director of local business. Early Years Educator qualified. Training and experience in first aid, health & safety, behaviour, enhanced DBS checked. Forest School experience. Worked at CEFAS (Centre for the Environment, Fisheries and Aquacultural Science). Experience in finance and day to day running of companies. Experience in organising events. Holton resident for over 30 years. Very proficient computer skills, website building, social media. Strong links and liaison with young people, families and local schools.

### Skills of Directors to support birth and management of Pits



## Director Roles and Responsibility

- To ensure proper governance, Directors are responsible for the operation of Holton Pits, in line with the vision defined in Memorandum and Articles of Association:
- Fulfil community direction, communicating regularly directly with the community through email and general meetings
- To raise and manage funds to purchase Holton Pits
- To scrutinise the contract of sale
- To develop a management plan for the open space, its maintenance and integration into the local community and wider communities.
- To manage the site's biodiverse natural environment as a place for wellbeing and leisure
- To develop a strategy for running the Pits, 5-10 years.
- Develop necessary policy documents (see below)

The Directors have designated executive and non-executive roles as follows:

Chair - (rotating) Chair will take the lead in representing the business externally; management of meetings; be the first appointee to supervise the management on a day-to-day basis; in conjunction with the company secretary take the lead in liaising with Friends and other stakeholders.

Secretary - Responsible for maintaining minutes, fulfilling statutory requirements such as the submission of the Annual Return to Companies House. Organises General meetings.

Treasurer- Financial budgeting and planning; overseeing the management couple in terms of maintenance of the financial records; preparation of management and annual accounts; ensures all loan repayments are made on time; legal loan agreements; prepares financial projections.

Membership Secretary - Responsible for keeping all members and community informed. Feedback information from membership.

Marketing - Takes the lead in advertising, promoting the Pits externally and organising major events and developing the diversification programmes.

Safety - Responsible for the safety of the site. Risk Assessments and risk management.

Conservation and physical site - Responsible for the maintenance of physical site, including the fishing lake; organises environmental impact assessments; voluntary and paid working parties.

Working groups provide independent work, one Director in each working group

Our legal documents - Articles of Association and CIC Certificate can be found here:  
<https://holtonpits.uk/about-us/>

Our policies and operational documents will be developed, in order of priority as follows:

- Site Risk Assessments
- Health and Safety of site
- Safeguarding (Adults and Children)
- Equality and Diversity
- Data protection etc

## 2.4 Community/Friends of Holton Pits constituent and role

Holton Pits CIC takes its direction from, and is accountable to, the community it serves. The support and involvement of the community is therefore a vital part of the organisation's governance and accountability structure. The community is represented by the Friends of Holton Pits, an informal group of supporters and donors who have registered with us and

### **Skills of Community to support management of Pits**



whose views will be taken into account by the Board, and who the Board will report to at the Friends of Holton Pits general and annual general meetings.

The membership currently stands at over 200 Friends.

A key role of Friends is to provide a pool of skills, knowledge and talent from which the organisation can draw. It is from the Friends of Holton Pits that both volunteers and future office holders can be found and who are key to our succession planning.

It is planned that before any director is due to come to the end of their tenure, their post will be advertised within the Friends of Holton Pits group. Where there is more than one applicant for a post an agreed selection process will be put in place. Should no applicant(s) come forward, the post will be advertised in the wider community.

## 2.5 Decision Making

See also Holton Pits CIC Articles of Association

<https://holtonpits.uk/about-us/>

The Board of Directors comprises eight directors and meetings will quorate at five members for decision-making, with all votes being determined by a simple majority. If there is no majority, the Chair will have the casting vote.

The Board of Directors will review strategy and direction and will prepare an Annual Plan at the Annual General Meeting of the Board of Directors. This Annual Plan will be put to the Friends of Holton Pits for discussion and agreement at an Annual General Meeting of the Friends of Holton Pits, along with the annual financial report.

The Board of Directors will meet monthly to review progress against the Annual Plan and to deal with any operational or other business.

Friends of Holton Pits ordinary meetings will be held quarterly. At these meetings the Board of Directors will report back to the Friends of Holton Pits on progress against the plan and any other relevant issues, and receive direction from the Friends.

The agendas for all meetings along with any supporting papers or documents will be prepared and circulated to all relevant members at least three days before the meeting by the Chair/Secretary.

Day-to-day operational decision making will be made by the relevant director, consulting as appropriate with other board members and where necessary seeking further professional or

technical advice from firstly the Friends of Holton Pits, or from the relevant specialists from outside the organisation. Where a director considers the issue has broader interest or is more complex, they will inform the Chair who will convene a special meeting to discuss the matter.

## 3. Market and Strategy

### 3.1 Catchment People

Information from:

<https://www.suffolkobservatory.info/wp-content/uploads/2021/05/59-Halesworth.pdf>

<https://www.ilivehere.co.uk/statistics-holton-suffolk-18664.html>

The immediate catchment includes Halesworth (population 5,000), Holton (population 858) Blyford and Sotherton (population 110) Spexhall (212), and Wenhaston and Mells (870)

The age pyramid for the Halesworth area shows a higher-than-average proportion of people aged 55 and over. The most common age group in the Halesworth area is 70-74-year-olds, followed by 65-69-year-olds. The proportion of people of retirement age is very high and looks set to increase further in the coming years.

There is a much lower than average proportion of young people and people of working age, particularly 20–39-year-olds.

We have an older mostly retired local population in Halesworth and Holton for whom open space is essential for wellbeing.

As Holton and Halesworth grow in population (two new housing developments projected in on the border of Halesworth and Holton, to augment the population from 5,000 (2023) to 7,000 by 2025) , protection of open spaces becomes even more important.

