



ROSE & CROWN INN BUSINESS PLAN

V2.0 - 28/08/2024



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Community
Shares
STANDARD

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| | |
|---|----|
| VISION, MISSION & IMPACT | 2 |
| EXECUTIVE SUMMARY | 3 |
| BUSINESS DESCRIPTION | 6 |
| CUSTOMER PROFILE & DEMOGRAPHICS | 8 |
| SOCIAL IMPACT & COMMUNITY BENEFIT | 10 |
| LOCAL COMPETITION | 12 |
| NYMPSTFIELD COMMUNITY INSTITUTIONS | 13 |
| MANAGEMENT STRUCTURE & WORKING GROUPS | 14 |
| THE BUILDING & REFURBISHMENT | 21 |
| ENVIRONMENTAL SUSTAINABILITY | 23 |
| PROJECT COSTS & FUNDING | 24 |
| THE COMMUNITY SHARE OFFER | 28 |
| MARKETING, COMMUNICATION & ENGAGEMENT | 29 |
| FINANCIAL PROJECTIONS | 32 |
| Appendix 1 - Detailed Financial Projections & Assumptions | 35 |
| Appendix 2 - SWOT Analysis | 41 |
| Appendix 3 - Building Plans | 43 |
| Appendix 4 - Customer Breakdown | 45 |
| Appendix 5 - Risk Assessment | 48 |
| Appendix 6 - Local Support & Engagement | 50 |
| Appendix 7 - Refurbishment Breakdown | 52 |
| Appendix 8 - High Level Project Plan | 54 |



VISION, MISSION & IMPACT

Vision

A welcoming pub at the heart of our village to meet, socialise and connect with others - owned by and run for the benefit of the community.

Mission

To purchase the only pub in our village, the Rose & Crown Inn, and transform it into a thriving community business that will benefit the residents of Nympsfield and the surrounding villages, as well as attracting visitors from further afield to use its restaurant and accommodation. We aim to convert part of the building into a community café and village shop ensuring that our pub provides much-needed services and amenities for all sections of the community in this relatively isolated rural village.

Impact

Reopening the Rose & Crown Inn as a community-owned pub will reinvigorate our village by providing local groups, friends, and neighbours with a convivial hub to meet and socialise throughout the day. By appealing to all sections of the immediate and wider community, the pub will improve social cohesion and reduce social isolation as well as providing residents with training and employment opportunities. As a thriving profitable enterprise, the pub also has the potential to provide essential funding to other community groups in Nympsfield. When we achieve these outcomes, we will know that our project has succeeded.



EXECUTIVE SUMMARY

Business Description

The Rose & Crown Inn, a pub in the village of Nympsfield, Gloucestershire, has been at the heart of the community since the mid-1800s, but it closed in March 2023 and is now up for sale. The Grade II listed building is a registered Asset of Community Value, however, following a sustained period of chronic under-investment in the overall infrastructure and fabric of the building, significant investment is required to prevent this important institution from being lost forever. Nympsfield Community Pub Limited (the “Society”) was registered as a Community Benefit Society in April 2024 to acquire the Rose & Crown Inn and operate it as a community-owned pub for the benefit of Nympsfield and the wider community.

The Society’s Objectives

As defined in the Society’s model rules (the “Rules”), the objectives of Nympsfield Community Pub Limited shall be to carry on business for the benefit of the community. The objectives of the Society can be described as follows:

1. To acquire, manage or otherwise secure the Rose & Crown Inn
2. To restore and maintain the fabric of the building
3. To restore and preserve the Rose & Crown Inn as a thriving social hub
4. To promote sustainable economic development
5. To provide recreational facilities and access to essential services
6. To provide educational, training and employment opportunities
7. To help promote social cohesion in the village and reduce social isolation

The Society will raise capital through a community share offer alongside grants, donations and fundraising events to purchase the freehold and undertake urgent renovation and refurbishment of the Rose & Crown Inn. The Society will then appoint a suitable tenant to run the pub independently, and will continue to be responsible for appointing any future tenant. The tenant will work closely with the Society’s management committee to ensure that the pub delivers key services and employment opportunities for the community. Trading profits will be held as reserves and reinvested into the Rose & Crown Inn. When the Society has built-up sufficient capital reserves, some pre-tax profits may be made available for distribution to social and charitable purposes within the community, payable as interest to members, or used to cover member withdrawals.

Management Structure

Members of the Society will elect a management committee, which will appoint and support a suitable tenant who will be responsible for the day-to-day running of the Rose & Crown Inn.



Who are our Customers?

The Rose & Crown Inn has a long tradition of attracting a broad set of customers, making it a viable proposition for any tenant. With the fabric of the building reinstated, the aim would be to recapture the customer base already in existence and available, but who cannot currently take advantage of the services due to the closure of the pub, and build on this by expanding the pub's offer to the immediate and wider community.

Pre-Trading Activities

There are a number of pre-trading activities which need to be undertaken prior to the reopening of the pub including:

- Raising funds through a community share offer and grant applications
- Purchasing and refurbishing the building
- Appointing a suitable tenant to manage the day-to-day operation of the pub

Based on the current listed asking price, and supported by an independent valuation (completed by Dabro & Associates Ltd), the purchase of the building is expected to cost a total of £372,000 (including fees). The full renovation and associated initial overheads are expected to cost £394,740 (including VAT).

Funds will come from a blend of community share offer (£400,000), grant applications (£330,000), and VAT refunds (£60,978). The additional funds will provide a project timing contingency.

The Society has prepared a contingency plan which will be undertaken should we be unable to secure all the funding needed to complete a full renovation of the building. In this situation, the Society would purchase the building and complete a 'Basic - Essential Only' refurbishment prior to reopening. Once open, the Society would need to continue to fundraise to complete the remaining refurbishment works. This option would only be considered once all other avenues for funding have been explored because refurbishing the building once it is operational would be disruptive to the tenant.

The appointment of a suitable tenant will be made following a robust tendering process which will be led by the Society's interim management committee.

Marketing, Communication and Engagement

The Society's marketing and communication will focus on 4 distinct aims:

1. Raise awareness of the Society's existence, aims and progress
2. Support the Society's fund raising activities
3. Support the Society's community share offer through the creation of associated printed and digital material along with the development and delivery of a comprehensive marketing plan



4. Work with the appointed tenant to develop a coordinated marketing plan to support the reopening of the Rose and Crown Inn, and re-establish its loyal customer base

The Society will use a blend of digital, social and traditional media, alongside collateral and events, to achieve these aims.

Financial Projections

Financial projections have been prepared showing that the Rose & Crown Inn can be a profitable community-owned pub for any future tenant and for Nympsfield Community Pub Limited as landlord.

| Projected Profit Before Tax | | | | | |
|-------------------------------------|--------|--------|--------|--------|--------|
| | Y1 | Y2 | Y3 | Y4 | Y5 |
| <i>Tenant</i> | 13,254 | 14,563 | 37,602 | 50,511 | 64,831 |
| <i>Nympsfield Community Pub Ltd</i> | -5,489 | 15,339 | 17,768 | 11,364 | 10,594 |

Please see [Appendix I - Detailed Financial Projections & Assumptions](#) for more information.

Environmental Sustainability

The Society is keen to promote environmental sustainability wherever possible. The renovation of the pub provides a unique opportunity to increase the energy efficiency of the building to help reduce its environmental impact. Examples of the changes include increased insulation, upgraded heating systems, energy efficient lighting, low water consuming sanitaryware and the installation of energy-efficient catering equipment.

Once trading, the Society will continue to work with the tenant, to look for longer term opportunities to improve the pub's environmental performance.



