



**FUTURE WOLVERTON LIMITED
BUSINESS PLAN**

*Prepared by The Future Wolverton Board
April 2015*

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1. Executive Summary

Future Wolverton Limited is a social business, legally established as a Community Benefit Society in March 2013.

Prior to incorporating, Future Wolverton operated as a Neighbourhood Forum called Wolverton Steering Group. There were also two other predecessor organisations called Wolverton UN Limited and Wolverton Unlimited Association, both of which worked on the delivery of the Future Wolverton Vision.

The Future Wolverton Vision is a 20 year community vision for the sustainable regeneration of the town of Wolverton and the surrounding area. For the past 10 years the Vision has successfully galvanized the efforts of the local community, and acted as a catalyst for local and local, regional and national organisations to invest in the area. This has included an major million pound redevelopment of Wolverton Park, as well as smaller but no less significant community projects such as The Urb Farm, an urban agriculture project, and the Future Energy initiative which gives advice and support to local people on how to make their properties more energy efficient.

Progress against achievement of the vision was reviewed in 2010, and a new 5 year action plan agreed by Wolverton Steering Group in 2010, which is included as an appendix to this plan.

Business Plan

This business plan has been prepared by the Board of Future Wolverton to set out how we see the organization developing and changing over the next 5 years.

The plan encapsulates the vision of the Board and our membership to create a sustainable community business which seeks to achieve the sustainable, creative improvement of Wolverton.

The plan also illustrates how we will become self-sufficient and financially independent during the next 5 year period.

In the next 5 years Future Wolverton will develop and deliver three main projects which together have the potential to realise a financial and social return on investment:

- The Old School Community Centre
- Wolverton Community Energy
- Wolverton E-Car Community Transport Project

A proportion of the financial return from these projects will be used to support the ongoing operation of Future Wolverton Limited, as outlined in the financial forecasts.

This business plan summarizes the four main business opportunities that are currently in development, and the financial forecasts for the next 1-5 years.

In addition the plan also highlights:

- The skills and experience of the Board
- The financial and other support already secured for the three projects in development

2. Company Description

Future Wolverton Limited is legally constituted as an Industrial and Provident Society, now more widely known as a Community Benefit Society.

As a Community Benefit Society, Future Wolverton is owned and run by its members, who are people who live and work in Wolverton or the surrounding area and who support the objects of the Society.

The object of the Society is to “carry on any business which will help to establish Wolverton as a thriving and sustainable town within the city of Milton Keynes, a town with an active and involved community which celebrates its past and seeks to protect and enhance the unique heritage whilst developing new business, housing and community facilities to ensure future prosperity.”

The Society is run by a Board of Directors which includes representatives of number of local organisations. In addition, five Directors of the Company are elected by the membership, and the Chief Executive of the organisation has an ex officio post on the Board.

The Board also has an ability to co-opt members who have particular expertise to offer to the organisation.

Company Regulation

Future Wolverton Limited is regulated by the Financial Conduct Authority (FCA) and supported in governance and legal matters by Coops UK.

Although members are currently limited to a £1 share in the organisation, our rules allow us to issue share capital, and as such we are required to report any dividends paid on an annual basis to the FCA.

As a limited company we are also required to complete a Corporation Tax Return each year.

Milestones

Over the next 5 years we expect to achieve the following milestones with our four key projects:

Old School

- Purchase of the Old School, Old Wolverton within year 1
- Refurbishment of the Old School by the end of year 2.
- Operation of the Old School as a community centre for the West End of the Town from year 3 onwards.
- Development of the activities and income from the Old School year 3-5.

Wolverton Community Energy

- Community Shares issue for Wolverton Community Energy, raising in excess of £500,000

- 2000 kW of signed up roof space in the next 2 years.
- Full local control of the project by Year 5

Electric Car Club

- Year-long pilot of the E-Car community transport service for the North of Milton Keynes using the E-Car club vehicles based in Wolverton.
- Securing an ongoing contract to deliver community transport services on behalf of Milton Keynes Council from year 2 onwards
- Full local control of the Wolverton Car Club and expansion of the vehicle fleet by year 5.