Open Spaces are part of Holton and Halesworth infrastructure. They are a constituent of Halesworth's Neighbourhood Plan, and protection of these spaces is important. (Holton has no neighbourhood plan). The Waveney Green Infrastructure Strategy identifies a number of the open spaces around Halesworth area (<https://eastssuffolk.inconsult.uk/optionsforanewlocalplan2016/viewCompoundDoc?docid=7620436&sessionid=&voteid=&partId=7621492>)

Holton Pits is particularly important for dog walkers. Owning and walking a dog is important to counter social isolation. A place where a dog can be safely walked 'off lead' is becoming a rare opportunity.

In COVID, Holton Pits was an essential, beneficial and safe open space.

At Holton Pits, everyone is equal, it is free



It has community memory; people are rooted here, their ancestors sometimes buried in the local churchyard. Holton Pits is already embedded in the local community, where people grew up, where children (now adults) once planted trees. 'Plant a Tree in 1973' campaign at Holton Pits



*Newspaper photo of children involved in Plant a Tree in 73 in Holton Pits*

While Holton residents are the prime beneficiaries, the Pits is also used by those from Halesworth and surrounding villages the wider community, it being such a rare open and safe space, as well as a useful though route for pedestrians.

<https://www.eastsuffolk.gov.uk/assets/Planning/Neighbourhood-Planning/Town-and-village-profiles/Holton-Village-Profile.pdf>

In addition there are mainly many people holidaying in the area, visiting friends or families, with and without dogs, eager to explore the area inland from the more popular coast. Nearby are three campsites and a growing number of Airbnb homes (50 at the last count),

inviting visitors from outside the area inland to experience rural Suffolk without the traffic jams often associated with the ever-popular coastal areas.

A current usage of the Pits is for Anglers, and the Angling is currently run by Woodbridge Angling Club, whose members total 424.

## **Importance of Open Spaces**

Reference:

<https://kaliwood.wordpress.com/2023/05/21/open-spaces/>

<https://www.oss.org.uk/about-us/>

<https://publications.parliament.uk/pa/cm199899/cmselect/cmenvtra/477/477mem23.htm>

Holton Pits has in effect been a public open space for 50 years. With a private sale, there was a very real chance that this land could be fenced off and developed commercially.

The need to protect open spaces has been evident throughout history and is championed by the Open Spaces Society formally the Commons, Open Spaces and Footpaths Preservation Society) which was founded in 1865 and is Britain's oldest national conservation body. One of its founders, Octavia Hill, recognised back then how important open space is for people's wellbeing.

A recent government strategy (January 2023) recognises the importance of open space for wellbeing: its Environmental Improvement Plan (EIP) pledging that 'the public will benefit from a new commitment to access green space or water within a 15-minute walk from their home, such as woodlands, wetlands, parks and rivers'.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1133967/environmental-improvement-plan-2023.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1133967/environmental-improvement-plan-2023.pdf)

<https://www.theguardian.com/environment/2023/jan/31/every-household-in-england-to-be-within-15-minutes-of-green-space-or-water>

It was evident during lockdown that people really value and need open spaces on their doorstep. They are an essential part of local infrastructure, to benefit people's health and wellbeing.

This is the only easily accessible open space in Holton. It links up with the Blyth Valley, via the footpath along the Blyth to Halesworth to the west and Southwold to the east. Wenhaston, two miles down the road, has the magnificent Wenhaston Commons. Halesworth is a mile away