BUSINESS DESCRIPTION

The Rose & Crown Inn has been operating as a pub in the Cotswolds village of Nympsfield, Gloucestershire since the mid-1800s although there is a farming lease dating back to 1687 which describes the Rose & Crown in Nympsfield as “outhouses, stables, backyards and also all that meadow or pasture”. It was called The Ducie Arms in 1856 but is thought to have changed its name to the Rose & Crown Inn soon after following the Ducie family’s departure from Nympsfield.

It is the last surviving pub in a village which once boasted six pubs. In the early eighteenth century, Nympsfield benefitted from a steady stream of traffic from people making their way to the fashionable Bath Spa. Due to its elevation, travellers could pass through Nympsfield throughout the year without the risk of being trapped in the valley bottom quagmires. After the arduous climb up Frocester Hill the six village inns were a welcome respite for tired travellers: the Rose & Crown, the Bell, the White Hart, the Red Lion and the Red Bull (and newly discovered sixth inn the Kings Head). In 1782 a new road opened with a gentler ascent that bypassed Nympsfield and led to the demise of five of the six inns, with only the Rose & Crown surviving to this day.

The pub is a Grade II listed building located in a conservation area. It is within the Cotswold Area Of Natural Beauty (AONB) and the Cotswold Way walking route passes close by the village. The Rose & Crown Inn is also within walking distance of several popular tourist and visitor spots such as National Trust’s Woodchester Park, Historic Houses’ Woodchester Mansion, Gloucestershire Wildlife Trust’s Coaley Peak and English Heritage’s Nympsfield Long Barrow site.

The Rose & Crown Inn has a traditional bar area with an open fireplace seating approximately 36, and a restaurant area seating a further 40, supported by a commercial kitchen at the rear. There are two outside garden spaces: a front garden seating approximately 22 and a rear courtyard area seating around 30. The pub also has three lettable rooms on the first floor and live-in tenant’s accommodation arranged over two floors. It also benefits from its own large car park.

Following changes of ownership (from brewery-owned to privately-owned) through the twentieth century, throughout the 1990’s the privately-owned Rose & Crown Inn built up an enviable reputation as one of the highest turnover rural pubs in the region. Since then the pub has changed ownership a number of times and, due to a sustained period of chronic under-investment in the overall infrastructure and fabric of the building, sadly closed its doors in March 2023. The pub was put up for sale shortly after.

Since the closure of the pub, the fabric of the building has continued to deteriorate rapidly. In March 2024, thieves were caught stealing natural Cotswold tiles from the roof. This vandalism has further exacerbated the issues faced by the building and the longer it is left to decay, the more expensive the repairs will become, threatening the survival of this important village institution.



Any owner would need to make a significant investment in the building to attract a tenant wanting to run the pub. The size of this investment would far outweigh the returns profile required for a profit-orientated commercial enterprise. For example, our financial projections forecast break even would be in excess of 10 years - see [Appendix I - Detailed Financial Projections and Assumptions.](#)

Given the pub's extensive history, its central village location and its importance to the community, Nympsfield Parish Council were successful in registering the Rose & Crown Inn as an Asset of Community Value in June 2023. Nympsfield Community Pub Limited was registered as a Community Benefit Society in April 2024 to acquire the Rose & Crown Inn and re-open it as a community-owned pub.

Following a community consultation, public meetings and the first stages of the communication and engagement campaign, it is clear there is a tangible desire in the immediate and wider community to realise the pub's full potential to serve and support this relatively isolated rural village.

The sum required to purchase and refurbish the pub is forecast to be in the region of £766,740 with approximately 50% of this cost dedicated to repairs and renovation. To serve the needs of the immediate and wider community, as identified in the community consultation, the business will be run as a pub, serving food and drink (which will be locally sourced where possible), with accommodation, as well as incorporating a café and village shop. Significant repairs to the building and refurbishment will be required before the Rose & Crown Inn can start trading again. The Society's elected management committee would oversee the repairs and then recruit and support an experienced tenant to run the pub in line with the wishes of the community to reinstate the thriving pub at the heart of the village.

The ground floor will be reconfigured to include a new disabled washroom facility where the existing ladies toilets are located. An extension will be built to the west of the existing men's toilets to house a new ladies toilet facility accessible from the existing corridor.

The expectation is for the café and village shop to be located in the rear bar area and provide a differentiated setting from the front bar and dining area. However café customers will be able "spill over" into the adjoining dining area during busy periods. It is expected that the shop will provide "essentials" ranging from milk and cheese to toothpaste and toilet rolls. A similar offering was commercially successful when the pub last operated a village shop on its premises during the last decade. Due to the pub's location it may also be commercially attractive to include premium non-perishable local products such as preserves and sauces. The running of the shop, like the café, is expected to be incorporated in the tenancy agreement and be the responsibility of the tenant. However, the interim management committee are exploring alternative business models for the shop including the installation of vending machines in an upgraded outdoor store building that adjoins the stables.



Appendix 2 - SWOT Analysis contains further information relating to the business' strengths, weaknesses, opportunities and threats.

Appendix 3 - Building Plans contains details of the proposed changes to the ground floor.



CUSTOMER PROFILE & DEMOGRAPHICS

Who are the Rose & Crown Inn's customers?

The customer base falls into three categories:

- Immediate community - local villagers from Nympsfield and the hamlet of Cockadilly who could walk to the pub and utilise the selection of services being offered.
- Wider community - the existing reputation of the Rose & Crown Inn, alongside the “cache” of a community pub and the variety of services offered, would easily attract customers from a greater, but easily commutable, distance.
- Visitors - the number of local attractions, walkers, cyclists, motocross events, etc. have historically utilised the pub and could be attracted to do so again.

A more detailed breakdown of the customer base for the Rose & Crown Inn including which services they would be likely to utilise, their predicted attendance patterns and the social impact are detailed within [Appendix 4 - Customer Breakdown](#).

Nympsfield lies within an Area of Outstanding Natural Beauty in Gloucestershire, is situated in the heart of the Cotswolds within the “Five Valleys” and lies just off the Cotswold Way, close to tourist sites such as Woodchester Park and Mansion, Coaley Peak, Nympsfield Long Barrow, Selsley Common, Tinkley Gate, Owlpen Manor, Hetty Pegler's Tump and Uley Bury. With such a variety of local attractions within a close proximity of the pub, it would attract a large number of tourists, hikers, dog walkers and cyclists etc. The pub would also benefit from visitors to local sports and leisure facilities such as the Bristol and Gloucester Gliding Club, the local motocross track and fans attending Forest Green Rovers Football Club matches.

The village has a direct population of approximately 450 people across a broad demographic who have indicated a strong desire to see the Rose & Crown Inn reopened as a community-owned pub - see [Appendix 6 - Local Support and Engagement](#). There are a further circa 25,000 people living within a 5km radius of Nympsfield [1].

With the building issues remediated, any new tenant can anticipate the return of the customer base that was already in place from the local and wider community, which is only inactive currently due to the pub having closed following the departure of the last tenant. The Rose & Crown Inn has historically demonstrated itself to be a popular venue, both for local use and visiting customers, offering a selection of draught beers and good food. It has proven on numerous occasions to be a more than viable proposition for any tenant.

An additional enhancement to the previous customer base would be the introduction of a café service (with free wi-fi) to cater primarily to the immediate community, many of whom are retired or work from home, and for parents and carers during school drop-off and pick-up periods.



With the Rose & Crown Inn planning to provide a range of services across pub food and drink, a café service, village shop and accommodation, the potential customer base is diverse and will ensure its future prosperity and benefit to the village community as a whole.



