



**Roots & Reach**  
Restoke Business Plan  
2022-2026

**RESTOKE**  
.ORG.UK

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# Introduction

*"Building places where all kinds of people can gather is the best way to repair the fractured societies we live in today."*

-Eric Klinenberg, Palaces for the People

**This business plan has been written at a pivotal moment in Restoke's development. During the pandemic the enforced reduced delivery, and support of brilliant funders, gave us space to realise a long standing dream of having our own space to run our programmes, rehearse our shows, create more opportunities, and be more useful to our community and other artists.**

After conversations with the owner and community around Fenton Town Hall we raised £200,000 to restore and reopen the Ballroom in this former civic venue. Fenton Town Hall was converted into Magistrates Courts in the 1960s by The Ministry of Justice. The people of Fenton fought to ensure their Town Hall remained an asset of the local community when it was put up for sale in 2014. Justin Meath Baker (Baker & Co.) the great grandson of William Meath Baker who built the Town Hall, purchased the building in 2015 with a commitment that it continues to serve the community.

We are privileged to be building on the community spirit and activism which led to the Town Hall being saved. A huge part of their vision was for the Ballroom to be restored and open to the public and used for community events as well as parties and celebrations like it was intended.

The Ballroom provides vital social infrastructure, a space for people to come together in a whole host of ways. Our work now is to continue to knit our artistic projects, with social action and joyful opportunities to dance, sing and create together. This will be particularly important during the recovery of our communities from the social isolation of the pandemic.

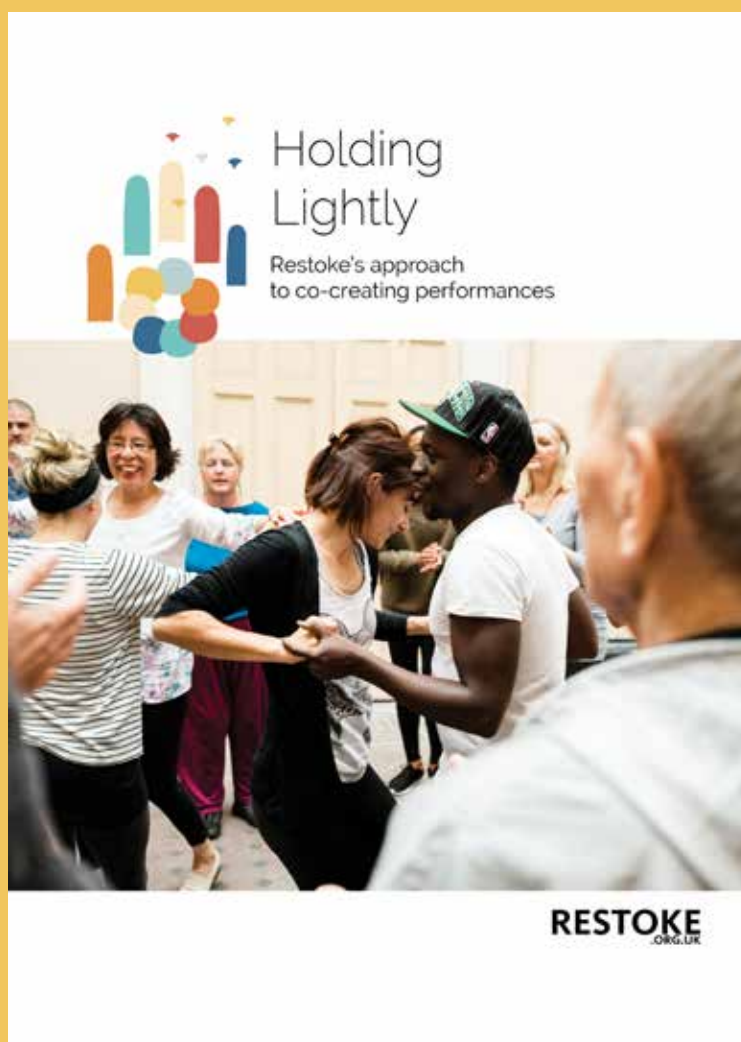
# Holding Lightly

*"I have been affected, infected, with the belief of Restoke... I sang, I danced and shared some of my story. I've found my voice."*

-You Are Here co-creator

Restoke has become renowned for producing wholehearted community performances with high production values. We have made shows with people in Stoke-on-Trent, in buildings of historical or community relevance, centering and celebrating their lived-experiences and the places which matter to people. As our work developed we became interested in how we could shift away from conventional models of participatory performance and hierarchies to create more authentic and rich environments for people to share their stories and embark on creative adventures together.

In 2021 thanks to a commission from the Co-Creating Change Network, we worked with creative researcher Nicola Winstanley, spending many hours talking about and interrogating our methods, reviewing evaluation reports and participant journeys, identifying fluctuating power dynamics and the guiding principles. We named our approach Holding Lightly and Nicola produced a beautiful resource outlining each step, value and consideration which has led to successful co-created performances.



We think that co-creation is a powerful approach to creating art, and we want to share our learning so that other practitioners may benefit from our experience. But Holding Lightly also serves to guide us and remind us of the carefully crafted steps and principles which underpin our projects.

**See Holding Lightly - Appendix 1**



## This Business Plan

As we have grown into a venue, as we are fundraising for long-term investment, and as we're on the cusp of launching our next performance project with a national partnership it has been hugely timely to dig into the 'WHYS' behind everything we do, and find ways of articulating our vision and aims in plain language. Thanks to the facilitation of Susan Royce who has expertly navigated us through this process with great care and depth of knowledge, and even made it enjoyable!