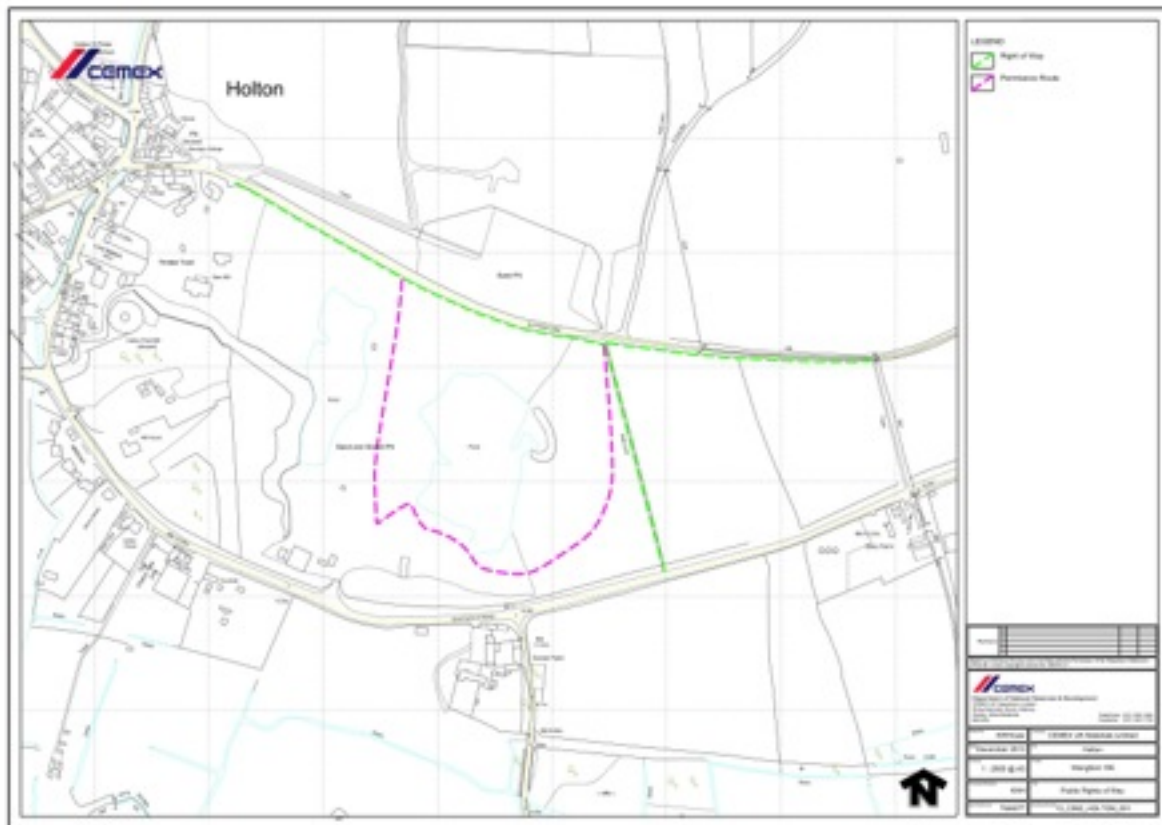
## Footpaths and routes via the Pits

Despite the Holton Pits site having no recorded public rights of way passing through or across its area it is the fact that the site's various owners have, through time, seemed to accept such a large degree of free and unrestricted access by the public that has led it to becoming for the local community quite such a beloved place of resort – as a green and open space for their recreation and relaxation. This being the case, through long usage, a very clear network of well-used paths has developed around and across the site.

Individually, these are clear to see on the ground. However, the network as a whole can more easily be discerned from above, where aerial images of the site from the past 20+ years help to reveal the extent of the network that has developed. More recently this network has been further highlighted by data generated by users of the Strava app (designed to track its users' physical activity), where the anonymised data collected via the app are used to produce a 'heatmap' which – available to view on the company's website – shows where, collectively, its users have travelled during the course of their exercise during the past two years. With Figure 1 (below) showing the results for the Holton Pits site and the area that surrounds it.



However, since these data have been anonymised, there is of course no way of knowing exactly how many individual users of the app have helped to produce the above results. Nevertheless, few locally would disagree that it shows very clearly the network of paths that have developed across and around the site, and that have been used freely for a considerable length of time.



As stated above, no public rights of way cross the site itself, although there is a permissive path that runs around the lake starting and finishing on Blyford Lane. Nonetheless, public footpaths do skirt the perimeter of the site to the north and east, each connecting with the lane that bisects the site – Blyford Lane. This lane is ancient in origin, and so was in existence long before any sand and gravel extraction took place on the site. Although these workings eventually led to its destruction, it was soon after reinstated along its original line. It remains, therefore, a minor part of the wider highway network, and is detailed on the local highway authority’s statutory ‘List of Streets’ as unclassified road ‘U1316’. So it is via both this lane, and the surrounding public footpaths, that the majority of local residents use to access the site on foot.

### Market evidence - Community wellbeing

In June 2023, we did an ad hoc survey of footfall of people visiting/walking in Holton Pits, registering half hour period 3 times of the day (beginning middle end). The mean average footfall for a summer month was 120 people per day / 840 people per week. We did not count dogs!

#### Annex 3.1 Football Data Survey

For the Asset of Community Value we recorded evidence from local people of their historical and current use of the Pits. We asked them what the Pits meant to them and how they felt about losing it – many saying it saved their sanity during the recent Covid lockdowns.

Generations have passed through the pits and their testimonies bear witness to the Pits' importance to them:

"I have walked in the sandpit area with my parents, family, friends and guests, or on my own, since the early 1980s until the present day."

"It is a precious, rare and safe common land."

"It is used as a footpath from Blyford to Holton, avoiding the busy Southwold road, and without using a car."

"It is a place to meet people and exchange"

"It offers affordable family friendly fishing! My husband learned how to fish there with his dad, and in turn has taught our children how to fish there. 3 generations have spent decades fishing there"

"It is beloved of dog walkers – a safe place to let dogs off the lead to run and explore, and mix."

Enjoyed by horse riders: "I rode my horses around the pit along the top and into Holton. Always walked my dogs there.

Many observe the nature there: "Of particular interest to me is how the land changes as you walk through the area. There are so many different habitats.

<https://holtonpits.uk/testaments-and-evidence/>

## 3.2 Biodiversity evidence

In 1991 it was designated as a County Wildlife Site:

In this relatively small area of 20 acres exists great diversity: "This site contains an excellent structural diversity with mature trees, scrub, rough grassland, bare ground and ponds providing opportunities for a wide range of species. It is connected to other green spaces in the area via adjacent woodlands." (<https://holtonpits.uk/county-wildlife-site/>)

Management of the site has been neglected over the years, despite theoretical best intentions - see Annex CEMEX Annual Aftercare - little has been done on this list, except some emergency tree work around the Lake, which is the responsibility of the Woodbridge Angling Club in their agreement with CEMEX.

### Annex 3.2 CEMEX Annual Aftercare Management 2014

It is a wildlife corridor: "With the recent purchase of the arable field to the north that completes an important wildlife corridor joining 70 acres of Holton Hall Park and the valley of the River Blyth. Holton Pits along with Kali Wood are vital in connecting all these valuable habitats and are vital in providing a corridor through our fragmented landscape." Alan Miller (Ex Suffolk Wildlife Fund)

The Waveney Green Infrastructure Strategy (2015) *identifies linkages between habitats and other types of green space and can help achieve these objectives*. Habitats are healthiest where they are well connected to each other. To protect and enhance these networks, national planning policy advises that biodiversity should be conserved and enhanced at a landscape-scale. The intention is to identify, enhance and protect networks of interconnected habitats to benefit biodiversity in the long-term. This approach is endorsed by organisations including Natural England and the Suffolk Wildlife Trust. The Waveney [Green Infrastructure Strategy](#) (2015) identifies linkages between habitats and other types of green space and can help achieve these objectives.