SOCIAL IMPACT & COMMUNITY BENEFIT

The Rose & Crown Inn is not just a place to eat and drink but an integral part of village life. It is key to both enabling a thriving village community where people feel connected and creating a place where people want to live, bringing together people of all ages, backgrounds, interests and needs. Nympsfield has a higher population of over 65's (22.4%) than the national average (18.4%) [2]. It also has a high percentage of home workers (43% of the working population) [1].

The intention as a community pub is to provide a range of additional services such as a village shop and café service that are within a safe and easily walkable distance for residents of all ages, and a place where the immediate and wider community can gather. It is anticipated that the pub will serve a range of community needs such as:

- A place where people from the immediate and wider community can catch up with each other, either pre-arranged or spontaneously
- A place for arranging accessible social events for older people who live in the village and have limited access to transport (Nympsfield only has an intermittent bus service) or have restricted mobility, as well as those who have less disposable income
- A place where those who work from home can meet up during the day
- A training and employment opportunity for local people (including young people and those on Universal Credit)
- A meeting space for local clubs and societies (examples in [Appendix 4 - Customer Breakdown](#))
- A place where parents of St. Joseph's Primary School can meet over a coffee or bring their families after school for a meal
- A venue for cultural events such as food and wine tasting
- A venue for those who enjoy country pursuits, such as walking and cycling groups
- Accommodation for visitors, including visiting friends and family

There is a growing body of academic research into the impact and importance of pubs on improving and sustaining community cohesion, wellbeing and helping to combat loneliness. A report for the British Academy by Dr Ignazio Cabras [3], a reader at Northumbria University, measured the positive impact of pubs in rural communities in England and showed that the closure of rural pubs was strongly associated with an increased level of alcohol consumption in private premises. The research also highlighted that the relationship between the presence of pubs and social activities taking place in a community was much stronger than that for other facilities such as sports halls and other infrastructure concluding that a lower number of pubs correlated with lower levels of community cohesion. Dr Cabras' research on the role of the village pub demonstrated the important positive social, economic and community role pubs play in village life. A summary of the report's findings can be found [here](#).



As a rural pub, the Rose & Crown Inn can once again become a key feature in village life, acting as a local space for the immediate and wider community to meet and engage with each other, offer support, build friendships and alleviate social isolation and loneliness. It should be noted that Nympsfield has an old age dependency ratio of 76% compared with the national average of 49% [2]. Our community consultation identified high demand for lunch clubs for older people and this is a service we would incentivise any tenant to provide for the community.

Our plan allows for accessibility facilities which are currently non-existent. The entrance and ground floor will be adapted for disability access to ensure the pub serves those members of the community with restricted mobility. A new disabled washroom facility will be installed where the ladies toilets currently reside which will be relocated. We have also applied for funding to incorporate a sensory garden space within the pub's outdoor areas. We believe that these enhancements will help to ensure the Rose & Crown Inn is an open and inclusive place of wellbeing for the community.

The pub would also provide employment opportunities for local people and work experience for young people in the village. The commitment to use local suppliers, wherever possible, will contribute to ensuring local suppliers and producers continue to trade and benefit the local economy.

One of the benefits of community owned pubs, is the ability to use some of the profits to make donations to charities and other local community institutions. Based on current financial modelling these donations would start from year 5.

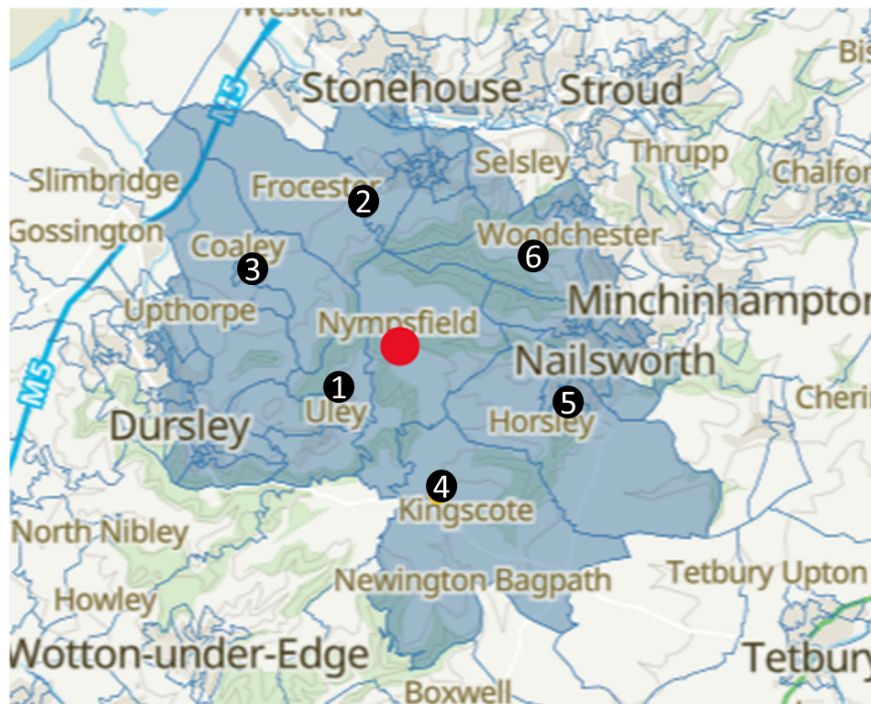
It is clear that there is and will continue to be a significant time and energy commitment needed by volunteers to re-establish the Rose & Crown Inn as a thriving village pub. Engaging in this activity has demonstrated the importance of people connecting in the village and has brought together groups of residents who did not previously know one another and who are now working closely and socialising together.

See [Appendix 6 - Local Support and Engagement](#) for additional information.



LOCAL COMPETITION

There are no other pubs within easy walking distance of Nympsfield although many of the surrounding villages have thriving pubs (approximate locations shown in the figure below). Due to our location in the Cotswolds AONB, there is high demand in the area for country pubs with a great atmosphere, serving real ales and good quality food. In addition to serving the immediate community, the Rose & Crown Inn would be an additional offering to visitors to the area as well as the circa 25,000 people living within a 5km radius of the village [1].



| Map Reference | Name | Distance from Nympsfield by Road | Serves Real Ales | High Quality Pub Food | Number of Letting Rooms |
|---------------|--|----------------------------------|------------------|-----------------------|-------------------------|
| 1 | The Old Crown Inn (Uley) | 3km | ✓ | ✓ | 3 |
| 2 | The George Inn (Frocester) | 4km | ✓ | ✓ | 10 |
| 3 | The Old Fox (Coaley) | 5km | ✓ | ✓ | – |
| 4 | Hunters Hall (Kingscote) | 5km | ✓ | ✓ | 13 |
| 5 | The Hog (Horsley) | 6km | ✓ | ✓ | 1 |
| 6 | The Old Fleece & Royal Oak (Woodchester) | 6km | ✓ | ✓ | 3 (The Old Fleece) |

* The Old Fleece has 3 serviced apartments



NYMPSFIELD COMMUNITY INSTITUTIONS

The village benefits from a number of community institutions: a village hall which provides a space for private events and clubs (e.g. birthday parties, yoga, dog training), a playing field which is used by local football and cricket teams as well being used for larger outdoor events, the Nympsfield Club which provides patrons with a range of bottled and canned drinks and hosts social and charitable events (e.g. quiz nights, bingo, coffee mornings) and St. Joseph's Primary School which has an active PTA group. All of these institutions have operated successfully alongside the Rose & Crown Inn for many years.

