

Report on the Beautiful Ideas Company

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BACKGROUND

The Beautiful Ideas Company (North) Limited (BICo) was established on July 18th 2014. It took over from the Beautiful North initiative that had included as part of its income the community car park that at the time was in Priory Road, Anfield.

The development of BICo and the role that it was to play were formalised in a Cabinet Report on July 10th 2015 that stated: *“A recent ‘Beautiful North Community Car Park Business Plan 2013-16’ states that a Community Interest Company (CIC) model has been adopted as the probable way forward for managing the surplus funds.”*

The intention was that BICo would take over the running of the car park and use the funds for the benefit of the local community as laid out in the Cabinet Report:

“to benefit the area, the people who live and work there, and the local economy, environment and networks. If it wishes, it can take on a more specific set of aims relating to jobs, business start-ups, retail and street environment and community-led service partnerships.”

The Cabinet Report further states:

The CIC intends to invest funds, and further funds that could be attracted by using the surplus as a match fund with a ‘Call for Innovation’ across themes including;

- *Meantime/ alternative uses of disused or underused land and buildings*
- *Provision of social activities for aging populations to address loneliness*
- *Delivery of full employment for young people*
- *Maker producers*
- *Financial inclusion*

Directors

There are currently 4 Directors: Emma McGowan, Julian Flanagan (recently resigned). Paul Dickson and David Litherland. Councillor Nick Small was a Director from July 18th 2014 until May 29th 2018, and Councillors Ann O’Byrne and Steve Munby were appointed as advisors to the Board from 2015. Although they do not have a vote, they are present at meetings where investment decisions have been made.

All investment decisions were approved and signed off by Councillor Nick Small.

INCOME

Car park

BICo initially inherited a surplus of £186,000 from the community car park that was run by the Flanagan Group.

From October 2016 until September 2018, the car park has generated an additional £158,839. This is the equivalent of 15,840 cars parked over 2 seasons.

The income from the car park has been the cornerstone of BICo income, and that has enabled the leverage of match lottery funding from the Cabinet Office, via the Birmingham Hub and additional business support funding through the OpenMaker project.

a) Birmingham Hub

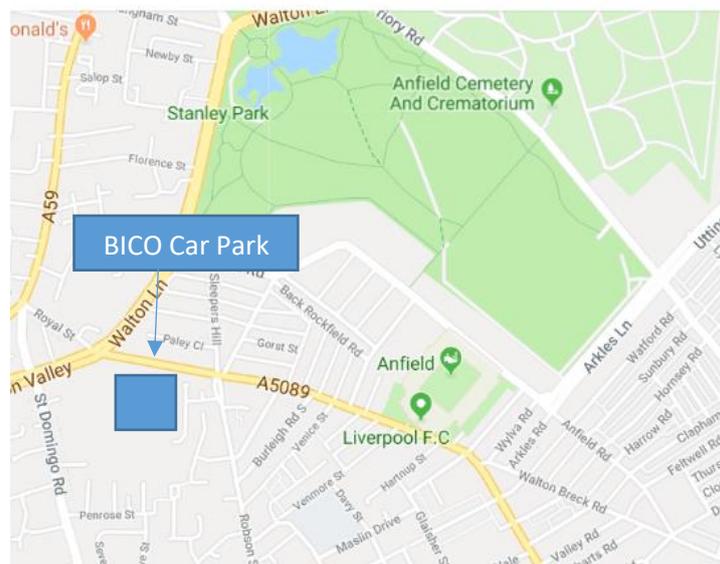
This was match funding pound for pound from car park income that was used for investments made into beneficiary organisations. It was money that was sourced through the 'Birmingham Hub'. This was paid in tranches since 2016 and was £70,000 in total.

b) OpenMaker

This is a transnational EU investment project. *"OpenMaker is a pan-European initiative, connecting the best ideas in Britain, Italy, Slovakia and Spain. We will develop new ideas, designs and prototypes, business models and governance systems."* BICO was awarded £162,897 to find manufacturing businesses using new technology and small 'maker' organisations, provide a range of business support in preparation for grant funding from the OpenMaker project. The funding paid for consultants working with BICO to provide business support to prepare organisations to apply for investment funding. The investments did not come out of BICO funds, they were made by Accord Housing in the West Midlands.