<https://eastsuffolk.inconsult.uk/optionsforanewlocalplan2016/viewCompoundDoc?docid=7620436&sessionid=&voteid=&partId=7621492>

Holton Pits links into the River Blyth to the south, and potentially to the northern fields and woodlands beyond.

Various records of the nature in and around the Pits have been made over the years, and are documented and linked to our on our web pages: <https://holtonpits.uk/pit-ecology/>. Both professional and amateur naturalists have participated in the collection of data at the Pits. For example Plant records from 1987 to 2023.

For example Simon Thompsons bird observations 1979 to 2024

For example Graham Pecks bird, bee, dragonfly, moth, butterfly lists of 2014-7

All surveys can be found here: <https://holtonpits.uk/pit-ecology/>

Most recently the red banded sand wasp (*Ammophila sabulosa*) was observed in the sand cliff, by a professional entomologist.

### 3.3 Evidence of the effect of loosing the Pits to the Community

The strength of support for the community purchase of the site can be seen from the numbers of those who have donated:

Crowdfunding 'GoFundMe' – 101 people donated

Co-operative Bank – 173 people donated

Variety Show over – over 100 people attended

Sponsored cycle ride – 50+ people donated

The impact of losing this asset can best be witnessed by the extraordinary mobilisation of the local community when faced with the potential loss of Holton Pits through its sale to a potential developer. 100 people at a time filled the local Village Hall for monthly meetings where the plans to save the Pits were formulated and discussed. Over £60,000 was raised through over 400 personal donations in just ten weeks. Over 200 people have so far signed

up to become Friends of Holton Pits. Support came in from every section of the community, where the potential loss of the Pits was keenly felt with local people, keen to tell their stories of times at the Pits (see Business Plan).

There is no alternative open space that is safely and easily accessible on foot to the people of Holton. The next nearest open space is Halesworth Millennium Green which is a 30 minute walk (source: OS Maps) along a busy main road. The nearby village of Blyford has no green space at all, but is only a 10 minute walk from Holton Pits, and a 1 hour walk.

Holton Pits is particularly important for dog walkers. Evidence has shown that owning and walking a dog is important to counter social isolation. A place where a dog can be safely walked off lead, away from cattle, is becoming a rare opportunity, and as the site entrance and car park sits on a busy B road linking Halesworth and other villages to the A12 and the coast, it is also a convenient and safe stopping point.

The Angling Club have recently renewed their annual licence with Cemex, but if the site was to be sold for private development, this would be discontinued. There are waiting lists at other fishing clubs in the area, so the current members would lose access to their sport.

### 3.4 Strategy - overall vision

- Through continuing access to the open space, make a substantial contribution to the life and wellbeing of the whole community
- Be sustainable financially, involving local people in work parties
- Be open and evident to visitors to the locality as well as inhabitants
- Be an attractive place for people to take air and exercise, meet others and pursue leisure activities and pastimes consistent with shared enjoyment of the whole of the land
- Include an area suitable for community events and celebrations
- Include significant "natural" areas where nature/biodiversity thrives, and where people can enjoy nature and wildlife at first hand
- Make a positive contribution to the local environment and respect the established character of the area.
- Remain safely and conveniently accessible from inhabitants' homes
- Integrate with other like-minded organisations – e.g. the Halesworth Millennium Green Trust, Suffolk Wildlife Trust, RSPB, etc.
- Work with local schools and organisations to benefit people and wildlife
- Connect with adjacent lands and other areas of biodiversity.

## 3.5 Strategy - People

Community ownership of the site will save the site as a public open space and take away the risk of losing the Pits now and in the future. Holton Pits Community Interest Company is asset-locked i.e. therefore the site cannot be sold for private profit once the sale is confirmed.

While it is agreed by the community to retain the Pits as much as possible as they are, there is potential for greater outreach and engagement with both local and other communities, without jeopardising its nature and biodiversity.

Friends of Holton Pits consist of local Holton and wider community members. One member who has been recording birds at the pits since 1970, currently lives in the US. People come on mobility scooters, bicycles, with and without children or dogs. Not all of these people come to our meetings and this is something we are conscious of and are addressing.

Many Friends are eager to contribute to the work parties we have planned. Indeed they have provided a pool of skills, knowledge and talent from which the organisation can draw. Work parties will be of benefit both to the Pits and the people, working with specialists learning heritage skills, all community glue.

Many friends cannot contribute physically and they have been swift to return with a pledge to set up standing orders to help contribute to our costs.

Events will involve the local community, as the Holton Variety Show certainly did.

### **Fishing/Angling**

As vital revenue for the Pits, this is a priority to be nurtured and improved. Woodbridge Angling Club currently run the fishing, with 424 members. There are 26 fishing platforms/swims many of which are in a precarious condition, and unsafe to use. A number (7) are now inaccessible due to overgrowth.

See the Feasibility Report on comparative fishing lakes in the locality, their constitution, and pricing structure. The Feasibility report recommends upgrading facilities as a priority and evaluating the fishing licence to Woodbridge Angling group. There is the potential to take the fishing in-house.

One of our proposals is to develop Disabled Fishing, working with <https://bdaa.co.uk/> There are only three such sites locally, one in Norwich one in Needham Market, and one in Bungay. With easy access from the main Southwold road, and parking close to the lake, this would be possible.



## Education - school children from Holton, Halesworth, Bramfield, Wenhaston,



Holton primary school is within easy walking distance of the Pits. There is huge potential to enrich the primary national curriculum in history and geography, for example local history from the Pleistocene era to World War 2.