One of the benefits of community ownership of the pub will be the ability, wherever possible, to work with other community institutions to support one another's endeavours for mutual benefit. Examples of this kind of collaboration could include:

- The pub synchronising its events calendar with the other village institutions to ensure the community has the widest choice of events on at different times
- The potential to extend the pub's menu to a take-away delivery style offering for the Nympsfield Club, e.g. so patrons could order food to eat whilst watching live sporting events
- The pub providing an offsite catering option for events at the village hall and playing field
- Co-promoting events through each institution's digital and social media channels
- Joint organisation and delivery of an annual village event similar to the all-day event to celebrate the King's coronation in 2023

The benefits of a collaborative approach have already been demonstrated through the recent success of the "Pop Up Pub" event, in which all of the village institutions supported the Society to successfully deliver its first fundraising event. For example, the pub car park was used as the venue, the Nympsfield Club provided toilet facilities, the playing field provided the marquee, the village hall provided tables and car parking, and St. Joseph's Primary School also provided their car park.

Once the pub is up and running, the Society will form a sub-committee to maximise engagement between the pub and the other community institutions.



MANAGEMENT STRUCTURE & WORKING GROUPS



The Community Benefit Society

Nympsfield Community Pub Limited is registered as a Community Benefit Society (CBS) using Plunkett Foundation's model rules. It is a corporate body registered under the Cooperative and Community Benefit Societies Act 2014 and is authorised by the Financial Conduct Authority (FCA).

As a CBS, the Society will provide services for the immediate and wider community as well as its members. Trading profits can be reinvested, distributed for social or charitable purposes in accordance with the Rules or used to pay limited interest to members. It was set up with an asset lock to protect the assets of the Society by preventing the distribution of assets amongst members on solvent dissolution over the value of their share. Instead, surplus assets can be transferred to another community-led organisation, thereby protecting the assets for the future benefit of the community.

Membership of the Society is on the principle of one-member, one-vote; so each member has one vote regardless of the number of shares they own. This democratic structure will encourage a large membership and empower our community by giving members a direct say in the management of the Society through the elected management committee. Members can elect the management committee at the Annual Members' Meeting (AMM), offer themselves for election to the management committee, and hold the management committee accountable for the way the Society is run. Members will also form a significant part of the customer base, and will be champions of the business in the wider community.

The Society will issue community shares (also known as withdrawable shares). To encourage a large membership base, each share is £1 and the minimum shareholding is 50 shares (£50). Shares can be sold back to the Society (at the discretion of the management committee) and offer interest at a rate to retain enough capital to run the business. Member liability is limited to share value which cannot increase. The rules of a CBS are also acceptable for most types of grant funding.



The Management Committee

The management committee, who have legal responsibility for the Society, will set the broad policy direction and agree key performance indicators (KPIs) with the tenant including key services or features that are important to the community.

The main responsibilities of the management committee are to:

- Raise sufficient capital to manage the purchase and refurbish the Rose & Crown Inn and fund renovation and refurbishment costs of the building
- Undertake essential renovation and refurbishment works and be responsible for the ongoing maintenance of the asset
- Create a tenancy agreement and define the terms of the agreement to ensure that the Rose & Crown Inn is operated in a manner compatible with the needs of the community and this business plan
- Advertise, interview and appoint a tenant and establish a sub-committee that meets regularly with the tenant to monitor their progress and ensure the terms of the agreement are adhered to
- Continuously monitor the needs of the community and advocate ways of improving social impact
- Oversee the business ensuring that there is an 'open book' approach to sharing feedback and financial data between the Society and the tenant
- Manage the Society's finances for the benefit of the community, ensure compliance to the relevant regulatory requirements and decide when and how to use reserves
- Prepare an annual report and organise the AMM, ensure ongoing communication with the members and the community
- Ensure all Society policies and insurances are in place and up-to-date

The interim management committee are the first members of the Society who signed the application for registration with the FCA. In accordance with the Rules, at the conclusion of the first AMM all the members of the interim management committee will resign to allow members to elect who sits on the management committee to take the project forward. All of the members of the interim management committee intend to nominate themselves for election alongside any other nominated members. The newly elected management committee will take office immediately thereafter. There will be on-going opportunities for any member to be co-opted to the management committee and/or working groups in-line with the Rules.



Interim Management Committee Members

Matthew Burke - Chair



Matthew is an experienced engineer, investor and board director in a career spanning the automotive and cleantech industries. He is a Chartered Engineer and currently leads venture capital operations for a global green technology, energy and metals company. He and his family have lived in Nympsfield since 2015.

Jon Gazzard - Vice-Chair



Jonathan is a Chartered Quantity Surveyor with over 25 years' experience working in a number of sectors including Commercial, Hotel and Leisure, MOD and Housing. He is currently working as a project manager in the delivery of affordable homes for a number of housing associations in the South West. Jonathan has lived in Nympsfield for 35 years.

Mike Hair - Treasurer



Mike's early career was in commercial banking and project managing e-commerce solutions in the construction sector. Since 2006, he has operated his own business supplying the construction/landscaping trade. Mike has lived in Nympsfield with his family since 2008.

Dan Stewart - Secretary



Dan runs a successful architectural practice of 25 years from his self-built home only a stone's throw from the Rose & Crown Inn. He and his family have lived in Nympsfield since 2010.



Specialist Advice and Support

The interim management committee are taking advice from a number of specialist sources including the Plunkett Foundation, previous landlords of the Rose & Crown Inn, and landlords from other successful local pubs who have offered support.

The Society has also recruited many local volunteers into working groups to support the initial phase of the project. These volunteers have a broad range of specialist skills including accountancy, architectural design, building refurbishment, communications and marketing, grant management, human resources, IT consultancy, project/programme management, quantity surveying, risk management, and business strategy.

Project Working Groups

Each working group has its terms of reference, approved by the interim management committee. A member of the interim management committee sits in each working group so there is a clear line of communication between the working groups and the interim management committee.

The working groups collaborate on activities like the community share offer with the business planning working group providing content for the prospectus, the communications working group managing the design of prospectus and marketing and promoting the share offer, and the fundraising working group organising the launch event and follow-on events.



Some of the local volunteers from the project working groups at the “Pop Up Pub” fundraising event.



Business Planning Working Group

Interim Management Committee Member: Matthew Burke

The business planning working group's primary purpose is to develop, publish and maintain the Society's business plan and prospectus for the community share offer for review and approval by the interim management committee. Members of this working group also lead all grant applications.

Fundraising Working Group

Interim Management Committee Member: Mike Hair

The fundraising working group's primary purpose is to plan, coordinate and implement fundraising activities and events approved by the management committee.

Communications Working Group

Interim Management Committee Member: Jon Gazzard

The communications working group's primary purpose is to communicate the Society's goals and mission, to develop and maintain its image in the community, to identify appropriate tools and media to communicate with the community, and to establish and maintain open communications with the immediate and wider community.

Operations Working Group

Interim Management Committee Member: Jon Gazzard

The operations working group is responsible for all legal contracts, policies, insurances and utilities for the Society.

Building Working Group

Interim Management Committee Member: Dan Stewart

The building working group is responsible for building renovation and refurbishment works including costings, timings, subcontractors and planning/listed building consent applications and approvals.



The Tenant

There will be a separation between the ownership and operation of the pub. The Society will own and maintain the building, and be responsible for recruiting an experienced tenant.

An entrepreneurial tenant that shares the community vision will be appointed to be responsible for the day-to-day management of the pub, with oversight by, and support from, the Society's management committee to ensure they are working towards the community objectives of the business plan. The rent will be affordable but realistic to give the tenant the opportunity and incentive to build a profitable business.