**This business plan will be a guiding resource for Restoke's governance over the next 5 years, to hold us true to our aims and vision and we hope it will be useful for others to understand our work and ambitions.**



# Vision & Mission

**Restoke put the people of Stoke-on-Trent at the heart of creative adventures. We make performances, plan events and run workshops alongside people who may not usually meet, forming new bonds of friendship, understanding and solidarity in the city.**

We are a small and dynamic organisation working with a team of trusted freelancers.

We keep our team flexible to respond to the changes in the themes of our work, the communities we work with and the places the work happens.

We will talk about our work under the following four headings....

# Creative Connections

We want free access to singing, dancing and sharing stories because we feel the absence of these fundamental human experiences in our society and our daily lives. We want to feel connected to our communities and we want people to feel connected to each other. We think that creative connections inspire change.

# Community Performance

Our performances respond to issues and themes relevant to our communities. These performances centre diverse stories and speak from lived-experienced not opinions, affirming differences and using singing and dancing to celebrate our shared humanity. We use a tried and tested approach called 'Holding Lightly' to make performances which are co-created with people from Stoke-on-Trent.

# Social Action

We want to create a civic arts centre which is useful, uplifting & free to access creative activities. We recently restored and reopened The Ballroom at Fenton Town Hall, following its 60-year stint as a Magistrates Courts. We're interested in the role that the arts can play in our hyper-local areas by providing connection, joy and social action. We are part of an ecology of change makers who care deeply about our towns and communities.

# Breathing Space

Reflecting, evaluating and sharing our work is important to us. We work with brilliant people to help us to capture the learning in our projects, and we seek out interesting ways to share it. We take the time to reflect and regroup between each project, we take time to see the changes which emerge and leave space for the surprises.

# Influences

We have identified 5 key factors which have influenced our planning for the next 5-years.

## 1. Let's Create

The current 10-year Let's Create Strategy from Arts Council England supports hyper-local creative activities and shares the same values which Restoke holds around unrestricted access to creativity and artistic expression. Stoke-on-Trent is also a priority place which strengthens our case to apply to the next round of the NPO programme and attract investment to our core programme. This has encouraged us to look at our long term impact on the cultural and creative opportunities for our hyper-local area, Stoke-on-Trent and national connections with peer organisations.

## 2. Fenton Town Hall

Having recently restored and reopened the Ballroom at Fenton Town Hall we have the opportunity to grow our offer of creative adventures, connect in a meaningful way with our local residents and build on the recent history of community activism around the Town Hall. We currently have a 10-year lease on the Ballroom, but there are other disused spaces within the Town Hall, giving us potential to create more community spaces and expand our work into social action beyond the arts.





### 3. Covid-19

The pandemic forced us all to look at our place in the world and although we were not the most useful people during the pandemic we feel like community arts has so much to offer in the recovery from Covid-19. The pandemic and research around social infrastructure and social capital solidified for us the importance of creating spaces where people can come together to connect in a whole host of ways. Covid-19 also brought into sharper focus the disparity between social classes, and being based in an economically marginalised area this has strengthened our desire to see a more fair and equitable society.

### 4. Levelling Up Agenda

Stoke-on-Trent is a current recipient levelling up funding. This money will create infrastructure for the city and large scale concert spaces with an emphasis on Hanley, the City Centre and Stoke Town. The levelling up agenda extends to arts and culture funding being prioritised outside of London. Stoke-on-Trent has been named a 'Levelling Up for Culture' area for Arts Council England. Stoke-on-Trent is a city made up of six towns each with its own identity and local pride. We believe in the power of hyper-local working, and that our city will benefit from the dual investment of central capital projects as well as community building and working alongside people to create equity and inclusion through high-quality arts provision.



### 5. Wellbeing

Our last performance Man Up focused on masculinity and mental health. The impact of this project has rippled through our organisation, partners, participants and audiences in a way we never expected. It has galvanised our trust in creativity as a vital tool to support, share and take care of our mental health collectively. This has led to new partnership working as well as a commitment to centralise care in our work for everyone involved.