Kinda Forest School, also within close walking distance, regularly go on excursions down to the Pits from their nearby woodland to explore, and play. This could also be more formally incorporated, with fungi forays, experts giving nature walks.

The history of the area was uncovered recently when metal detectorists worked the land near by and found evidence of the people in history who have walked through this land, losing a few coins and buttons on the way, from Roman to

Tudor to WW2. <https://holtonpits.uk/holton-heritage/>

## Community Work Parties

In much the same way as the Halesworth Millennium Green have experienced, by organising community work parties throughout the year, not only maintains the site but nurtures conservation skills. Typically this would involve traditional coppicing, pollarding, dead hedging, hedge laying, lake monitoring, etc.

## Small and medium-sized fitness and wellbeing enterprises

To encourage the self-employed/SMEs/community groups to expand their use of the site e.g. fitness instructors, U3A walking groups

Bungay's Black Dog Running club have visited and expressed a keen interest in organising regular 5k runs encompassing the Pits.

## Wildlife and biodiversity walks and talks

The wealth of fungi and wildlife at the pits, and as a paradigm of rewilding, makes the Pits a natural for local people and organisations promoting and enjoying the natural habitat.

We've already had one full moon walk around the Pits, and are keen to engage in other

walks with U3A and other walking groups. Fungi Forays, Bat Detecting, wildflower, Naturalist societies etc.

The geological SSSI status of the cliff face could potentially be 'restored', and more evidence recruited by geologists.

### **Events at the Pits**

Potentially to organise at least one event a year at the Pits. For example Open air theatre: The cliff face forms a perfect amphitheatre for outside theatre, and there are many existing local theatre companies who are keen to put on outside theatre productions, such as Mini Mouth theatre in Halesworth, RoughCast Theatre Company, Open Space Theatre company.

Art Trails: Trail-blazed by events such as the Raveningham Sculpture Trail, we could invite local artists, such as Lawrence Edwards, to exhibit at the Pits, as a creative space.

### **History and storyboards**

One of the first projects on acquiring the Pits proposed is to design and provide interpretation boards and signage to increase the historical, archaeological and cultural knowledge about the site. We want to capture the story: to incorporate the County Wildlife Site and SSSI status and story including geology and excavations post WW2. This will include acknowledging the recent gravel extraction history.

## **3.6 Strategy - Nature/Biodiversity**

Many people when questioned cited the importance of the wildlife of the Pits. "It's a wonderful community resource which in a world of sanitised spaces this offers a magical experience for humans and wildlife alike." Indeed the Pits has established this balance, with little if any interference. We aim to retain this, not only to abide by the wishes of the community, but also as ecological succession is naturally taking place.

Our vision emphasises preservation, and with any improvement of the site, retaining its diverse flora and fauna. Saving the site from 'development' (even if that were 'only' as a holiday destination with lodges/static caravans, etc) preserves its integrity and its carbon footprint - currently carbon neutral, if not carbon negative;

- Tree and plant growth is largely left to nature, with coppicing for safety and disease management - both of these result in carbon sequestration. Additional hedge and tree planting will be proposed to further increase its carbon capture potential.
- Soils are left undisturbed, retaining carbon. The area is prone to flooding, but as it is also very sandy (hence being once a quarry) and free-draining, so the area also acts as flood

prevention for water running off the high ground at the north of the site, onto the busy B road to the south.

- Grass areas will be protected and continue to not be cut using machinery, but kept short naturally by the rabbit population and human/dog/horse traffic
- Pathways are not strimmed but are kept clear voluntarily by hand by those who use them, as and when required
- Areas of tree cover act as a cooling micro-climate in a hot, arid area of the UK in the summer. Humans, dogs and wildlife take respite in the woods and lake.
- Those using the lake for fishing return their catch to the lake, it is also re-stocked if required by the Angling Club to ensure a healthy population of fish for their members and for the benefit of local birdlife.
- Travel to the site is mainly on foot. The majority of users are local people walking / biking/ horseriding to the site with, or without dogs. This site, currently prevents many people from having to drive to other open spaces several miles away to exercise or enjoy nature.

We have already engaged with organisations such as Suffolk Wildlife Trust and RSPB, who have confirmed the importance of the site to us: "County Wildlife Sites are an import refuge for nature, in particular rare and scarce species such as mossy stone crop found here. County Wildlife Sites also provide steppingstones for mobile species across the wider landscape."

We are fortunate to have a plethora of professional and semi-professional naturalists around, along with like-minded groups who are managing similar open spaces, and who have pledged to support us. These include: Halesworth Millennium Green, Wild Wenhaston and Wenhaston Commons, Blyth Otter Group, and, Suffolk Fungi Recorder, Neil Mahler.

We have begun to receive advice on the immediate (emergency), preventative and conservative work needed to do on the land, lake and trees.

There is little work to maintain the land, no lawn mower or heavy machinery is needed. However, there is an area of Japanese Knotweed that needs controlling, around the second lake.

## **Lakes**

Lake 1 (larger currently used by anglers and walkers)

To let light into the southern end of the lake, Alder, Willow and boundary trees need to be coppiced regularly. This will also improve and make safe access for fishing and walking around the lake.

Lake 2 (smaller lake)

One potential strategy would be to fence off an area around the 2nd lake, using dead hedging, hedge laying, etc. to dedicate this area to nature, and restrict access to dogs and walkers. Possible bird hide at one end.

#### Land/Lake - Japanese Knotweed

A relatively small area to the east of the the small lake contains Japanese Knotweed. This is known to Cemex, and is in its Aftercare document of 2014. Currently we are consulting with experts in this field to find a stable and effective treatment to eliminate it and prevent its spread.