The Tender Process

Once the purchase of the asset is complete and the building is in tradable condition, the management committee will commence with the appointment of a tenant. The management committee will put the lease up for tender and be responsible for interviewing and appointing the tenant. The selection process will include a review of the standardised business plan which all prospective tenants will be asked to complete, together with an interviewing process to ensure the tenant understands and supports the community's vision for the Rose & Crown Inn and associated KPIs.

Tenancy model

The management committee will offer an initial 3-5 year tenancy (the length of tenancy will be agreed with the tenant during the selection process), with agreed break clauses, combined with specific community-based KPIs contained in the lease against which the tenant will be measured against. KPIs could include turnover and net profit targets, environmental targets, targets around the provision of community events, maintaining an agreed Net Promoter Score* from customers, members and residents, and maintaining a productive relationship with the management committee and other local institutions.

Although the Society has made financial provision in its forecasts for ongoing maintenance to the fabric of the building, the details of the split in responsibilities between the Society and tenant will depend on the type of tenancy model employed. This will be agreed with the tenant during the selection process.

*Net Promoter Score (NPS) is a standard benchmarking tool for customer satisfaction. The NPS method, which is based on a two-minute survey, gives insights about customer loyalty by measuring customers' willingness to recommend a company to a friend or acquaintance.

Rental Figures

For the pub to succeed and be sustainable, the tenant needs to make a living and have a real incentive to grow the business. Aligned to this, the Society has made financial provision for a one year rent holiday to help the new tenant re-establish and grow the business. Although it will be the



tenant's responsibility to determine their own business plan within the terms of their lease, we have carefully modelled what we think are reasonable assumptions of the pub's likely turnover. In addition, we have commissioned an independent valuer, David Broschomb of Dabro & Associates Ltd, to assess the fair maintainable turnover and rentable value for the Rose & Crown Inn using this as the starting point in our forecasts. A typical community pub rent is generally between 8-10% of turnover, however we plan to adopt a hybrid model of £10,000 plus 5% of turnover. This means the amount of rent received each year will vary with trading levels.

THE BUILDING & REFURBISHMENT

The Main Building



Rose & Crown Inn circa 1935



Rose & Crown Inn 2022

The current Rose & Crown Inn is a three-storey building constructed of rubble limestone walls with a natural stone tiled roof. It was built in the early nineteenth century and was Grade II listed in 1952 [4].

Minor alterations and additions to the building were made in the twentieth century, but its listed status has helped ensure much of the original charm and character of the building remains intact - albeit in need of urgent refurbishment.

The Outbuilding



The Outbuilding 1986



The Outbuilding 2023

Linked to the Grade II listing is an outbuilding of similar construction. Over the last 25 years the outbuilding has deteriorated significantly to the point where it is no longer safe to enter.



Whilst originally listed for sale as part of the pub, the current owner has since separated the sale of the two buildings and has submitted a planning application for the outbuilding to change it to residential use.

The Society's interim management committee considered adding the outbuilding to the overarching plan to reopen the pub, but reluctantly concluded the additional purchase cost (circa £200,000) and refurbishment costs are too high, and if added to the cost of the main building could make the entire project unviable. However, should it be possible at any point to convert the outbuilding into lettable accommodation associated with the pub, this would make a positive contribution to the ongoing sustainability of the business and help safeguard the future of the pub. N.B. The financial forecasts do not currently account for this outcome.

The outbuilding highlights what is feared will happen to the main building if we fail to secure the funding needed to purchase, renovate and reopen it, as it is likely the costs of remediation are already too high for a short-term, profit-oriented commercial enterprise. The project risk assessment can be found in [Appendix 5 - Risk Assessment](#).

Refurbishment

Chronic under-investment in the overall infrastructure and fabric of the building over the past 25 years, along with the extended period of closure has resulted in the need for significant investment before the Rose & Crown Inn can reopen to the public.

The major areas of investment include:

| External | Internal |
|--|--|
| <ul style="list-style-type: none">• Re-roofing / roof repairs (inc. insulation)• Replace dormer with roof light• Repairs to chimneys and stonework• Refurbish original guttering and downpipes• Remove ivy | <ul style="list-style-type: none">• Upgrade plumbing, heating and electrics• New accessible washroom• New ladies washroom• Refurbish gents washroom• Refurbish kitchen• New flue and work to fireplace in bar• Reinstate feature ceiling and stove/flue in dining area• Refurbish staff accommodation• Minor refurbishment of lettable rooms• Decorate throughout |

It is intended for the refurbishment to be delivered in a single phase prior to reopening to take advantage of economies of scale and to avoid customer disruption. The refurbishment will be of a standard such that a tenant can focus on the running of the operation without concern for the condition of the building. Sufficient future profit will be set aside to pay for ongoing maintenance.



Existing and proposed plans have been prepared ready to submit for planning permission and listed building consent. The application will be submitted in late autumn and will take approximately ten weeks to be determined. See [Appendix 3 - Building Plans](#) for details of the proposed ground floor layout changes.



ENVIRONMENTAL SUSTAINABILITY

The Society aims to promote a culture of sustainability at the Rose & Crown Inn and will strive to minimise any negative impacts the pub may have on the environment. The Society will seek to ensure that, subject to listed building consent, the fabric of the building is upgraded to minimise its environmental footprint and that sustainability remains an ongoing focus for the tenant.

Within the project costing and scope of works the following items will be undertaken:

- Switch to a renewable energy electricity supplier
- Review of gas usage and supply
- Upgrade of boiler/heating systems to more energy efficient solutions
- Change to LED lighting throughout
- Review of water usage throughout, particularly in each washroom with modern fixtures/fittings
- Replace existing stove with efficient log burner
- Assess and increase levels of insulation, particularly in the roof space
- Updating catering equipment to improve energy efficiency
- Introduce a bicycle store (to reduce car travel)
- Upcycling of interior fixtures and fittings
- Ongoing provision of environmental and sustainability awareness and training for the tenant and staff

In partnership with the tenant, we will continue to look for longer term opportunities to achieve our sustainability goals.



PROJECT COSTS & FUNDING

Purchasing the Asset

The interim management committee is in regular contact via email and meetings with the pub's owner, Mr Andrew Redmond, who is a director of Rose & Crown Properties Ltd, which acquired the pub and outbuilding in November 2020 for £550,000. He is sympathetic to our cause having lost all the pubs in his own village and has indicated that he would be willing to sell the pub to the Society. He has already demonstrated his cooperation by allowing us to use the pub's car park and front garden for the "Pop-Up-Pub" fundraising event in May 2024.

The Society and Rose & Crown Properties Ltd have signed an exclusivity agreement whereby the owner can only instruct solicitors for a purchase of the pub by Nympsfield Community Pub Limited. In return the Society will maintain the property (with an agreed schedule of works) to minimise further deterioration. This means that during the exclusivity period, which ends on the 31st January 2025, the pub cannot be sold to another party.

The Society instructed Dabro & Associates Ltd to prepare a valuation report of the Rose & Crown Inn based upon an appraisal of the property and potential sustainable business. The property was surveyed on 8th April 2024 and the valuation report was published on 26th May 2024. The report confirmed that it is possible to see there is a sustainable business for the pub. The market value of the property in its current closed state is £350,000 and as a fully equipped operational entity is £500,000.

We will make an offer on the property when the community share offer has closed at which point we will be a "cash buyer". Our offer will be informed by the valuation report, the condition of the pub at the time of the offer, and external market conditions.