# Aims & Objectives

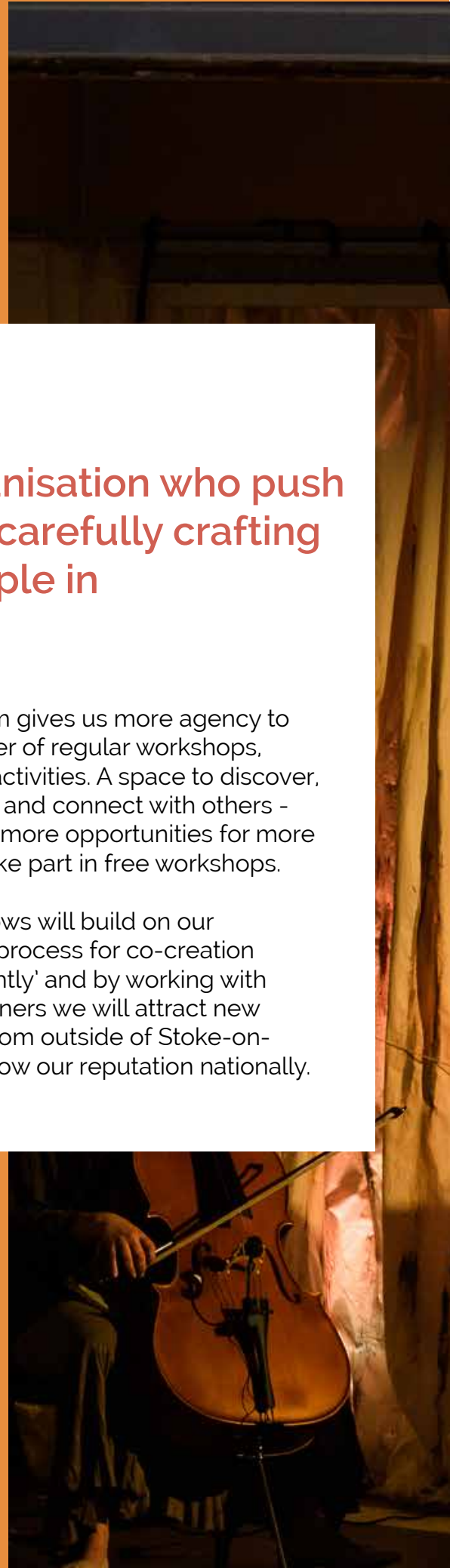
## Aim One

**Restoke will continue to be an organisation who push the boundaries of community arts, carefully crafting creative adventures alongside people in Stoke-on-Trent**

Restoke is known for producing community performances with high production values, authenticity and big ambitions. We make a conscious decision to produce work solely in Stoke-on-Trent which has built local audiences whilst beginning to attract audiences from outside the city into Stoke-on-Trent. With each performance we aim to reach new groups of people, and we nurture relationships of trust with people over long periods of time as well as ensure there is a responsive legacy to the work.

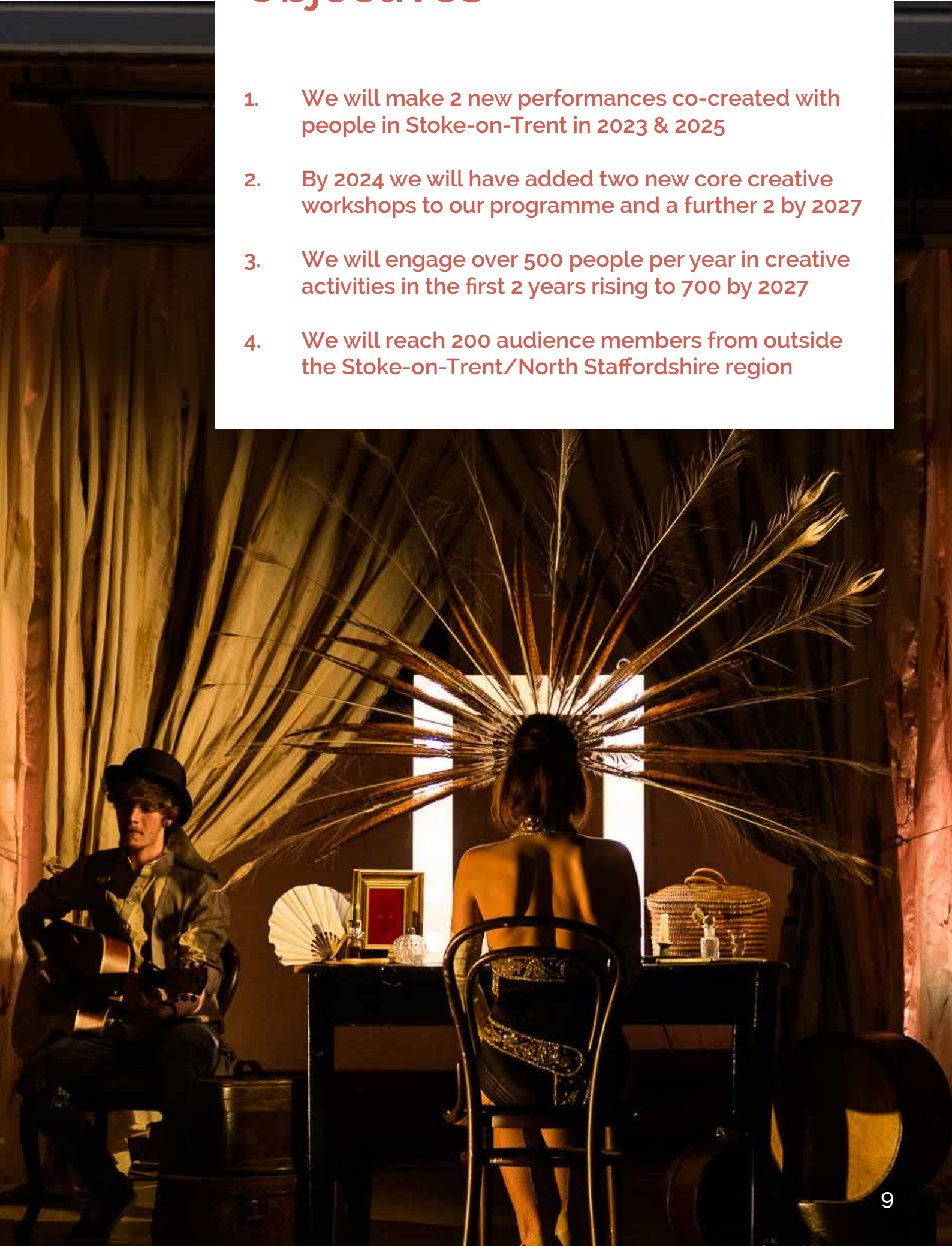
The Ballroom gives us more agency to grow our offer of regular workshops, events and activities. A space to discover, to take risks, and connect with others - we will offer more opportunities for more people to take part in free workshops.