Organisational milestones include:

Governance & Leadership

- Recruit an independent and professionally qualified Chairperson.
- Ensure policies and procedures are in place to guide the organisation and ensure robust governance.
- Membership of Co-ops UK to support good governance and compliance.

Market Potential

- Further more detailed business planning to identify the market potential of the community and residential space at the Old School.
- Marketing of the Wolverton Community Energy Hub offer.
- Delivery of a pilot project for the Community E-Car project to further understand the needs and issues associated in delivering community transport schemes.

Financial control and performance

- Development of robust systems to manage current funds.
- New, more flexible bank account.
- Regular and up-to-date financial information reported to the Board.

Financial performance

- More robust analysis and modelling in terms of project development and business planning.

Quality & Impact

- Gathering of all data and analysis for previous projects to demonstrate track record and social impact.
- Research and implementation of an appropriate measure of social impact for Future Wolverton's current projects.

3. Projects and Services

The Old School

The Old School was constructed as a school in 1856-7 by The Radcliffe Trust and is a Grade 2 listed building. It was in regular use by the community until 2005, when a decision was made by Holy Trinity Church to shut the building to community use. This was largely to do with the increasingly onerous cost of maintaining the building, and concerns over safety. Future Wolverton became involved with the Old School in 2013, when Holy Trinity Church expressed a desire to end their lease agreement with The Radcliffe Trust.

Future Wolverton were concerned that despite significant housing development in Old Wolverton (approx. 640 units over the last 5 years) the area lacked a community meeting place. Discussions began with The Radcliffe Trust, Holy Trinity Church, and local residents to consider ways in which the building might be brought back into use as a sustainable community asset. With the agreement of all parties, Future Wolverton successfully nominated the Old School to be included on the Community Asset Register held by the local Council, and applied for funding from the Social Investment Business to carry out a pre-feasibility study.

The business opportunity

With Slated Row School (located next door to the Old School) as a committed partner, we have conceived a scheme which involves repair and refurbishment of the Old School building in its original form, with the construction of a new café, toilets and disabled accessible entrance. Initial research and business planning carried out as part of the pre-feasibility work has shown that community use of the hall in the mornings, evenings and weekends and school use of the hall in the afternoons, will be sufficient to generate an income to support the operation of the community centre side of the building.

The café will support community use of the hall and provide valuable work experience for the students at Slated Row School, a community Special School which has a sixth form of 18-25 year olds. The administration of community lettings will also be managed by the sixth form students, with support from school staff, thereby reducing the revenue costs of operating the centre.

The building has been valued by an independent surveyor at £250,000, and it is estimated that £400,000 is needed to carry out repair and refurbishment work to the building.

Future Wolverton require financial support of around £25,000 to develop fully costed plans for the building, and secure planning permission for the redevelopment. To-date, we have secured £12,000.

As our financial forecast illustrates, we are looking to secure finance from grants, social investment loans and a community shares to purchase and refurbish the building.

Wolverton Community Energy

Wolverton Community Energy Ltd is an energy hub, specialising in transforming commercial and industrial rooftops into renewable energy generators by installing solar panels. Established in April 2015, Wolverton Community Energy is legally structured as a community benefit society, and is a partnership between Future Wolverton and My Carbon Revolution (www.mycarbonrevolution.org). The Founding Directors are drawn from the Wolverton community and from My Carbon Revolution, who are supporting the establishment of the organisation.

The business opportunity

Wolverton Community Energy is responsible for identifying and assessing commercial buildings which are suitable for the installation of solar panels. We support businesses by:

- Drawing up all the necessary legal agreements between owners, leaseholders and tenants on site
- Raising the funds to buy the solar panels – through private investors, community share offer schemes or other sources of loan finance
- Project managing the installation of the panels and the connections to the individual businesses.

