

# Kerne Bridge Canoe Launch

Walford Parish Council – Business Plan



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# Executive Summary

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## Highlights

The Kerne Bridge canoe launch site is said to be one of the busiest on the River Wye. The river itself was voted the most popular river in England in 2010.

Herefordshire Council (HC) had responsibility for managing the site but they concluded that a more local management approach could secure a better way of operating and to this end exploratory discussions took place between H C and Walford Parish Council (WPC) that commenced in late 2010.

In June 2016 HC and WPC concluded an asset transfer agreement wherein WPC would operate the property for community social or recreational purposes.

In order to meet the obligation of running the canoe launch for the benefit of the Walford parishioners WPC decided in 2017 that it was necessary to engage a partner with appropriate expertise to manage the site and the canoe launch activities. Three companies responded to the advertised request and subsequently Riversea Holdings Limited (RHL) were appointed.

RHL in partnership with WPC has managed the site throughout the 2017 season therefore there is a robust basis to forecast the business model going forward.

## Objectives

- To achieve together with our partner, mutual aspirations for the Kerne Bridge canoe launch site
- To ensure that all operations are undertaken in a compliant, safe and secure manner
- To create a tourist attraction in consultation with the Walford parishioners and of which the neighborhood can be proud
- To generate revenue for both WPC and RHL.

## Mission Statement

The aim of WPC is to generate sufficient income to be able to help mitigate the cost of running their other projects.

## Keys to Success

- To enable an enjoyable experience for the customers of the canoe launch companies and private users
- For RHL and WPC to be able to generate an income stream that will permit continued operation for the benefit of all the stakeholders, the users and the people of Walford parish.

## Future Development

Any future development will have to be approved by the Parish Council and will be subject to all planning, environmental requirements and appropriate consultations. There are no current plans other than to regularize the presence of the kiosk.

## Description of Business

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There had been problems of accessibility and parking, particularly impacting upon Bishopswood Village Hall. The layout of the site and traffic movements at a difficult part of the B4234 had caused concerns. Since taking over the site, WPC have undertaken permitted alterations to the layout of the site that have considerably eased the congestion and parking problems. RHL have been managing the site and car parking throughout the 2017 season.

### **Company Ownership/Legal Entity**

Subsequent to signing the asset transfer agreement, the Kerne Bridge canoe launch site is owned by WPC

### **Management**

The management is undertaken by RHL under the direction of WPC. RHL is a Company set up in 2016 with the purpose to operate in the leisure and tourist industry in Herefordshire. The day to day management is currently undertaken by the RHL General Manager – Charlie Baker. Charlie has extensive experience and qualifications in many sports related to snow and water.

### **Hours of Operation**

The site will be manned as follows during the 2018 season: -

- 30<sup>th</sup> March – 2<sup>nd</sup> April
- Weekends only during April
- Manned daily from 30<sup>th</sup> April to 5<sup>th</sup> September
- Weekends only to the end September

### **Risk assessment**

RHL together with WPC will create risk assessments as required.

### **Local Parking**

WPC/RHL intend to introduce a preferential parking scheme for local residents and fishing people. The details of the scheme are currently being formulated and will be published as soon as possible.

## Financials

### Start-up Expenses

Legal costs	WPC/HC Asset transfer agreement	Paid 2016/17	£1,293
	WPC/RHL Management agreement	Paid 2017/18	£1,509
Newspaper adverts for partner		Paid 2016/17	£546
Planning application for kiosk			TBA
Insurance			covered by existing policy
Additional cost for collection of parking fees		Paid 2017/18	£290
Parish clerk administration		Paid 2017/18	£1,340
<b>Total Startup Expenses</b>			<b>£4,978</b>

### Sales 2017/18

Canoe launches	£20,714	
Car parking	£5,830	
Kiosk	£367	
<b>Total sales</b>		<b>£26,911</b>

### WPC income & expenditure 2017/18

	Income	Expenditure
Management fee (2016 – 2018 @ £4,000 p.a.)	£5,000	
Canoe launches	£2,072	
Car parking	£583	
Kiosk	£36	
Legal fees		£1,509
Additional cost for collection of parking fees		£290
Parish Clerk admin.		£1,340
Sub totals	£7,691	£3,139
<b>Net income</b>		<b>£4,552</b>

### WPC forecast income & expenditure 2018/19

	Income	Expenditure
Management fee	£4,000	
Canoe launches	£2,100	
Car parking	£1,400	
Additional cost for collection of parking fees		£200
Parking meter maintenance		£400
General maintenance		£1,650
Parish clerk administration		£200
Sub totals	£7,500	£2,450
<b>Forecast net income</b>		<b>£5,050</b>

# Location