Our next shows will build on our established process for co-creation 'Holding Lightly' and by working with national partners we will attract new audiences from outside of Stoke-on-Trent and grow our reputation nationally.



# Objectives

1. We will make 2 new performances co-created with people in Stoke-on-Trent in 2023 & 2025
2. By 2024 we will have added two new core creative workshops to our programme and a further 2 by 2027
3. We will engage over 500 people per year in creative activities in the first 2 years rising to 700 by 2027
4. We will reach 200 audience members from outside the Stoke-on-Trent/North Staffordshire region



# Aim Two

The Ballroom at Fenton Town Hall will be a civic arts venue galvanised by community arts. Local people feel a sense of ownership, pride and agency around what happens here.

We are building on a strong bedrock of community activism in Fenton. The Town Hall is important to people and it is vital that we keep local people central to the vision for the building. We want the Ballroom to be an accessible, inspirational and useful space where everyone feels welcome.

In 2021 we started FENTONIA! A series of parties planned with people from Fenton, this will continue to find and connect with local people who want to be involved in our work at Fenton Town Hall. We will listen and respond to people in Fenton and find meaningful ways to involve people in the work as we develop a civic arts venue.



# Objectives

1. We will have a steering group of 10 local residents who meet regularly to make decisions and plan events by August 2023
2. The Ballroom will host a 6-day a week programme of creative events by 2027
3. By 2024 we will have opened up 1 more space within the Town Hall for volunteers, groups and social action. With a further 2 by 2027
4. At least 50% of people taking part in our activities are from Fenton by 2025
5. We will form 2 new civic partnerships which expand our offer beyond artistic provision in response to the needs of our community by 2027





## Aim Three

We will expand our work with children and young people to raise aspirations and platform young voices and experiences. This work will draw on best practice and existing models from across the UK and globally.