Refurbishment Costs

The Society benefits from having both an architect and a quantity surveyor in the interim management committee, and two accountants in the Business Planning working group. They estimate the building refurbishment and associated initial overheads will cost £394,740 (including VAT).

The Society will be able to reclaim the VAT from HM Revenue and Customs (HMRC).

See [Financial Projections for further information](#)

See [Appendix 7 - Refurbishment Breakdown for further information](#)



Funding Sources

In order to purchase the pub and complete a full renovation prior to reopening we plan to secure £730,000 of funding from a blend of the community share offer and grants. The table below provides a summary of the intended sources of funding and how these funds will be used.

| The Society capital costs and funding | |
|---------------------------------------|----------------|
| Inflows | Year 0 |
| Shares issued | 400,000 |
| Rental income (incl. VAT) | - |
| Capital grants | 280,000 |
| Revenue grant | 50,000 |
| VAT repayment | 60,978 |
| Total inflows | 790,978 |
| | |
| Outflows | Year 0 |
| Property purchase | 357,000 |
| Legal fees on purchase (incl. VAT) | 15,000 |
| Refurbishment costs (incl. VAT) | 366,500 |
| Overheads (incl. VAT) | 28,240 |
| Total outflows | 766,740 |
| | |
| Closing balance | 24,238 |

*The remaining funds of £24,238 will provide a project timing contingency for the Society.

Capital Grants

Our target for capital grants is £280,000. In order to maximise the likelihood of achieving this we are applying to a number of large capital grant providers including the UK Government's Community Ownership Fund (COF), National Lottery Heritage Fund and National Lottery Reaching Communities Fund.

The Community Ownership Fund was suspended when the UK general election was called in May 2024. We have already prepared a provisional application and will be ready to submit a full application if and when the new government resumes the Community Ownership Fund initiative.

In June 2024 we received a positive response following a project enquiry for a £250,000 grant from the National Lottery Heritage Fund. They have advised us to make a full application after the



community share offer or once we have acquired the freehold to demonstrate a greater need and opportunity with clearer community buy-in and support. They advised us to focus our application on the conservation work required to repair and restore the historic structure and to outline the various planned community uses for the pub.

We have submitted an interim grant application of £190,000 to the National Lottery Reaching Communities fund. This application is focused on funding for the disabled accessibility and environmental elements of the building project.

In addition to the large grant applications, we have also applied for smaller grants to secure funding to support specific short term objectives. In May 2024 we were awarded a £500 grant from Nympsfield Parish Council for upfront costs for fundraising events like the “Pop-Up Pub” and in June 2024 we received a £10,000 ‘investment readiness’ grant from the Reach Fund for costs associated with the community share offer, including the development of our share offer prospectus and assessment for the Community Shares Standard Mark.

Revenue Grant

Our target for revenue grant is £50,000. The revenue grant will form part of our application to the Community Ownership Fund once the suspension has been lifted.

A grants sub-team within the Business Planning working group continuously monitors grant funding opportunities for capital and revenue-based grant funding. The Plunkett Foundation also provides regular grant funding updates.

Community Share Offer

The Society’s target for the community share offer is £400,000 (with a maximum of £450,000). Please see [The Community Share Offer](#) section for more details.

After the community share offer has been completed, the Society’s members would be consulted on any future plans that may require additional capital (outside those detailed within this document).

Other Fundraising Activities

We are also planning a series of fundraising and awareness events, like the “Pop Up Pub” which took place in the Rose & Crown Inn car park on 18th May 2024 raising approximately £3,000 after costs. The events calendar currently includes a village ‘Open Garden’ day in August 2024 and a ‘Promises Auction’ in November 2024. One of Nympsfield’s residents is running the Cardiff half-marathon in October 2024 and funds raised will go towards saving the Rose & Crown Inn.

The money raised from the “Pop Up Pub” event, and other fundraising events are intended to contribute towards initial and necessary expenditure such as the electrical assessment/survey,



building and business valuation with any retained surplus funds in the Society's bank account for pending outgoings.

Funding Contingency Arrangements

In the event we are unable to secure the £730,000 needed to purchase and renovate the pub through the community share offer and grants, the interim management committee would explore other funding routes including member and community loan schemes.

The table below details the Society's contingency arrangements based on different levels of secured funding.

| Scenario | Total Funding (ex VAT Refund) | Enabling | Future Works* |
|----------|-------------------------------|--|--|
| Optimum | 730,000 | <ul style="list-style-type: none">- Acquire freehold / Fees- Full renovation prior to reopening | <ul style="list-style-type: none">- None |
| Medium | 428,954 | <ul style="list-style-type: none">- Acquire freehold / Fees- Basic renovation prior to reopening (refer to Essential works only cost plan)- Patch roof repair- Ground floor electrics and plumbing- Kitchen deep clean | <ul style="list-style-type: none">- Full roof replacement- Kitchen refurbishment- Accessible washroom- New ladies washroom- Gents washroom refurbishment- Letting room refresh- Electrics and plumbing for first and second floors- Tenant area refurbishment |
| Minimum | 374,500 | <ul style="list-style-type: none">- Acquire freehold / Fees- Insurance | <ul style="list-style-type: none">- Full roof replacement- Kitchen refurbishment- Accessible washroom- New ladies washroom- Gents washroom refurbishment- Letting room refresh- Electrics and plumbing for entire building- Tenant area refurbishment |

*All future works funded by retained profit, grants and fundraising events. Loans may also be considered where appropriate.

As the completion of any renovation work whilst the pub is open would cause significant disruption to the tenant and patrons, we will only undertake the Basic - Essentials Only renovation approach once all other funded avenues have been explored.

[Appendix 7 - Refurbishment Breakdown](#) provides details of what is included in both the Full Renovation and Basic - Essential Works Only renovation.



THE COMMUNITY SHARE OFFER

N.B. The full terms and conditions of the community share offer can be found in our [share prospectus](#).

The Society's target for the community share offer is £400,000 with a maximum target of £450,000. Achieving the maximum figure would reduce our dependence on grant funding by £50,000 and is still below the Dabro & Associates Ltd independent valuation of £500,000 for the pub as a fully equipped operational entity.

Type of Shares Issued

- The value of each share issued is £1 and the minimum shareholding is 50 shares (£50). Each member will have one vote regardless of the number of shares they buy
- These shares are known as community shares because purchasers' primary return for holding shares is intended to be a social one to ensure a thriving, sustainable community-owned business is established, not driven by an overarching desire for a financial return
- This form of community investment should be considered as a medium to long-term social investment. No dividends are paid on community shares. Future surplus pre-tax profit will allow payment of interest as described in the Rules and subject to the agreement of members
- The shares are not transferable, except in case of death or bankruptcy
- After three years, members can withdraw their shares when funds permit and at the discretion of the management committee.
- The Society has been awarded the Community Shares Standard Mark which confirms our share offer meets the national standards of good practice
- Community share offerings are not covered by the Financial Services Compensation Scheme and investors have no recourse to an ombudsman. Investors could lose some or all the money they invest

Timeframe

The share offer is time-limited, opening on 7th September 2024 and closing on 6th November 2024. The management committee reserves the right to extend the duration of the share offer.

Who Can Apply?

Applications are open to individuals over 16 years old and to organisations. Where an application is from a corporate body or association the applicant will become the named representative and the registered name of the corporate body will become the first named member in the share register. The recommended maximum investment by one member is up to 10% of the total shares offered, i.e. £40,000 based on our £400,000 share offer target.