Car Parks

Over the past 2 years BICO has been running 2 car parks, one in Smithy Street and the other on Walton Breck Road. The latter is one of the closest car parks to the Liverpool FC Stadium. Individuals taking over vacant pieces of land and running a car park that in effect are illicit operations. As a result the BICO operation of the car park has prevented illicit car park management of this kind, and at times staff have been threatened by individuals wanting to run the car park instead.



The Smithy Street car park made a loss in 2016/17 (-£5017). The Walton Breck Road car park is the bigger and more profitable one, and made a net profit of £54,467. The car park operation is subject to VAT and Corporation Tax, which was £25,000. BICO also pays £12,000 in business rates.

The car park is used for football matches and other events held at Liverpool and Everton football grounds. Accounts show the car park is virtually never full. The car park capacity is around 320, although the average use is 196 per game. The highest use recorded for last season is 328, which was for a Liverpool Legends game, otherwise the records show a consistent under capacity for every match. For example 12 out of 23 matches at Anfield had fewer than 270 cars. (Appendix 1)

As at 31st August 2018, £64,603 of car park in the company.

Car Park issues

This is a cash business with a maximum capacity of around 320 cars. As a result of this being cash only, there have been a number of issues:

1. There has been no ticketing of cars using the car park
2. There is no way checking the numbers of cars using the WBR car park, as there is no ticketing system. North West Housing Services (acting accountancy service) only receives a figure of the number of cars per match and a figure of the income taken, with no supporting documentation.
3. The stewards are paid in cash. There are no petty cash slips, invoices or receipts
4. There is a car park manager, Gerard Heffy, who is now paid by cheque. The amounts paid to him vary from month to month, and there are no invoices
5. There are miscellaneous expenses. There is no description of what these expenses are, no petty cash slips and no receipts

INVESTMENTS

BICo makes investments from income generated from the car park, which is matched by the Lottery funding that comes from the Birmingham Hub.

The money paid to businesses are described as loans rather than grants, so that these amounts are registered as 'creditors' on the balance sheet to reduce tax liability. The investments made are a mixture of loan and working capital. I was told that the 'working capital' amounts had to be repaid earlier than the loans.

The loans do not need to be repaid in cash, but can be repaid through the value of social investment. There has been one loan repayment of £1779.

Altogether there were £421,300 of Investments, which were made to 17 organisations (see Appendix 2).

BICo also had a small pot of funding to support businesses in Salford and the Wirral. There was also funding to support the development of ideas in our parks.

Quality of Investments

The investments should have been made in line with the guidelines in the 2015 Cabinet report as detailed in the 'background' Section of this report.

Although most of the investments have been made as loans, there has only been a minimal amount of loan repayments made to BICo, and no schedule of repayments is currently in place. There is business monitoring and a social value impact assessment has been conducted.

Businesses were provided with business and finance specialists to support their development. It is high risk investment, as the companies are either new starts or have financial problems.

Although the process for securing investments was made through a 'Dragon's Den' type process of business presentations to the BICo Board, the companies supported seem less random than that. For example at least 10 of the investment have gone to businesses with business or personal

connections to Board Members or staff working for the company and clustered around Anfield Lodge or the Ten Streets. For example:

- Personal contacts: Coming Home Liverpool, Hestia Careers, Stanley park CIC, Liverpool 6 Community Trust, Mayfair Home Furniture, Positivity Inc, Pollyport
- 10 Streets North Docks: Make North Dock, Meraki, Kazimier Productions

It is clear from interviews with staff and the remaining board members that Councillors Small, O'Byrne and Munby steered the investments to businesses in the Ten Streets and those based in Anfield, more specifically the Lodge. This is reflected in the location and type of businesses supported.