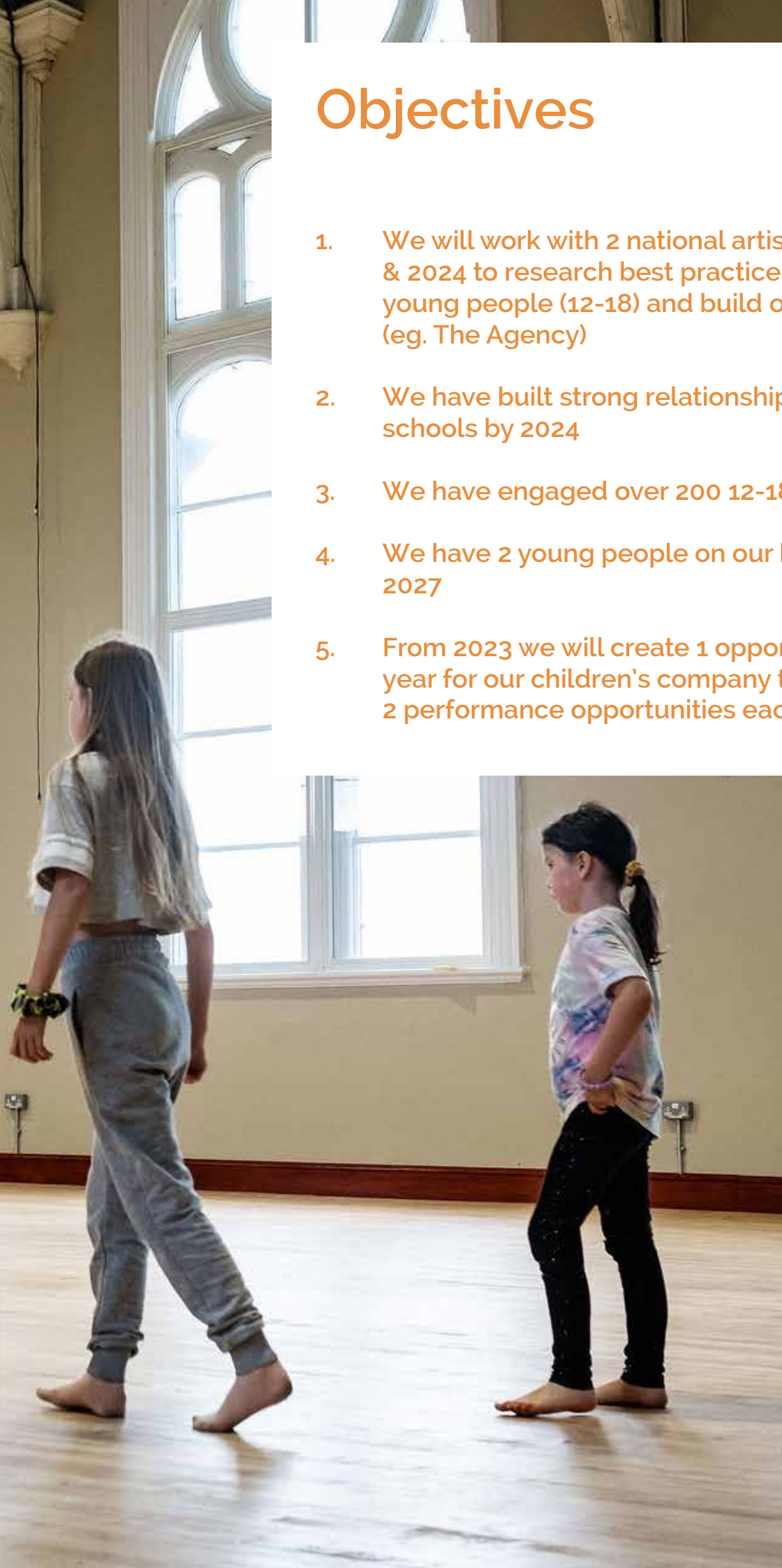


Since 2018 we have had a children's company (5-11 year olds) who take part in creative dance workshops and work with guest artists to create and perform. Alongside this we have run sporadic workshops and opportunities for young people (12-18 year olds). Building on our existing work we will find meaningful ways of engaging with young people long-term,

particularly those who live in Fenton. We plan to do this by learning from other organisations and partners and utilising best practices and existing models of innovative youth work. We also want to platform children and young people's voices by co-creating performances and by bringing young people on board in our governing structure.

# Objectives

1. We will work with 2 national artistic partners in 2023 & 2024 to research best practice in working with young people (12-18) and build on existing models (eg. The Agency)
2. We have built strong relationships with 2 local high schools by 2024
3. We have engaged over 200 12-18 year olds by 2026
4. We have 2 young people on our board of Trustees in 2027
5. From 2023 we will create 1 opportunity each year for our children's company to perform. Rising to 2 performance opportunities each year by 2026



It gives us all hope that things can change for the better.

Your Comments

## Aim Four

Our commitment to research, evaluation and documentation will be developed to ensure our work here is nationally relevant and shared through our comprehensive networks. We will build in time and resources for reflection and documenting the impact of our work.

Research and evaluation has always been key to our projects, to self-reflection and accountability in what we set out to do and how successful/challenging this turns out to be.

As Restoke grows and produces more momentum around performances and ongoing programmes it is vital that we continue to build in breathing space, to listen, learn and process. This approach gives us more opportunities to consolidate and share our learning in practical, inspiring and useful ways. This is something we plan to build on over the next 5 years.

Your Comments

LIKE THIS EVERYWHERE.





WAS SCRAMBLING - ALL  
THE SPOT. BRAVISSIMO.

monologues over  
theatrical devices  
music. As a mo  
"manly" or a "lad"  
relatable. The

## Your Comments

TAKE IT

## Your Comments

I WOULD DEF  
NOT TO BE

## Objectives


1. We will have developed a longitudinal evaluation plan by 2023
2. We will ensure we raise our profile by producing one significant article per year for national publications
3. We will create 4 opportunities per year to share our practice by 2025
4. We will assign 5% of our core activity budget to evaluation

Cap  
MENS' MENTAL HEALTH.  
RELEASED THE DEMON  
TONIGHT. THANK YOU  
ALL. AND WELL DONE  
TO THE WHOLE TEAM.  
XXXX

Knowing that  
has been found  
Men have long  
Upon, when we  
respected. This  
the way as  
is our Great  
Performance great  
WELL DO

# Aim Five

We will increase capacity and capability whilst remaining a dynamic organisation with flexibility and care at the heart of our business model.