Central to our vision is helping businesses manage their energy efficiency on-site to reduce usage, costs and carbon. We support businesses by:

- Assessing the energy efficiency options, starting with the initial appraisal and thereafter tracking using data analysis generated by appropriate smart meters and other devices on-site.
- Providing individually tailored plans for each business to help reduce energy usage and plan investment in efficiency measures.
- Project managing the implementation of these measures
- Signing-up the power supply customers to the electricity plan and manage all billing and customer services

Our difference

Each year Wolverton Community Energy will invest fifty percent of our annual profits to support fuel poverty relief initiatives in our neighbourhood.

We support the community by:

- Working with local organisations to identify those most in need of support with fuel poverty.
- Project manage energy improvement measures in homes, community buildings and schools.
- Help local organisations to identify ongoing energy projects which will have the most positive impact on the wider community.

We estimate that we need financial support of around £19,000 to establish Wolverton Community Energy. This funding requirement is for set-up costs only in year 1. We already have Social investors interested in supporting the capital cost of the solar PV panels, and are currently developing the documentation for the community shares issue.

Community E-Car Transport Scheme

Wolverton has had an Electric Car Club in operation for over 3 years, having been selected by E-Car to be the first community project in England in October 2012. The car club has around 60 members but has struggled to maintain levels of usage to expand the scheme and add more vehicles to the fleet. Future Wolverton believe that if the Car Club was able to secure a core user group, the income generated would ensure sustainability in the long-term. This would in turn support the development of car club and ongoing community use through the introduction of additional vehicles into the fleet.

The business opportunity

Future Wolverton believe that there is potential to expand the existing car club to meet the needs of some of the most vulnerable people in Milton Keynes who rely on the Council's Community Transport scheme.

Using the E-car club cars based in Wolverton, we would like to explore a new way of delivering community transport in Milton Keynes, offering a solution which meets the needs of people who use the service whilst saving the Local Authority money.

Objectives of the project

The specific objectives of the Community E-Car scheme would be to:

- Establish administrative systems to support the scheme and recruit a project co-ordinator.
- Establish a booking system for the community transport E-Car pilot.
- Recruit and train volunteer drivers.
- Run a time-limited pilot largely focussed on users within north Milton Keynes. This will include convening a series of meetings of parish and town councils and community and voluntary organisations to more fully understand the transport needs of the different communities of Milton Keynes.
- Evaluate the outcome of the pilot and the evidence obtained from the wider network to inform a business proposal to Milton Keynes Council.
- Secure an ongoing contract from Milton Keynes Council to deliver an element of the city-wide community transport provision.

Future Wolverton secured political support for a pilot project from the Leader and Cabinet of Milton Keynes Council in July 2014. We also have support for the pilot scheme from Citizens MK which is an alliance of community groups – churches, mosques, schools, unions and community associations – who are working together for a better Milton Keynes. We are hopeful that the Citizens:mk network may help recruit volunteer drivers for the scheme.

We estimate that we need financial support of just over £20,000 to pilot the scheme for a year within North Milton Keynes, full detail of which is provided in our financial forecast. The financial support will contribute towards the costs of a travel coordinator, training for volunteer drivers, marketing of the scheme and administration. The expectation is that we will then secure an ongoing contract from Milton Keynes Council, to serve the whole of the city, the income from which will be used to operate the service and develop the wider Car Club.

4. Staffing and Operations

We currently have no full time paid staff, relying on the almost full volunteer effort of our CEO. We have been able to pay individual contractors on a project-by-project basis.

The Board believe that the development and sustainability of the organisation is now critically dependent upon us making the transition from volunteer effort to paid staff.

Investment is also needed in our systems and procedures.

Operations

Future Wolverton currently has an office within a building owned by Milton Keynes Christian Foundation. We have a six month rolling tenancy of this office, but financial uncertainty has meant that we have been unable to commit to an ongoing tenancy of the building.

The office costs, including rent, broadband connection and phone line, insurance and equipment amount to around £5,000 per year.

Milestones

Over the next five years we would hope to move towards a situation where we are able to employ a full-time CEO, together with administrative support.