MARKETING, COMMUNICATION & ENGAGEMENT

The Rose & Crown Inn is at the centre of the beautiful village of Nympsfield where it has served the local population and surrounding area since the mid-1800s. Whilst it has been closed for over a year, it has retained its reputation as an enjoyable place for socialising, both within the village of Nympsfield and wider community. The initial stages of engagement have demonstrated a community that is both passionate about, and committed to delivering, a community-owned pub.

There are two separate elements of marketing, communication and engagement required to support the successful execution of the project. Firstly, that which supports goals of the Society to raise awareness of, and funds for, the purchase and renovation of the building. Secondly, for a tenant to market the Rose & Crown Inn locally, regionally, and nationally to maximise use of the facility and ensure the long-term sustainable success of the Rose & Crown Inn for future generations.

Communication & Engagement

In order to determine the level of local support for a community pub, the interim management committee ran a paper-based and online community survey (results in [Appendix 6 - Local Support and Engagement](#)). Members of the interim management committee presented the results to the community and gave an introduction to community-owned pubs and community benefit societies in a series of meetings attended by over 120 people from Nympsfield and the surrounding community.



Following this meeting, a team of six skilled and enthusiastic volunteers were appointed to lead on communication and local engagement and have developed a communications strategy and ongoing plan. The project has several marketable strengths, including the unique location of the Rose & Crown Inn in the heart of Nympsfield to appeal to locals, the strong local support and passion to deliver the goal and benefits of the Society, and a robust supply chain with the ability to promote local businesses. General communications to raise local and regional awareness, as well as promoting



fundraising events are well underway with more specific action planned in terms of promoting the community share offer.

Digital Media

- The Facebook page [Nympsfield Community Pub](#) has been established and gained over 350 followers in its first month, primarily from people within the Stroud area. Engagement with our posts has been strong, with many followers consistently reacting, sharing and commenting on posts. We have also observed a lot of positive engagement with our posts in local groups such as 'Everything Nympsfield', 'Uley Friends' and 'Nailsworth Chat and Information'.
- We are also active on Instagram as "the_nympsfield_community_pub_", although this is gaining traction more slowly due to the more limited opportunities the platform offers to reach interested parties (over 80 followers in its first month).
- Conscious of the limitations of social media as a trusted voice, we have also established a website [Nympsfield Community Pub](#) to share updates, presentations and other published materials.
- We also have a mailing list of over 165 individuals from the immediate and wider community who have signed up to receive updates via email newsletters.

Communications & Marketing - Tenant Focus

Although the marketing and communication of the day-to-day operations of the Rose & Crown Inn will be the responsibility of the tenant, the Society would support any potential tenant to develop and deliver a robust communication and marketing plan.

We have purchased the domain www.roseandcrowninn.com to ensure any tenant is able to set up an easily recognisable website and ensure continuity. We would also support the pub's re-opening via our own, well-established channels which reach an audience with significant interest in the Rose & Crown Inn.

The pub's location is a key marketable strength for the tenant providing the opportunity to attract customers who are visiting the area. Within 15km of the pub there are a number of tourist attractions and towns which have year round appeal to visitors including:

- The Cotswold Way
- Woodchester Mansion and Park
- National Trust Tinkley Gate
- National Trust Newark Park
- The National Arboretum, Westonbirt
- Stroud, Nailsworth and Tetbury



Our research has also highlighted a number of other potential revenue streams for the pub linked to more local events and offerings which, if marketed appropriately, we are confident the local and wider community would actively engage with. These include:

- Take-away food options
- Hot-desk facilities for homeworkers
- Beer and cider festivals
- Wine or whisky tasting
- Themed food nights, e.g. pie and chips, fish and chips etc.

Additionally, there is scope for affiliation with local businesses such as Stroud Brewery, Uley Brewery, Vinotopia and Woodchester Vineyard to help extend the reach of the pub's marketing.



FINANCIAL PROJECTIONS

Financial projections have been prepared for both the tenant and the Society. These projections confirm that the pub can once again become a profitable business providing a healthy return for both the tenant and the Society.

N.B. All figures exclude VAT, with the exception of the projected cash flow which is VAT inclusive.

Projected Tenant Profitability

The current owners do not have any recent financial trading history for the pub, therefore our financial projections have been prepared based on guidance from previous Rose & Crown Inn managers, as well as management from the Hog at Horsley and our own market research (including from the [British Beer and Pub Association](#)).

The projections suggest that the primary sources of income are expected to be from the restaurant and wet sales. In particular, Sunday lunches are expected to be very popular, with past performance in the region of 100 covers on average. The pub will also generate revenue from the café service, shop and accommodation offerings.

The table below details the projected profitability for a tenant running the business. The tenant's rent will be charged at £10,000 plus 5% of turnover - this forms part of Other Costs in the table below.

| Tenant Summary Projections | | | | | |
|----------------------------|----------------|----------------|----------------|----------------|----------------|
| Income | Y1 | Y2 | Y3 | Y4 | Y5 |
| Accommodation | 17,411 | 19,439 | 21,725 | 23,245 | 24,895 |
| Wet sales | 155,914 | 174,078 | 194,549 | 208,158 | 222,937 |
| Restaurant | 194,026 | 216,630 | 242,106 | 259,041 | 277,433 |
| Café | 10,683 | 11,927 | 13,330 | 14,262 | 15,275 |
| Takeaway | 12,560 | 14,023 | 15,672 | 16,769 | 17,959 |
| Shop | 7,128 | 7,958 | 8,894 | 9,516 | 10,192 |
| Total income | 397,721 | 444,056 | 496,277 | 530,991 | 568,692 |
| Direct costs | 152,754 | 170,550 | 190,606 | 203,939 | 218,419 |
| Staff costs | 154,590 | 159,568 | 164,706 | 170,009 | 175,483 |
| Other costs | 77,124 | 99,375 | 103,362 | 106,532 | 109,958 |
| Total costs | 384,468 | 429,492 | 458,674 | 480,480 | 503,861 |
| Net profit | 13,254 | 14,563 | 37,602 | 50,511 | 64,831 |



Projected Society Profitability and Cash Flow

The main sources of income are expected to be the initial grants, community share issue, and ongoing rental income.

The following table summarises the estimated projections for the Society (excluding the initial capital costs and funding, which are detailed in the [‘Project Costs and Funding section’](#)).

| Society Summary Projections | | | | | | |
|--|-----------------|----------------|---------------|---------------|---------------|---------------|
| | Y0 | Y1 | Y2 | Y3 | Y4 | Y5 |
| Operating income | | | | | | |
| Rental income | - | 14,943 | 35,939 | 38,550 | 40,285 | 42,170 |
| Total Operating Costs | 24,367 | 11,200 | 11,368 | 11,550 | 11,769 | 12,005 |
| Operating Profit/Loss (EBITDA*) | - 24,367 | 3,743 | 24,571 | 27,000 | 28,516 | 30,166 |
| Other Income | | | | | | |
| Revenue grant | 50,000 | - | - | - | - | - |
| Amortised capital grant | - | 5,600 | 5,600 | 5,600 | 5,600 | 5,600 |
| Total Other Income | 50,000 | 5,600 | 5,600 | 5,600 | 5,600 | 5,600 |
| Other Costs | | | | | | |
| Depreciation | - | 14,832 | 14,832 | 14,832 | 14,832 | 14,832 |
| Interest on shares (2%) | - | - | - | - | 7,920 | 7,840 |
| Charitable contributions | - | - | - | - | - | 2,500 |
| Total Other Costs | - | 14,832 | 14,832 | 14,832 | 22,752 | 25,172 |
| Profit Before Tax | 25,633 | - 5,489 | 15,339 | 17,768 | 11,364 | 10,594 |
| Corporation tax | 4,870 | 711 | 4,668 | 5,130 | 3,913 | 3,767 |
| Profit after tax | 20,763 | - 6,200 | 10,670 | 12,638 | 7,451 | 6,827 |

* EBITDA is a quick way to measure a company's operating profit. It stands for Earnings Before Interest, Taxes, Depreciation, and Amortisation. Basically, it tells you how much money a company made from its core business operations before considering things like interest on loans, taxes, and the cost of wearing out its assets.