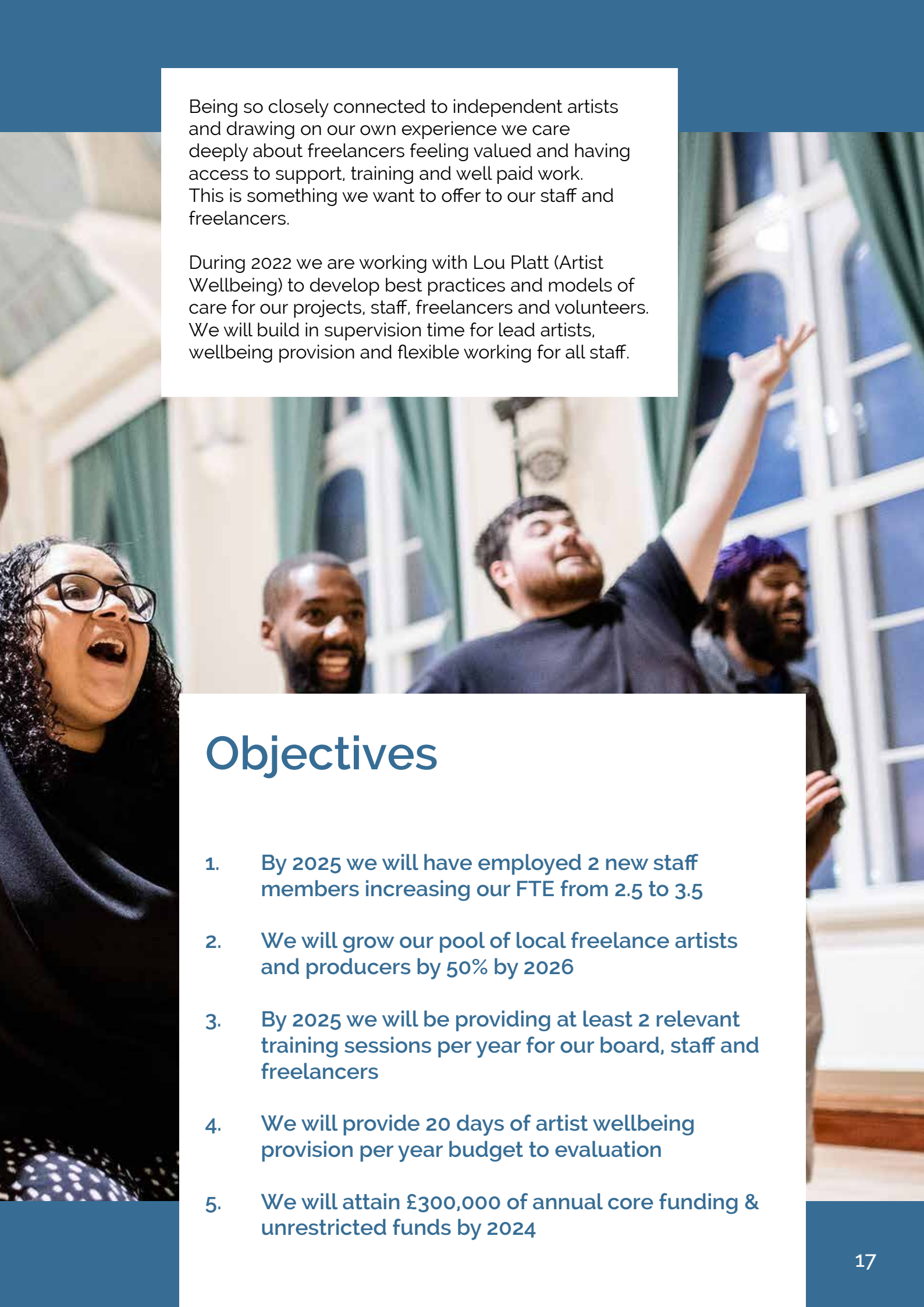
A group of diverse people, including a woman in a wheelchair, with their arms raised in a celebratory gesture. The background is a bright, indoor space with large windows.

Restoke was founded by 3 artists. For 12 years we existed as a project-based organisation run by two co-director/ artists, more recently a very part-time producer, and a small pool of trusted and brilliant freelancers.

Although operating as a small organisation with no core funding has been challenging, it has also given us the freedom to be responsive, to adapt, to take on other projects with other organisations which enhance our practice.

We are committed to keeping this flexibility and dynamism by maintaining an increased but small core team and continuing to nurture relationships with local freelancers and grow this team.

See Activity Plan - Appendix 2, which details our planned activities in response to these aims.



Being so closely connected to independent artists and drawing on our own experience we care deeply about freelancers feeling valued and having access to support, training and well paid work. This is something we want to offer to our staff and freelancers.

During 2022 we are working with Lou Platt (Artist Wellbeing) to develop best practices and models of care for our projects, staff, freelancers and volunteers. We will build in supervision time for lead artists, wellbeing provision and flexible working for all staff.

## Objectives

1. By 2025 we will have employed 2 new staff members increasing our FTE from 2.5 to 3.5
2. We will grow our pool of local freelance artists and producers by 50% by 2026
3. By 2025 we will be providing at least 2 relevant training sessions per year for our board, staff and freelancers
4. We will provide 20 days of artist wellbeing provision per year budget to evaluation
5. We will attain £300,000 of annual core funding & unrestricted funds by 2024

# Finances

Since Restoke first formed in 2009 and up until early 2020 we've been a project funded organisation, with periods of inactivity between project delivery. In 2020 we received our first core funding from Esmée Fairbairn Foundation, this covered 2/3rds of Restoke's 2 Artistic Directors' salaries and meant that we could maintain the delivery of our regular program offer. Throughout 2020 and into 2021 we used the global downtime to shift our focus to restoring the Ballroom at Fenton Town Hall, in preparation for post-pandemic activity resuming.

This is the first time Restoke have taken on a building and having spent 2021 into 2022 managing our new space, including 3rd party hires, we have developed a good understanding of the responsibilities, legalities and costs involved in doing so safely and sustainably.

Our projected turnover in 2022-23 will take a significant leap to around £320k (and will remain here through 2023-2026) compared to £185k for 2021-22. This is due in the main to a planned increase in staffing from 2022 in support of our increased programming ambitions. 39% of our turnover from 2022 will be spent on 3.5 FTE salaried staff and a further 29% of our turnover will be spent on freelance staff.

2022 saw us joining 2 large-scale national networks (Battersea Arts Centre & National Theatre) - partnerships which also provide funding to us. We anticipate that these kinds of exciting & ambitious partnerships will be more accessible to us in future years as we continue to push the boundaries of community engagement and we anticipate that these partnerships will pave the way to new and innovative funding models for Restoke.

Our 10-year tenure of the Ballroom (rent free until September 2026), although bringing new challenges and running costs, has evidently become one of our greatest assets. Generation of commercial income currently plays a small part in our financial plans but could be further exploited if we needed to think further outside the box. Having such a grand and beautiful space also means Restoke has become a little more attractive to partner organisations.