The CEO will be responsible for project inception and development, project management and fundraising.

The administrative role post will include responsibility for lettings and management of the Old School, as well as support for the CEO and marketing Future Wolverton's projects and work more generally.

A part-time Travel Co-ordinator post will also be needed for the Community Transport scheme.

5. Financial forecasts

See attached spreadsheets.

9. Appendices

1. Board Member profile
2. Demonstration of political and financial support for projects.
3. Track record of delivery

Appendix 1 - Board Members Profile

Marie Osborne - Acting Chief Executive

Marie is acting CEO of Future Wolverton, a role which has been largely voluntary for the past year. She has been working on regeneration initiatives in Wolverton for the past 10 years and is a strategic and creative thinker who is good at spotting opportunities and developing innovative project ideas. She has extensive experience of, fundraising, project development and project management. As Chair of a Milton Keynes charity, Marie is actively engaged in considering the challenges which arise from the delivering services with fewer funds, and supporting the transformation of the organisation to a social enterprise.

Briony Standley - Company Secretary

Briony is a Housing Professional and a Board member of Milton Keynes YMCA. She has extensive experience of working with charitable and non-profit making groups and communicating with public authorities. Briony is Company Secretary of Future Wolverton and has strong administrative and project management skills gained during a long career in housing management.

Martin Wakley - Co-opted member and Treasurer

Martin owns an award winning business in Wolverton which combines a music shop and cafe. He is representing the business community and leads the Wolverton Town Team. His background is in education, having been Head of Performing Arts at Stantonbury Campus.

Sue Harrington - Representing The Radcliffe Community of Schools

Sue Harrington has been Head teacher of Greenleys First School since 2007. She has worked in the school for much longer and has always been involved in the local community around Greenleys and Wolverton. She meets with all the Head teachers whose schools feed into The Radcliffe School and is the link between this group and Future Wolverton.

Allan Nall – Elected Member

Allan runs a successful local business, DW Roberts Opticians in The Square in Wolverton. The business has been established over 60 years. He is Chair of Wolverton Business Association, and is very interested in helping to develop a successful town centre. He is keen to work with Milton Keynes Council, the local Town Council and Future Wolverton to ensure aim is achieved.

Simon Bennett – Elected Member

Simon is a Community Relations Manager working on the major railway project Crossrail. He has lived in Wolverton for 11 years and wants to see the town reach its full potential.

Michelle Wheeler – Elected Member

Michelle has worked for the past 10 years in all sectors of Retail Banking , including lending, share dealing and as a Branch Advisor. She is currently Customer Service Manager for a VW Dealership. Michelle became involved in Future Wolverton after the birth of her three children, when she worked part time and got more involved in the local community. Michelle is a driving force in the Cambridge Street Residents Groups and has organised charity fund raising and social events to bring different racial groups together and to promote Wolverton as a nice place to live.

Tom Bulman – Representing Wolverton and Greenleys Town Council

As a Fellow of the School of Social Entrepreneurs, Tom Bulman brings a capacity for new ideas and a determination to achieve results to the Future Wolverton Board. Tom is currently working on contract to Citizens:mk, which is developing a community organising approach to tackling problems and issues in Milton Keynes. He is also a consultant with Work Tree, a non-profit organisation on a mission to help young people succeed in work by engaging employers in their education. He is adaptable and energetic, and supports and challenges fellow Board members to uphold the mission of the organisation.

John O'Donnell –Co-opted Member

John is the former Head teacher of the local Secondary School. He has a particular interest in ensuring that the views of young people are properly represented in debate, and has extensive experience of managing change in an environment where the views of all are valued.

Roger Kitchen – Representing Wolverton Society for Arts and Heritage

Roger has been a resident of Wolverton since 1971, and therefore has huge experience of the local area which he contributes to the Board. As a former Director of a documentary arts organisation based in Milton Keynes, and a current trustee of Milton Keynes Community Foundation.