The quality of investment decisions are mixed.

Good Investments

There are examples of appropriate investments in organisations that have business prospects and a social impact. For example Airborn is a parcouer training and performing company that works with a lot of young people across the city region. BICo investment matches funds it has raised itself, and provides the potential for a growth in income through membership and entrance fees.

Investment in the following Farm Urban, Urban Cupcakery, Kitty's Launderette and Scary Evil Events also appear organisations appropriate for investment.

Investment Issues

A review of the investments suggests that they do not in every case meet the criteria of the funding and raise issues about the level of funding and whether the organisation funded was appropriate.

- Of the businesses that BICo invested in, at least 5 are in a precarious financial position or are not trading.
- The claims made by BICo for the impact of the investment on turnover and jobs created are based on figures prior to investment, and are misleading.
- Of the £396,300 invested, an estimated £190,000 has been invested in businesses that do appear to trading, close to administration or organisations that are running a project rather than a business. This accounts for 8 of the 19 investments.
- Although the investments are intended for businesses that have a social impact and are sustainable, there are only 6 investments that could fall into this category. The following businesses are private and profit making with no discernible social impact:
 - Pao Collaborative Kitchen: it is not clear whether this is still trading
 - Scary Evil Events: this is a private company conducting horror tours of the city. Scary Evil Events Ltd had John O'Brien as the only Director, changed its name to Scary Evil Events Ltd in May 2017. It received £20,000 from BIC. This company is registered in London and is a private business.
 - Mayfair Home Furniture. It does not appear to be trading. There are no Facebook posts since July 25th 2017 and the 'Shop' page on FB is not operational.
 - Kazmier Productions: the consultant stated that this is in a difficult financial situation
- Investments in 8 of the companies were higher than the previous year's turnover or were awarded to companies and individuals with no apparent track record
- Not all of the companies are from north Liverpool. For example 2 are registered in Wavertree and another is registered in London. All three, however, operate in Liverpool

- Other investments have gone to worthy causes, but they are more like projects around mental health and well-being rather than being sustainable businesses, for example Positivity Inc (see below).

There are also

Examples of Poor Investment Decisions

Positivity Inc

In 2016/17 this had a turnover of £15.074 for delivering “*yoga, mindfulness and creative outdoor activities*”. The main income of the company appears to be from this and other Council funds, through the Mayoral Neighbourhood Fund, Mayor’s Fund and the Youth Grant. It is not clear how this will generate additional, independent income outside of grant aid from Council funds. This is an organisation doing worthy work, but it is not clear how it is a sustainable business, and appears to be a project rather than business funding.

Stanley Park Investment

BICo made the decision at a board meeting on October 8th 2015 to invest £20,000 in Stanley Park so that it could “*operate Stanley Park as an open air events venue and curated cultural space*”. Councillor Nick Small (Chair of the Board) and Councillor Ann O’Byrne (Advisor) were present. The funding was not paid directly from BICo to Stanley Park, as the CIC was not set up then. As a result the money was invested via Hestia Careers.

The actual investment paid to Hestia Careers was £20,000 for a Community and Park Animation Manager, and an invoice from Hestia Careers is dated January 11th 2016. Councillor Nick Small authorised the payment in an email on January 15th 2016. There does not appear to have been a competitive bidding process for this investment, as the other investments were supposed to, and the money was intended to transfer to Stanley Park Liverpool CIC, which was incorporated on April 2nd 2016.

There was an advert placed for the position of Community and Park Animation Manager in the November, and Rachel O’Byrne was subsequently appointed as the Community and Animation Park Manager, early in 2016. She was a Councillor for Allerton and Hunts Cross ward at the time.