## **As of April 2022 Restoke are applying for funding support from;**

**National Lottery Reaching Communities** for 20% of our operating costs from 2022 to 2027 (outcome April /May 2022)

**Arts Council England's National Portfolio Organisation program** for 50% of our operating costs from 2023 to 2026 (outcome Oct 2022)

**Esmée Fairbairn Foundation** (as an extension to our existing funding agreement) for 13% of our operating costs from 2023 to 2026 (outcome May 2022)



From 2022 we expect 5-6% of our turnover to come from earned income & donations. The anticipated £13-£20k annually will allow us to act reflexively and give us greater autonomy to invest in new ideas and resources.

As the majority of our restricted income will be coming from three core funders, there will be an element of predictability as to when monies are paid to us. Our budget includes a 5% full-budget contingency annually, which will contribute to unrestricted reserves if unspent. Both these elements of our budget will offer us a degree of cash flow security.



See 5-Year Budget - Appendix 3  
Most Recent Accounts (Balance Sheet) - Appendix 4  
and Cashflow - Appendix 5

# Financial Strategies

## Planning

- Restoke will ensure that income is confirmed for a minimum of a 12-month period.
- **Restoke aims to generate 1 month's expenses as an annual reserve, amounting to 3 month's reserves at April 2026.**
- We aim to generate 1 month's equivalent spend in unrestricted reserves annually, cumulatively in the next 3 years.

## Control

- Budgets, contracts and rates of pay are designed in collaboration between artistic directors Clare & Paul and producer Sarah Richardson.
- Payment of invoices, bookkeeping, monthly payroll & VAT returns will be the responsibility of Director Paul Rogerson. Paul will also liaise with our external accountant, seeking support where needed, and report on financials to the board of directors and to funders.
- **Restoke understands the value to freelancers of prompt payment of invoices and so we aim to pay all invoices within 48 hours of receipt.**
- Restoke uses budgeting software Xero to manage and report finances monthly.

## Oversight

- Restoke's financial position will be reported to the board of directors at quarterly meetings. Including a brief summary of income and expenditure, any changes in expenditure or income, approval of any unplanned expenditure, and cashflow forecast for the next 12 months.
- Any financial decisions needing board approval will be made in accordance with the processes laid out in our CIC articles of association.

## Risk Management

- **None success in attracting core funding is a significant risk. We would be reluctant to scale back on our ambitions and so we would continue to seek core funding.**
- Unexpected staff or building related costs. Mitigated through a 1-month annual reserve policy, which will accumulate to 2.5 months in the next 3 years.
- **Our landlord is invested in Restoke's vision at Fenton Town Hall and has already demonstrated his commitment to supporting community focussed tenants and removing barriers to success.**
- Restoke is a small organisation (3.5 FTE staff if all core funds are secured) with a relatively small studio space to manage and so our liabilities are still low.

# Risks

**The 5 key risks we have identified to achieving our aims as set out in this business plan are:**

## 1. Building

Being newly venue-based has opened up so many opportunities for us. However it also throws up some of the largest risks. Specifically:

**Rising costs of rent and services.  
Changing ownership of Fenton Town Hall.**

### Mitigating actions

We will maintain a good relationship with the building owner Justin Baker (Baker & Co.) and schedule regular meetings to exchange updates. We have a 10-year lease with the first 5-years rent free and will agree on ongoing costs well before the end of this business plan. If Baker & Co needed to sell or change ownership of Fenton Town Hall we would consider the option of taking it on ourselves or supporting a community group in an asset transfer.

## 2. Community

Our aims include working closely with people in Fenton and establishing a civic arts centre where people will feel welcome and involved. Risks include:

**People do not want to help shape the programme and be involved. Local people do not attend events in the Ballroom and do not feel it's for them.**

### Mitigating actions

We are building trust with the local community through conversations and projects which are specifically aimed at people in Fenton. We will create strong links with local community organisations, schools and charities to ensure we meet a wide range of people from Fenton. We are creating a committee of local residents who will help us make decisions and act as advocates to get more people from the local community involved.







### 3. Funding

Increased overheads of having an ongoing programme of activities, show-making and running a building mean an increase in the core costs for Restoke to keep afloat. Major risks currently include:

**We are unsuccessful in our application to join the NPO programme. The commercial hire of the Ballroom does not generate the required level. Failure to attract enough core funding.**

#### Mitigating actions

Restoke has a strong track record in attracting project funding and can continue this model of working. We will identify alternative core funders to apply to. We have already met our commercial projections for 2022 without yet marketing the Ballroom as a venue for hire. We will include Ballroom hire in our marketing plans.

### 4. Reputation

As our work expands to reach more people as participants and audiences we consider the reputation of Restoke and what might put us at risk:

**Breaches of safeguarding or policies which protect people involved in our work affect our reputation. Our increased delivery aims means our work is compromised affecting our reputation for creating high-quality performance.**

#### Mitigating actions

We will assess and develop all our policies and assign leads to each policy from within our governing structure by 2023. By increasing our FTE staff levels and growing our pool of freelance staff we will ensure we can still meet expectations around the quality of our work.

### 5. Operational

Restoke is currently run by a very small team including 2 co-directors who founded the organisation in 2009. The risks associated with this include:

**One of the co-directors fell ill or suddenly leaves the organisation resulting in a large gap of knowledge in the running of Restoke. The programme becomes too large for a small team to manage resulting in stress and overwork.**

#### Mitigating actions

By working on our policies, formalising procedures and delegating workload we can ensure Restoke can continue to operate and that someone could step into a management role if ever required. We will also plan and pace the growing programme to ensure we have the capacity and can bring in staff in good time to cope with workload in a healthy way.