Appendix 2 - Support for The Old School Project

Gail Tolley
Corporate Director

Paul Sanders
Asst Director Community Facilities Unit

Reply To: Neil Hanley

Direct Line: 01908 253632

E-mail: asset.transfer@milton-keynes.gov.uk

Website: <http://www.milton-keynes.gov.uk>

Date: 24th July 2013

Dear Sir or Madam,

Ref: COMMUNITY RIGHT TO BID: The Old School House, Old Wolverton

This is a letter to confirm that **The Old School House, Old Wolverton** has been listed on Milton Keynes Council's *Community Right to Bid* register.

Under the Localism Act (2011), Future Wolverton Ltd nominated **The Old School House** to be included on a list of 'assets of community value'. MK Council duly listed this site after a Delegated Cabinet Decision on July 23rd 2013.

Following consultation with key stakeholders within the locality (including the Landowner, Ward Members, Parish Councillors, and MKC's own Planning, Legal, and Property Services departments), MKC deemed that **The Old School House, Old Wolverton** does have community value, on the basis that the main use of the property furthers the social wellbeing or social interests of the local community at the present time and it is realistic to think that this can continue.

For more information about Milton Keynes Council's approach to *Community Right to Bid* please click on the link below:

<http://www.milton-keynes.gov.uk/leisure-facilities/displayarticle.asp?ID=91515>

Yours sincerely,



Paul Sanders
For Milton Keynes Council

Hi Marie,

Thanks for this information. I appreciate the nature of the situation and that you need funding to get the project off the ground.

On the basis that the s106 is relatively small in any case and the cost of the project will far exceed the amount available, and as you have the support of the ward members to use the s106 towards scoping costs (although they only mentioned the 15%), I am happy to support your request for £9,157 for the initial scoping works.

Can you please fill in the attached form, I'll run it past the Ward Members and the Town Council just to ensure everyone is happy with the final proposal.

If you have any queries, please let me know.

Regards,

Jonathan Robinson

Senior Planning Obligations Officer

Planning Obligations and Tariff - Resources

tel: 01908 254861

email: Jonathan.Robinson@milton-keynes.gov.uk

Hello Marie,

I am just producing a paper for colleagues recommending the offer of a grant, and have a couple of minor queries on the application, as follows:

- Does the architect charge VAT?
- Do you have any other external photos of the building?

Many thanks in anticipation,

Ian

Projects and Development Officer

Architectural Heritage Fund

15 Whitehall

London SW1A 2DD

Tel. 020 7925 0199

07450 105872

Support for Community E-Car

From: Marland, Peter [<mailto:Peter.Marland@Milton-keynes.gov.uk>]

Sent: 27 June 2014 13:06

To: Marie Osborne

Subject: Community Transport (E Car Club)

Good afternoon

Just to advise that in an upcoming decision by Cabinet we will be taking the decision to make changes to the provision of Community Transport.

A bit of boring background is that we will bring the service in house and make no changes to current eligibility but will be reviewing the wider service with a view to improvements for the future.

As part of the scoping for these improvements the decision will include a specific recommendation to fund the E Car Club scheme for a pilot period. No amount is specified but it will allow for discussions to take place.

We intent to accept this recommendation and fund the scheme.

Hope this helps.

Kind Regards

CLlr Peter Marland
Leader
Milton Keynes Council
& Wolverton ward member
Tw: @pete_marland

Marie,

I would be pleased to meet to discuss.

We also have the exciting opportunity to be part of a new Govt initiative to promote e car use (Go Ultra Low) having been shortlisted to submit proposal to Office for Low Emission vehicles (OLEV) for funding (potentially a few million). It would be interesting to explore if the Wolverton E car initiative could be part of the application

I am out of the office for the next week, so perhaps we could look for a date towards the end of April/ early May

Regards
Brian
Brian Matthews
Head of Transport
Milton Keynes Council

Support for Wolverton Community Energy

Copy of proposal document from My Carbon Revolution

A Proposal for Future Wolverton

1. Introduction

This proposal has been drawn up as a result of an exploratory meeting between Marie Osborne of Future Wolverton and Jane Grindey and Richard Howard from my carbon revolution ltd (MCR). It seeks to outline the potential partnership between the two organisations in developing a series of renewable energy projects in Wolverton that will feed long-term revenue streams into the local neighbourhood community.