Mayfair Home Furniture

BICo made two payments totalling £50,000 in 2017. £30,000 was a loan and £20,000 was for working capital. The consultant supporting BICo investments could not say what the payments were for.

Gerard Heffey is one of 2 Directors of Mayfair Home Furnishing and he was also being paid for working on the car park itself.

This is a company that was trading via Instagram and Facebook. The last posting on Facebook was July 25th 2017 and the Instagram account is also dormant. It seems that within months of making the payment, the company stopped trading.

The consultant confirmed that this investment could be transferred to Mersey Regeneration. This is a building/developer company and has the same directors as Mayfair Home Furnishing. But it is a separate company, and there are no records of an application by Mersey Regeneration to transfer the funding. This appears to be a decision made by the Board. It is not clear why the investment has not been returned to BICo.

Coming Home Liverpool

The company was established to buy and refurbish houses. It received £30,000 from BICO. It has only built one house and the company is not planning any further development. The 2 original Directors have resigned, and Erika Rushton and Paul Dickson were appointed to the Board.

This still holds £14000 of BICO money and has a small monthly rent from the house it refurbished. It is not clear why the £14,000 has not been returned to BICO.

Conflicts of Interest

There are also several examples of a conflict of interest between Board members, beneficiary companies and personal connections to Councillors sitting on the Board. £161,400 of the investments were paid to companies that have close connections to BICO either because:

- a) Director of BICO is also Directors of a recipient company
- b) Staff member that works for BICO is a Director of a company in receipt of investment
- c) An investment made to Stanley Park led to the employment of Rachel O'Byrne. She was a serving Councillor and her mother, Councillor Ann O'Byrne, was a Board Advisor and Deputy Mayor
- d) An office base in Stanley Park at the Lodge, 1A Anfield Road

Company	Director	Conflict	Investment
Hestia Careers CIC	Gemma McGowan	Director, office in The Lodge	£20,000
Stanley Park CIC	Gemma McGowan Cllr Ann O'Byrne (Advisor) Cllr Nick Small	Director: Office in the Lodge Nicola works for BIC Rachel O'Byrne was employed from the investment, who is Cllr Ann O'Byrne's daughter	£20,000
Mayfair Home Furniture	Gerard Heffey	Car Park manager. Office in the Lodge	£50,000
Coming Home Liverpool	Erika Rushton	Consultant/former Director of BICO	£30,000
Positivity Inc		Office in The Lodge	£16,300
Pollyport	Jay Fleming	Jay Fleming is also a director of Pollyport	£14,000

AUDIT

The administration of the car park was subject to a Council audit in 2017 and the report recommended that:

- Cash payments have an audit trail
- There needs to be a verifiable record of cars using the car park
- BICO should pay business rates
- BICO should pay VAT

It was only after the Council audit in November 2017 that BICO started paying business rates and registered to pay VAT. The audit did not look at BICO investments or the due diligence role of Councillors on the BICO Board.

THE ROLE OF COUNCILLORS AND ACCOUNTABILITY

The Board and the BICo consultants say that the Council has a 'golden' vote for any decision made the company. This meant that a decision could only be made by the Board, if it was agreed by the Council appointed Director.

Councillor Small was the Cabinet appointed Director, consistent with the July 2015 cabinet report. He was however already a Director having been appointed on July 18th 2014. He resigned as a Director on May 29th 2018. Councillor Small was the Cabinet lead for Employment and Skills and Education at the time, and has a financial background, having worked for an accountancy company before he was a Cabinet member.

It is the view of this report that he was the key Councillor with responsibility for the due diligence of the company and its accountability to the Council.

In 2015, in response to the Cabinet report being called in by the Green Party Councillors, Councillor Small made a commitment for company investments and transactions to be open and transparent. This commitment was made to Councillor Barry Kushner, as the chair of the Employment and Skills Select Committee at the time, and to Councillors Lawrence Brown and Tom Crone of the Greens.