**See Risk Register - Appendix 6**



# Evaluation

**Over the next 5-years we will continue to work with external evaluator Nicola Winstanley. Nicola has been integral in evaluating our projects and co-writing our Holding Lightly resource.**

**Nicola has designed a 5-year evaluation strategy to capture the processes and impacts of our work over longer time frames.**

## Evaluation Framework

In Year 1 of the business plan (2022-23) we will use a practice-based evaluation framework to evaluate our work at The Ballroom, the dynamics of which will be shaped by known and as yet unknown stakeholders, who will have their own insights and interests to contribute. During Year 1, evaluation results need to be embedded in the real-life context of The Ballroom in order to be relevant and usable, identifying and reconciling actors' different readings of problems and potential solutions. With the formation of the Fentonia Committee and active plans to give the local community greater agency at The Ballroom, in time we may review this approach and move to a theory-based evaluation framework, such as Theory of Change, to directly serve the decisions of policy-making and practice.

## Research Design

The research will be achieved by the implementation of 5 parallel and complementary evaluation pathways, related to our strategic aims. For each pathway, planned activities (and their associated actors and stakeholders) are identified as primary sources of evidence/ knowledge. The objectives and progress measures ascribed to each aim/pathway are then divided between the activities, creating targeted evaluation plans for each discrete activity, and collectively, for each pathway. Evaluative interventions are then planned to collect this focused and proportionate data from activities as they happen. This approach allows for organisational actors to move quickly on information gathered during activities. In the intermediate term, it will illuminate progress on each aim/pathway, and in the long term, contribute to robust annual whole programme reports.

## Methods

We work with our external evaluator to plan, collect and interpret the information gathered for evaluation, alongside stakeholders and participants where appropriate. Routine data such as workshop attendance figures and monitoring will be collected simply and discretely. To gather richer qualitative and quantitative data, the evaluator will design creative evaluation tools and host creative workshops that make feeding back more interesting and inclusive. The evaluator will present the results in beautifully designed and plain English documents and exhibitions, so that anyone can interpret and understand them.

## Improving our Understanding

Progress measures detailed in each of the evaluation pathways are informed by aim objectives and knowledge acquired during previous evaluation processes. However, we acknowledge that the process of evidencing 'raising aspirations' in young people (Aim 3) will require further research. Through our work with children and young people during Year 1, we will seek expert advice and best practice examples of understanding, defining and documenting the process of raising aspirations. This action-research will involve us, our evaluator, parents, guardians and teachers, and the young people themselves.

**See Evaluation Strategy - Appendix 7**

A high-angle photograph of a group of people in a courtyard. The floor is made of red and green tiles. In the foreground, a woman in a black jacket is handing a colorful bag to a woman in a white dress. Other people are clapping and looking towards the center. String lights are visible in the background.

# Marketing & Audience Development

**Key to the success of our business plan will be marketing and audience development. It is important to Restoke that we are reaching people who may not usually take part in creative activities, remove barriers, and make sure our projects are relevant and our venue is welcoming to all.**

The first three (of five) aims are directly connected to Audience Development. These are:

## **Aim One**

Restoke will continue to be an organisation who push the boundaries of community arts, carefully crafting creative adventures alongside people in Stoke-on-Trent.

## **Aim Two**

The Ballroom at Fenton Town Hall will be a civic arts venue galvanised by community arts. Local people feel a sense of ownership, pride and agency around what happens here.

## **Aim Three**

We will expand our work with children and young people to raise aspirations and platform young voices and experiences. This work will draw on best practice and existing models from across the UK and globally.

**We have used The Audience Agency's 'Audience Finder' to highlight four target audiences for these key aims. Audience personas are used to identify barriers, opportunities and methods of engagement which we have used to determine cost and resource in each marketing strategy.**

**See Marketing & Audience Development Strategy - Appendix 8**

# Appendices

## **Appendix 1. Holding Lightly**

<https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/61efcf80015c250f269a81f2/1643106179864/Holding+Lightly+Web+Final.pdf>

## **Appendix 2. Activity Plan**

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## **Appendix 3. 5-Year Budget**

<https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/6253f8fca0850d236f2d9a92/1649670397079/Restoke+C.I.C.+5-Year+Budget+2022-2027+%28%26+21-22+Comparitor%29.pdf>

## **Appendix 4. Most Recent Accounts (Balance Sheet)**

[https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/62534f0d8f848d54c6a3bc64/1649626894284/RestokeCIC\\_Accounts+June2020\\_March2021\\_%2810-month%29.pdf](https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/62534f0d8f848d54c6a3bc64/1649626894284/RestokeCIC_Accounts+June2020_March2021_%2810-month%29.pdf)

## **Appendix 5. Cashflow 2022-23**

<https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/6253f00b2e510068dd15aa54/1649668108089/Restoke+CIC-2022-23+Cashflow.pdf>

## **Appendix 6. Risk Register**

<https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/624f3e49e648b907eb68affe/1649360457803/Risk+Register.pdf>

## **Appendix 7. Evaluation Strategy**

<https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/624f3e2b84178676a106a710/1649360428378/1.+Research+Design+2022-2027+-+2022.pdf>

## **Appendix 8. Marketing & Audience Development Strategy**

<https://static1.squarespace.com/static/58d51b5359cc687828bf115c/t/624f3fa8171d86702202b152/1649360809671/Restoke+-+Marketing+Plan.pdf>



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