2. Outlining the Scheme Proposal

The MCR vision is simple – unlock the potential for the very many Wolverton commercial and industrial buildings to generate renewable energy via solar arrays and raise revenue through the sale of that electricity to the businesses directly beneath the panels. That revenue, combined with Feed in Tariffs and sales of excess energy to the grid, will provide a source of income for the life of the solar panels – normally estimated at around 35 years.

In order to optimise the impact of those revenues, 50% of the surplus will be invested in the commercial buildings themselves to improve energy efficiency – with an aim of cutting energy costs by around 25% for the businesses. The other 50% of the surplus will be invested in the immediate local community to help reduce fuel poverty.

The new community energy business will be a community benefit society, owned and run by the participating business owners, investor members and members of the local community

3. Future Wolverton Partnership

Future Wolverton has long standing community networks and a strong, trusted local voice. Rather than setting up new infrastructure in order to distribute the community funds, MCR proposes a partnership with Future Wolverton in order to make the most of any resources generated.

The detail of the partnership requires full discussion, but we envisage three potential roles:

- a) Future Wolverton receives the community directed funding stream and takes responsibility for distributing it appropriately amongst the immediate neighbourhood against our strict criteria. These criteria will revolve around energy efficiency and fuel poverty relief within the community.
- b) Future Wolverton is contracted by MCR to help with the initial set-up processes. This might include signing up building owners to the scheme, helping to raise finance to fund the capital expenditure for the schemes, and managing aspects of the programme on behalf of the Wolverton Community Energy business.
- c) Thirdly, if we can capitalise on the full potential of the opportunity in Milton Keynes we can see that the Wolverton Community Energy scheme could become a substantial business that will act as a catalyst for further projects in the area. These projects too could generate income and work, which could be contracted to Future Wolverton. At this stage we cannot predict what this might be or give any accurate sense of income potential.

HOW THIS MIGHT FIT WITHIN THE OVERALL PROJECT?

	FUTURE WOLVERTON	MY CARBON REVOLUTION
START-UP PHASE	<p>Identifying and signing up building owners and power supply customers</p> <p>Helping to raise finance</p>	<p>a) Identify and assess appropriate buildings</p> <p>b) Set-up appropriate legal structures for the businesses and communities to run the schemes and provide start-up services</p> <p>c) Sign up all interested parties with appropriate legal agreements to include freeholder park owners, leaseholders and tenants on site</p> <p>d) Help raise funds to pay for the installations – through private investors, community share offer schemes or other sources of loan finance</p>
INSTALLATION		<p>e) Project manage the installations and the connections to the individual businesses</p>
ON GOING MANAGEMENT	<p>Receiving and distributing community funds against strict criteria.</p> <p>Fulfilling management functions on behalf of Wolverton Community Energy</p>	<p>f) Assess energy efficiency options on behalf of power supply customers starting with the initial EPC appraisal and thereafter tracking through sophisticated data analysis generated by appropriate smart meters and other devices on-site</p> <p>g) Provide individually tailored plans for each business to help reduce energy usage and plan investment in efficiency measures. Project manage the implementation of those measures</p>