Councillor Small did not however present any reports of BICo either to Cabinet or full Council. Only one report has been submitted to Employment and Skills Select Committee and that was early in 2018. The report was not presented by Councillor Small, but by one of the consultants working for the company. The report lacked the detail of investments, conflicts of interest and impact. This is in spite of Councillor Small having regular detailed financial reports that were prepared by North West Housing Services.

Councillor Ann O'Byrne and Councillor Steve Munby were Board Advisors from 2015 and also must take responsibility for the due diligence of the company and the accountability to Liverpool City Council. Councillor Ann O'Byrne was Deputy Mayor throughout her period as a Board Advisor until she resigned the position in May 2018. She also did not provide reports or information on the running of the company, its investment and car park operation to the Cabinet or Select Committee.

There is evidence that Councillor Ann O'Byrne was working at the car park. Although there is no suggestion or evidence that she was paid for this, what is clear is that she had the opportunity to see how the car park was being run first hand. Yet there is no evidence that she raised any issues over the running or management of the car park that were raised by audit in November 2017.

Councillor Rachel O'Byrne was also active on the car park, and although there is no evidence that she was being paid, she was also employed at Stanley Park CIC through funds raised through the car park.

The Council conducted at least 2 audits of BICo, but these only related to the operation of the car park, and didn't cover the investment. It took for the audit report in 2017, for BICo to start paying VAT and Business rates. This report poses the question as to why neither of these issues had not been raised by Councillors Small, Ann O'Byrne or Councillor Munby.

SUMMARY

1. The poor quality of many of the investments, the lack of due diligence and the conflicts of interest, suggest that there has been at the very least the ineffective use of public funds and potentially the misuse of public funds.
2. In at least half of cases, investments have not met the criteria for funding that was laid out in the Cabinet paper in July 2015.
3. There is insufficient clarity over what the investments were required for, and the decisions and monitoring have been too informal.
4. The car park is not being managed to appropriate audit standards, as there are still insufficient records to reconcile with any certainty the number of cars using the site, with the weekly takings
5. The income from the car park is lower than expected, because it is reported to have hardly ever been full. Either the car park is being run incompetently or more cars park there than are reported
6. Councillors Nick Small, Ann O’Byrne and Steve Munby have not met the standards of accountability and due diligence that are to be expected in the administration of public funds, and of companies that the Council has an interest in. They must have been aware of issues surrounding investment decisions that are detailed in this report, but on no occasion were they brought to the attention of internal Council audit or to Cabinet. As the guardians of public funds, they have failed in their duty of due diligence.
7. Councillor Nick Small failed to honour his commitment for BICo accounts to be open and transparent.
8. Councillors Small, O’Byrne and Munby steered the investments towards companies and areas that they wanted to see investment. As a result the investment decisions are not as random as the ‘Dragon Den’ process had suggested. There also appears to be a breach of protocol that those responsible for making the awards, to also be involved in some way in the selection of companies to receive investment.
9. The appointment of Rachel O’Byrne as the Community and Animation Park Manager is concerning, because of the involvement of senior Councillors, including her Mother the serving Deputy Mayor in the decision to award funding, and the way it was funded through Hestia Careers
10. The Council audits were limited in scope and should have included a review of investments and the role of Councillors on the Board.
11. Other Directors have been appointed to the Board and use their work address. This raises an issue as to the whether there is a requirement of the employers to conduct scrutiny on the operation of a Board in line with their own corporate interest.