<https://nnnsi.org/assets/NNNSI/JKW-management.pdf>

### Annex 3.2 CEMEX Annual Aftercare Management Report 2014

#### Trees

Paul Jackson undertook a days surface survey of the trees in the Pits June 2023. The whole area was broken down into 8 main sections. His full report is in Annex.

### Annex 3.3 Tree survey by Paul Jackson



Relatively little emergency work is required although the trees along the southern roadside are in need of preventative coppicing, to prevent them from reaching the telephone/ electric wires.

## **Sand Cliff**

We have the good fortune of the experience of Wenhaston sand cliff restoration, to know how successful restoring just a small section of the cliff face is to enable the return of the Sand Martins. (Alan Miller - Wenhaston Cliff Restoration)



## **Merging with other open spaces, wildlife corridors**

Through linking with the northern field, the Pits provides a natural wildlife corridor. Potentially this northern field could merge into Holton Pits, and form a continuous Open Space, for people to access. The current owner of this field is keen to allow open access on this field, currently involving children from Kinda Forest School in the management of the eventual woodland plantation.

Alan Miller (ex Suffolk Wildlife Trust): "With the recent purchase of the arable field to the north that completes an important wildlife corridor joining Holton Hall Park and the valley of

the River Blyth. Holton Pits along with Kali Wood are vital in connecting all these valuable



habitats and are vital in providing a corridor through our fragmented landscape.”

### 3.7 Support and Partnerships

We have the support not only of the local community but of the following people and organisations:

Dr Therese Coffey, our local Member of Parliament, has been supportive throughout this project, and very keen for us to apply for the Community Ownership Fund  
<https://holtonpits.uk/2023/04/01/therese-coffeys-support/>

Holton Primary School has agreed we can work with some of their students to design a logo for Holton Pits CIC, as it is linked to the Design Technology curriculum. This is a crucial first step to forming a closer partnership with schools in the area, and for Holton Pits to be used as an educational resource across the curriculum.

Holton Parish Council - supporting us financially £1000 a year with a review after 5 years for ongoing maintenance of the site.

District Councillor Support - offered a yearly donation for the duration of their term(s) from their 'Locality Budget'.

Holton Village Hall - provide facilities for all our meetings free of charge, and collaborate on fundraising events.

Woodbridge Angling Club - licence for fishing on the Lake until May 2024, looking forward to working in partnership with us. This is an important key income stream for us.

We are liaising with the Angling Trust to become a partner and work with them on their East of England Everybody Can Fish Campaign: designed to make angling an accessible and enjoyable activity for everybody and using angling as a tool to support and boost one's mental health and other health conditions and disabilities.

Halesworth Millennium Green (who purchased an open space in Halesworth 20 years ago). They have enormous experience of policy writing and shared theirs with us e.g. on working with volunteers, governance, and management of the site.

Suffolk Wildlife Trust confirmed their willingness to assist with the management of the site: "Our conservation advisors offer advice on the management of County Wildlife Sites to community wildlife and environment groups and Parish Councils who manage green spaces such as Holton Sandpits." <https://holtonpits.uk/pit-ecology/>

RSPB - Advice on habitats to support turtle doves and other flora and fauna. "Having spoken with the Holton Pits Preservation Group, the RSPB recognises that there is a great opportunity for collaboration between the community"

Suffolk Biodiversity Information Service - provided data which helped secure the ACV and will continue to be a vital source of information and advice to protect and enhance biodiversity at the site.

[Annex 3.4 a and b Letter from Dr Therese Coffey, MP for Suffolk Coastal](#)

[Annex 3.5 Holton Parish Council letter](#)

[Annex 3.6 Letter from Halesworth Millennium Green](#)

[Annex 3.7 Letter from Jamie Murphy RSPB Conservation Officer](#)

[Annex 3.8 Letter from Suffolk Wildlife Trust](#)

## 4. Financial appraisal and feasibility

### 4.1 Summary

The Pits require very little servicing and financial upkeep. The site has existed with minimal intervention for the last 50+ years.

We have estimated costs per year at £3,000, which includes building up a reserve fund. The Pits has a known basic income of £1,500 from the established fishing rights to the major lake. This together with £1,000 from Holton Parish Council gives us the base of income i.e. £2,500 which would cover our basic costs of indemnity and other mundane costs.

To this end we have outlined various proposals - as yet to be agreed by the community.

[Annex 4.1 Pits Spreadsheet for financial forecast and assessment.](#)

### 4.2 The Purchase of Holton Pits - finance background

The decision to purchase the Pits came from the Community.

Our first Bid was for £104,000 (based at £5000 per acre). Two local businesses generously agreed to provide a loan for us to complete the purchase and provided proof of funds. We were confident we could repay this loan due to the overwhelming response so far from Holton, Blyford and Halesworth residents.

Our second Bid (October 2022) was made after the site had been listed as an Asset of Community Value It was for the same amount, £104,000.

Our third bid was for £179,000, and was a figure guided by Fisher German, that CEMEX would accept. CEMEX accepted our bid on the 4th May 2023. This excluded the land already negotiated between CEMEX and the Industrial owner, of about half an acre.

We were confident this was market value, based on £10,000 an acre. Mark Bradnum <markbradnum@sharmanquinnco.uk>, confirmed this is a reasonable price to pay for the 20 acre site, minus the 1/2 acre sold to the industrial estate: "Given its location and having taken in account considerations of possible uses, local market and desirability in the current market I would suggest a value in the open market of around £210,000 (plus vat if applicable)."