		h) Facilitate the investment plans for the local community i) Sign-up the power supply customers to the electricity plan and manage all billing and customer services
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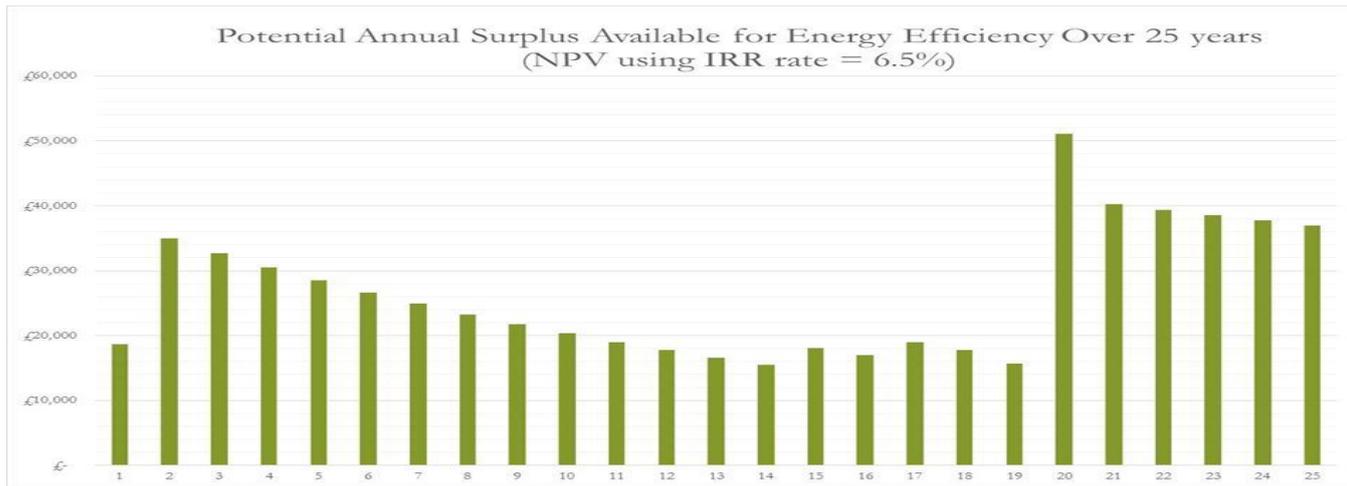
4. Potential Revenue

Any revenue generated is directly related to the number of kW actually installed on the roofs of the various buildings. An installation has to be over 50kW to be viable for this scheme. Other factors that affect revenues and the resulting surpluses include the cost of installation, the cost of the finance raised in order to pay for the initial capital outlay, the level of Feed in Tariff and of course, the price that the energy is sold at to the power supply customers. We will of course produce a specific financial model as we move forward and agree the assumptions that are made within it.

POTENTIAL PAYMENTS TO LOCAL PARTNERS TO DEVELOP THE SCHEME*

Target kW Installed	Solar PV Fee Generated	Share of Income for Wolverton Partners (e.g. FW)	%
400	£48,000	£7,200	15
800	£96,000	£14,400	15
1200	£144,000	£21,600	15
1600	£192,000	£28,800	15

ILLUSTRATION OF CURVE OF REVENUE GENERATION



5. Next Action

We would be delighted to meet the Future Wolverton Board to clarify any questions and discuss the details. The first phase of the start up work is in identifying target buildings, understanding the ownership structures and doing the initial technical surveys. This will feed into a detailed financial model.

We would aim to begin a pilot project over the next few months with the hope of installing our first panels in the summer of 2015. For more information please contact:

mike.laroque@mycarbonrevolution.com

richard.howard@mycarbonrevolution.com

jane.grindey@mycarbonrevolution.com

my carbon revolution
Unit 8 Minerva House,
Calleva Park
Aldermaston RG7 8NA

Achievements to date:

- Wolverton Community Energy Ltd (WCE) officially registered as a community benefit society (FCA approval granted)
- 4 Directors signed up with 2 pending
- Logo, marketing & sales support literature in production and website planned
- Official launch of WCE set for Energy Week commencing June 15 with support from MK Council
- Share offer document in production
- Meeting with BIG Issue Invest 28.4.15
- Progress on roof leases (estimated kW):
 - Amey Cespa and MK Council Waste Team are supportive of solar pv on new waste recovery plant (400 kW) and MRF site (300 kW)
 - MK Community Foundation interested in installation on Kiln Farm (360 kW) with a potential energy retrofit of building.
 - MK Parks Trust not yet ruled out (Kiln Farm could be 200-300 kW + Linford Forum 50-100 kW)
 - Proposals to be made to Mars Horscare and WH Barley (400+ kW)