RECOMMENDATIONS

1. The administration of the Car Park is taken away from BICo and passed over to the Council with immediate effect
2. All funding left in the BICo account relating to car park income should be transferred to the Council for the CRU to allocate it to local organisations in Anfield, County and Everton wards. This includes BICo investments that remain in the accounts of the local companies supported. This includes £64,603 for the period to August 31st 2018, the September and October takings, the £14,000 residing with Coming Home Liverpool and other unspent local funding
3. The match funding should be returned to the Cabinet office via the Birmingham Hub

4. BICo is closed and the Council remove its interest in the company
5. The Council opens a 1300 place car park on the same site, with a percentage of the income distributed to youth and community organisations in Anfield, County and Everton wards
6. Although there is no suggestion of impropriety, the findings of this report should be raised with the respective employers of the 2 relevant Directors, who are working for Your Housing Group and LJMU

Appendix One

BICO - Breck Road Car Park Summary

Match	Date	Car Count	Takings	Staff	On Site Expenditure	Misc	Balance	Banked	
EFC v Burnley	01/10/2017	130	£1,300	£280		£20	£1,000	£1,000	64
LFC vs Man Utd	14/10/2017	223	£2,230	£280		£20	£1,930	£1,930	65
EFC vs Lyon	19/10/2017	84	£840	£280		£20 £10	£530	£530	67
EFC vs Arsenal	22/10/2017	130	£1,300	£280		£20 £30	£970	£970	66
LFC vs Huddersfield	28/10/2017	247	£2,470	£280		£20 £40	£2,130	£2,130	68
LFC vs Maribor	01/11/2017	302	£3,020	£280		£20	£2,720	£2,720	69
EFC vs Watford	07/11/2017	123	£1,230	£280		£20	£930	£930	70
LFC vs Southampton	18/11/2017	244	£2,440	£280		£20	£2,140	£2,140	72
EFC vs Atalanta	23/11/2017	30	£300	£280		£20	£0	£0	N/A
LFC vs Chelsea	25/11/2017	228	£2,280	£280		£20 £30	£1,950	£1,950	73
EFC vs West Ham	29/11/2017	115	£1,150	£280		£20	£850	£850	74
EFC vs Huddersfield	02/12/2017	109	£1,090	£280		£20	£790	£780	75
LFC vs Spartak	06/12/2017	276	£2,760	£280		£20	£2,460	£2,490	126
LFC vs EFC	10/12/2017	199	£1,990	£280		£20 £50	£1,640	£1,640	127
LFC vs West Brom	13/12/2017	301	£3,010	£280		£20	£2,710	£2,710	128
EFC vs Swansea	18/12/2017	121	£1,210	£280		£20	£910	£910	129
EFC vs Chelsea	23/12/2017	134	£1,340	£280		£20 £1,000	£40	£40	130
LFC vs Swansea	26/12/2017	321	£3,210	£280		£20	£2,910	£2,870	131
LFC vs Leicester	30/12/2017	265	£2,650	£280		£20 £620	£1,730	£1,730	132
EFC vs Man Utd	01/01/2018	144	£1,440	£280		£20	£1,140	£1,140	133
LFC vs EFC	05/01/2018	304	£3,040	£280		£20	£2,740	£2,740	134
LFC vs Man City	14/01/2018	250	£2,500	£280		£20	£2,200	£2,200	136
EFC vs West Brom	20/01/2018	181	£1,810	£280		£20 £20	£1,490	£1,510	137
LFC vs West Brom	27/01/2018	299	£2,990	£280		£20 £20	£2,670	£2,670	138
EFC vs Leicester	31/01/2018	130	£1,300	£280		£20 £20	£980	£980	139
		4,890	48,900	7,000		500 1,840	0 39,560	39,560	39,560
LFC vs Spurs	04/02/2018	254	2,540	280		20	2,240	2,240	140
EFC vs Crystal Palace	10/02/2018	118	1,180	280		20	880	880	141
LFC vs West Ham	24/02/2018	199	1,990	280		20 0	1,690	1,690	142
LFC vs Newcastle	03/03/2018	188	1,880	280		20 30	1,550	1,550	144
LFC vs Porto	06/03/2018	262	2,620	0		10 20	2,590	2,590	145
EFC vs Brighton	10/03/2018	107	1,070	100		10 0	960	960	146
LFC vs Watford	17/03/2018	250	2,500	100		20 60	2,320	2,320	147
LFC vs Legends	24/03/2018	328	3,280	100		20 40	3,120	3,120	148
EFC vs Man City	31/03/2018	110	1,100	100		20 20	960	960	150
		1,816	18,160	1,520		160 170	0 16,310	16,310	16,310
LFC vs Man City	04/04/2018	325	£3,250	£100		£15 £70	£3,065	3,065	151
EFC vs LFC	07/04/2018	131	£1,310	£100		£20 £20	£1,170	1,170	152
LFC vs Bournemouth	14/04/2018	267	£2,670	£100		£20 £70	£2,480	2,480	153
EFC vs Newcastle	23/04/2018	101	£1,010	£100		£20 £0	£890	890	155
LFC vs Roma	24/04/2018	278	£2,780	£100		£20 £70	£2,590	2,590	157
LFC vs Stoke	28/04/2018	198	£1,980	£100		£20 £40	£1,820	1,820	156
EFC vs Southampton	05/05/2018	106	£1,060	£100		£20 £200	£1,140	£1,140	159
LFC vs Brighton	13/05/2018	214	£2,140	£100		£20 £0	£2,020	£2,020	160
Champions League Screen	26/05/2018	122	£1,220	£100		£20 £0	£1,100	£1,100	161
Brazil Friendly	03/06/2018	210	£2,100	£100		£20 £20	£1,960	£1,960	162
		1,952	19,520	1,000		195 90	0 18,235	18,235	18,235
		8,658	86,580	9,520		855 2,100	0 74,105	74,105	74,105