[Annex 4.2 Pits Land Evaluation](#)

[Annex 4.3 Pits Memorandum of Sale](#)



## Raising funds

Early on it was decided that a realistic strategy would be to obtain half of the funds through corporate and individual donations, and then to seek match funding of £100,000 through available grants, typically the government's Community Ownership Fund. A pre-application expression of interest was made to the Community Ownership Fund, the feedback from which indicated we would be eligible to apply for funding.

We started fundraising as soon as the CIC was able to secure a bank account of its own, which we did in March 2023. By May 2023 we had raised £93,000 in donations from businesses and private individuals, as well as fundraising activities by individuals and the local community.

Everyone who donated knew we may have to return the funds should we fail to raise the funds, or should CEMEX not sell to us.

- Personal donations via Co-operative bank (425 individual donations). We put flyers through every door in Halesworth and Holton, (in the snow) about 5,000 homes, describing our project and how to give. Local shops and pubs took our leaflets to distribute and display on notice boards. Donations ranged from £3 to £10,000!
- Go Fund Me - which was set up independently on our behalf by a local resident (who has now been invited to join our Board of Directors) raised an impressive £5000 with 101 individual donations.
- Sponsored cycle ride by a local resident (50 individual donations)
- Four corporate donations totalling £40,000 - including a local car dealership, two packaging companies, and housing company relocating reptiles.
- Variety Show put on by a member of the community who is a director of a local theatre company. The show at the local village hall, included local performers who entertained over 100 people. The event raised over £1,200 for Holton Pits and also, £400 for the Village Hall, demonstrating the mutual benefit
- A Car Boot sale, at the local church raised £120 as well as raising awareness.
- We have confirmation in principle from Holton Parish Council to contribute £1000 per year, for a 5 year period to help with the ongoing maintenance of the site.
- A resident of Blyford and Sotherton wrote to their Parish Council asking for them to support us, and they donated £500.
- Two Local District Councillors have committed £200 a year for 4 years from their locality budget.
- A neighbouring town's community organisation - Sustainable Bungay - also donated £2000

## 4.3 Business Development - Outgoing

We have an estimated 5-year plan with related costs. This encompasses

Capital costs - the cost of buying the land and all associated costs

Revenue capital - the cost of baseline studies / establishing Risk Assessments and getting the site up to a health and safety standard

Revenue costs - per year outgoing regular costs

### 4.3.1. Capital Costs

Cost of land £179,000 - This was the figure CEMEX indicated would be acceptable, and indeed was accepted. Based on less than £10,000 an acre for a site of just under 20 acres.

Cost of Stamp Duty - £580 Calculated on 5% of 179,000

Legal and Professional Costs - £3,420 Estimated costs from ours and comparative solicitors are in the region of £3,000.

Contingency = £2,000

Total capital costs for the project: Total: £185,000

We have the following matched funding:

Local & Regional Business donations	£20,000.00
Local government donations	£500.00
425 individual donations from local residents	£46,200.00
Local fundraising and events (including Just Giving, GoFundMe)	£7300.00
Total match funding raised	£74,000 (40% of capital costs)

### 4.3.2. Capital Revenue

This funding stream describes what we need to get the site up and running safely. It is equivalent to a refurbishment necessary in a village shop or pub.

We have requested the following revenue funding from COF, to help us in the initial first year/getting the site up and running:

Car Park levelling/improvement	£500
Emergency Tree Surgery	£1,000
Water safety equipment + signage	£1,500
Ecology Survey	£1,500
Risk Assessments	£1,500
Lake Survey	£2,000
Signage/Interpretation Boards	£3,000
Fishing Swims Refurbishment & Disabled facilities	£10,000
Contingency	£1,000
Sub Total = 20% of capital funding	£22,000



Fishing 'Swims' refurbishment - These facilities are currently in a poor state of repair and require significant work to make them safe and usable. This will improve the experience and safety of Angling Club members, and introduce disabled fishing access. Responsibility for the maintenance of the

fishing facilities will be handed over to the Angling Club as part of the lease agreement.

Emergency work required on trees highlighted in tree survey by Paul Jackson Tree Specialist on 13th June 2023 to ensure all trees are in a safe, healthy condition on adoption of the site. Future maintenance costs to be mitigated by volunteers and maintenance budget.

Water Safety Equipment and Signage - Lifebuoys, "No Swimming" and "Danger" signage to meet our insurance and liability obligations and improve the safety of the site and specifically the lake for all users. It is anticipated that this will be a one-off cost for at least five years.

Risk Assessments - Professional risk assessments of the site and lakes to meet our insurance and liability obligations and improve the safety for all users, mitigate any potential risks. Ongoing risk assessment and review will be carried out in-house following the initial assessments.

Lake Survey - To understand the condition of the water, fish, plant life etc, and improve the water quality for wildlife and the Angling Club. This will be a one-off cost to better understand the lake environment.

Signage/interpretation Boards - to explain the community's understanding and knowledge of the site; ownership, donors, history, ecology, geology. It is anticipated that this will be a one-off cost.

Car park levelling/improvement - improve vehicle access and create more parking spaces. This is an initial cost to make whole the car park useable and any future maintenance costs will be borne by the site maintenance budget (see business plan)

#### **4.3.3. Revenue Costs (per annum)**

Public Liability insurance = £500

Evidence of Public Liability costs

Quote 1 Elliot Blackman <elliott@wmbrokers.co.uk> I've had an indicative quote from insurers at £443.56 including tax and fees.

Quote 2 (The Home Insurer,) £2m Public Liability = £290.20 / £5m Public Liability = £351.80

Site Maintenance = £1,500

Based on the ecological surveys, this would involve emergency, preventative and conservative work in certain areas of the Pit each year. For example, year 1, coppicing the southern boundary of young saplings to prevent them from growing to reach the telephone wires.