Appendix Two

Evaluation at April 2018					Investment
1	Airborn Academy	Street running academy	Loan		15,000
2	Coming Home Liverpool	Doing up vacant homes one at a time	Loan	CIC	30000
3	Farm Urban	Aquaphonics	Loan	cCIC	20000
4	Healing Space North Liverpool (Positivity Inc.)	Health and well being		CIC	16,300
5	Hestia Urban Kitchen	Youth catering /training	Loan	CIC	20000
6	Kazimier	Workshop and venue	Loan	Ltd Company	25,000
7	Liverpool 6 Community Trust	Lunch Club	Loan (grant)	CIC	14000
8	Kitty's Launderette	Laundry and arts space	Loan	Co-op	20000
9	Make North Dock	Maker space	Loan & working cap	CIC	50000
10	Eram	Woodwork from recycled materials	Loan	Ltd Company	20000
11	Mayfair Home Furniture	Building homes for neighbours	Loan & working cap	Ltd Company	50000
12	Meraki	Club and arts space	Loan & working cap	Ltd Company	33000
13	Northern Flowerhouse (Pollyport)	Producer - art music environment	Loan (SRI)	CIC	14000
14	Pao Collaborative Kitchen	Pop up food	grant		2,000
15	Scary Evil Events	Horror events	Loan	Ltd Company	20000
16	Therapeutic Garden	Health and wellbeing	Loan	Ltd Company	12000
17	Urban Cakery and Bikes	Cakemaking and mental health	Loan	CIC	15000
18	Stanley Park	Park activity	grant	CIC	20000
19	BICo Car Park		investment	CIC	
				TOTAL	396,300

Appendix Three

Information Collected for this Report

1. Meeting with the bookkeeper, Jonathan Jacobs, at North West Housing Services
2. Financial transactions for the company from 2016, including the detail of the car park use and income
3. Meeting with Gemma McGowan and Nicola Higham
4. Meeting with Erika Rushton
5. BICo accounts
6. Additional spreadsheets provided by Erika Rushton
7. Financial accounts and related information on Companies House, for all companies in receipt of investments from BICo
8. Information from 'mystery shopping' at every home game in the 2018/18 season by Roy Tunstall and his team
9. Audit report from November 2017
10. Cabinet report from July 17th 2015
11. Site visit
12. Minutes of Board meetings
13. Copy of an email confirmation of funding by Nick Small