Site Improvements = £500

For example installation of benches

Volunteer support/Tools/Materials

For example volunteer travel costs, bow saws etc.

Website and media = £200

We needed to set up a web site to convey the information about the site to friends and donors. Wordpress was chosen and all the work done for free by a director. Later we needed to subscribe to an email service for ease of communicating with so many people and to comply with GDPR. Mail Chimp was chosen.

Wordpress site - £85

Mail Chimp email £120

## 4.4 Business Development - Income Streams

We commissioned an independent Feasibility Study to explore the continued use of the site including the fishing lake which had the following objectives: Provide a commentary and evaluation of the site; Assess the current site; assess current income; consider likely revenue costs; consider risks; identify potential income streams; assess the value of the site; identify potential development of the site; suggest actions to Holton Pits CIC.

### Annex 4.4 Feasibility Study of Holton Hall Pits

The report concluded that the site is a well used community asset; the site has been under-managed for some time and there is urgent work required in some areas (fishing platforms and trees);

There is considerable potential to increase revenue from the site; there are commercial values to the site from commercial operators;

Holton Pits CIC has a range of options open to them to develop the site to maximise commercial revenue.

#### **4.4.1 The feasibility of the project is also supported by the following:**

Fishing Club - there is an existing contract between the Angling Club and the current landowner which provides an annual income of £1800. We have researched the local market for fishing lakes to consider whether this figure is of market value and have found it to be below market rates, so this is the minimum we can continue to charge in the future.

'Friends of' Holton Pits Donations - there have been requests by the community to support us with a regular direct debit, therefore we asked for further evidence of the level of this support: We are confident of raising £1000 per year through Friends donations.

Parish Council - we have requested a commitment of £1000 per year from the local Parish Council. They have pledged to support us, pending a formal resolution at their next Parish Meeting in July 2023.

Events - as part of our Matched Funding efforts, we held a local variety show to raise funds in the local village hall, and this raised £1200. There is considerable support in the village for this to be an annual event, and we are confident we can hold additional events annually and raise a similar amount.

District or County Councillor Support - we have been in communication with our local Councillors: 2 District Councillors and 1 County Councillor, and have received positive feedback. They have agreed in principle to giving £100 a year from their Locality Budget, for a 4 year term.

Other local grants - we have been in contact with several local businesses and other grant giving organisations, including a local brewery and solicitors firms. Both have expressed a wish to support us with specific projects which we may wish to fund in the future e.g. benches, biodiversity improvement through their charitable donation funds or legacy funds.

Aiming for annual income of £3,000 which will allow us to build up some capital, these are our proposed income streams:

#### 4.4.2 Cash Flow

The site requires minimal running costs, and as a consequence the project requires limited ongoing income. The main source of revenue is from the fishing licence, which is more than enough to fund the core bare-bones running cost of the site (public liability + a bit of maintenance).

In building our revenue sources, we have sought to reach out into the Community - asking them to help fund this valuable community asset. From the support we have received, we are confident that the project has a sustainable funding model that embeds the project within the hearts and minds of the local community.

<b>Holton Pits Community Interest Company</b>			
<b>Revenue Costs</b>			
<b>Year</b>	<b>1</b>	<b>2</b>	<b>3</b>
Public Liability Insurance	£500	£525	£551
Site Maintenance	£1,500	£1,538	£1,576
Site Improvements	£500	£525	£551

Volunteer Support/Tools/Materials	£400	£420	£441
Website hosting	£150	£158	£165
Contingency	£500	£500	£500
<b>Sub Total</b>	<b>£3,550</b>	<b>£3,665</b>	<b>£3,785</b>
<b>Revenue Income</b>			
Fishing Club	£1,800	£1,854	£1,910
Parish Council grant support	£1,000	£1,010	£1,020
Friends' Donations	£1,000	£1,010	£1,020
Events (Variety Show/Car Boot etc)	£500	£505	£510
District Councillor support	£100	£101	£102
Other local grants	£200	£220	£242
Legacy Income	£0	£0	£100
Interest (from Reserves)	£400	£400	£400
<b>Subtotal</b>	<b>£5,000</b>	<b>£5,100</b>	<b>£5,304</b>
<b>Net Income</b>	<b>£1,450</b>	<b>£1,435</b>	<b>£1,519</b>
Surplus Transfer to Reserves	£1,450	£1,435	£1,519
Reserves Fund	£20,000	£21,435	£22,954

It is a low maintenance site: no grass cutting required. There are no business rates associated with the site. No need to register for VAT.

#### 4.4.4 Funding application budget

We are applying for a total of £133,000 to COF. Of this, £111,000 will be spent on purchasing and associated costs, the remaining £22,000 will be spent on immediate running costs (post acquisition support) in the first 12 months.

## 5. Risk register

It is important to understand the risks this project faces and how we intend to mitigate them. To this end we have identified the various risks and put them into a risk register which is a working document setting out how we intend to prioritise and manage the corporate risks we face.

[Annex 5 Risk Register](#)



## **6. Monitoring and evaluation**

We have devised a 5 year plan to give direction and to monitor. Each year we will devise an Annual plan to complement this, and will use this as our yard stick for evaluation. Our plans are modest and doable.

At our AGM we will review our year's work and set targets for the following year. The Directors review the development plan at regular intervals, taking into account the views and experience of all team members.

[Annex 6 Pits Development Plan Flow 5 years3PDF](#)

## 7 Contact details for HP CIC

Head office: c/o East Lodge, Beccles Road, Holton, Halesworth, IP19 8NQ

Website: <https://holtonpits.uk/>

Telephone number: 07920 055888

Email: [holtonpitscic@gmail.com](mailto:holtonpitscic@gmail.com)



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