The table below provides details of the projected cash flow for the Society.

| Projected Society Cash Flow | | | | | | |
|------------------------------------|----------------|---------------|---------------|---------------|---------------|----------------|
| | Y0 | Y1 | Y2 | Y3 | Y4 | Y5 |
| Opening balance | - | 24,238 | 29,589 | 53,449 | 75,780 | 95,166 |
| Inflows | | | | | | |
| Shares issued | 400,000 | - | - | - | - | - |
| Rental income (incl. VAT) | - | 17,932 | 43,126 | 46,260 | 48,342 | 50,604 |
| Capital grants | 280,000 | - | - | - | - | - |
| Revenue grant | 50,000 | - | - | - | - | - |
| VAT repayment | 60,978 | 5,430 | - | - | - | - |
| Total inflows | 790,978 | 23,362 | 43,126 | 46,260 | 48,342 | 50,604 |
| Outflows | | | | | | |
| Property purchase | 357,000 | - | - | - | - | - |
| Legal fees on purchase (incl. VAT) | 15,000 | - | - | - | - | - |
| Refurbishment costs (incl. VAT) | 366,500 | - | - | - | - | - |
| Overheads (incl. VAT) | 28,240 | 13,140 | 13,337 | 13,550 | 13,808 | 14,084 |
| VAT paid | - | - | 5,219 | 5,709 | 6,018 | 6,355 |
| Corporation tax | - | 4,870 | 711 | 4,668 | 5,130 | 3,913 |
| Interest paid on shares | - | - | - | - | - | 7,920 |
| Share withdrawals paid | - | - | - | - | 4,000 | 4,000 |
| Charitable contributions | - | - | - | - | - | 2,500 |
| Total outflows | 766,740 | 18,010 | 19,267 | 23,928 | 28,956 | 38,772 |
| Closing balance | 24,238 | 29,589 | 53,449 | 75,780 | 95,166 | 106,998 |

We have performed a sensitivity analysis which shows that at a 30% reduction in rental income the Society maintains a positive EBITDA and is able to fund the projected share interest, withdrawals and charitable donations. At a 50% reduction in rental income the Society maintains a positive EBITDA if share interest, withdrawals and charitable donations are temporarily suspended.

Detailed projections and assumptions can be found at [Appendix I - Details Financial Projections](#).

DATA SOURCES

[1] [ONS Data Search - Census 2021](#)

[2] [Gloucestershire Local Insight profile for 'Nympsfield CP' area](#)

[3] [Cabras I. and Mount M. \(2014\) 'The importance of pubs in shaping community cohesion and socio-economic activities in rural areas of England'](#)

[4] [Historic England](#)



Appendix I - Detailed Financial Projections & Assumptions

Tenant Projections

| Tenant Detailed Projections | | | | | |
|------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 |
| Sales growth rate | N/A | 10% | 10% | 5% | 5% |
| Inflation rates | N/A | 1.50% | 1.60% | 1.90% | 2.00% |
| Income | | | | | |
| Accommodation | 17,411 | 19,439 | 21,725 | 23,245 | 24,895 |
| Wet sales | 155,914 | 174,078 | 194,549 | 208,158 | 222,937 |
| Restaurant | 194,026 | 216,630 | 242,106 | 259,041 | 277,433 |
| Café | 10,683 | 11,927 | 13,330 | 14,262 | 15,275 |
| Takeaway | 12,560 | 14,023 | 15,672 | 16,769 | 17,959 |
| Shop | 7,128 | 7,958 | 8,894 | 9,516 | 10,192 |
| Total income | 397,721 | 444,056 | 496,277 | 530,991 | 568,692 |
| Direct costs | | | | | |
| Wet costs | 71,720 | 80,076 | 89,493 | 95,753 | 102,551 |
| Food - restaurant | 67,909 | 75,821 | 84,737 | 90,664 | 97,102 |
| Food - café | 3,739 | 4,175 | 4,665 | 4,992 | 5,346 |
| Food - takeaway | 4,396 | 4,908 | 5,485 | 5,869 | 6,286 |
| Shop | 4,990 | 5,571 | 6,226 | 6,661 | 7,134 |
| Total direct costs | 152,754 | 170,550 | 190,606 | 203,939 | 218,419 |
| Staff costs | | | | | |
| Bar and café | 44,616 | 46,053 | 47,536 | 49,066 | 50,646 |
| Manager | 26,000 | 26,837 | 27,701 | 28,593 | 29,514 |
| Kitchen staff | 58,209 | 60,083 | 62,018 | 64,015 | 66,076 |
| Employment costs | 25,765 | 26,595 | 27,451 | 28,335 | 29,247 |
| Total staff costs | 154,590 | 159,568 | 164,706 | 170,009 | 175,483 |
| Other costs | | | | | |
| | 77,124 | 99,375 | 103,362 | 106,532 | 109,958 |
| Total operating costs | 384,468 | 429,492 | 458,674 | 480,480 | 503,861 |
| Net profit | 13,254 | 14,563 | 37,602 | 50,511 | 64,831 |

Assumptions for Tenant Projections:

- A maximum target income has been estimated based on market research and the guidance of a previous owner. These targets have been adjusted on a monthly basis for seasonality, again on the basis of market research and the previous owner's guidance. The baselines are as follows:



- Accommodation charged at £120 per night, with the 3 letting rooms utilised 2 nights per week
- Wet sales of £4,500 per week
- Restaurant sales of an average £20 spend across 280 covers per week
- Café sales of 20 spends of £4 for 5 days per week
- Takeaway sales of £20 average spend, with 30 meals per week
- Shop sales of £50 per day, 5 days per week
- Growth has been estimated at 10% per year (plus inflation) for years 2 to 3, and 5% per year (plus inflation) for years 4 to 5
- Inflation has been accounted for based on Office for Budget Responsibility (OBR) estimates
- Direct costs have been estimated based on market research, primarily from BBPA, and feedback from industry experts
- Wages and salaries have been estimated as:
 - Manager at a salary of £26,000
 - Kitchen staff at an hourly rate of £12.96
 - Head chef at an hourly rate of £25.
 - Bar/café staff at an hourly rate of £11.44
- Indirect costs have been estimated based on market research and feedback from industry experts



Society Projections (Nympsfield Community Pub Limited)

| The Society Detailed Projections | | | | | | |
|---------------------------------------|-----------------|----------------|---------------|---------------|---------------|---------------|
| | Y0 | Y1 | Y2 | Y3 | Y4 | Y5 |
| Inflation | N/A | N/A | 1.50% | 1.60% | 1.90% | 2.00% |
| Operating income | | | | | | |
| Rental income | - | 14,943 | 35,939 | 38,550 | 40,285 | 42,170 |
| Total Operating Income | - | 14,943 | 35,939 | 38,550 | 40,285 | 42,170 |
| Operating costs | | | | | | |
| Repairs and servicing (ongoing) | - | 4,167 | 4,229 | 4,297 | 4,378 | 4,466 |
| Utilities | 12,000 | - | - | - | - | - |
| Legal and professional fees | 3,000 | 1,667 | 1,692 | 1,719 | 1,751 | 1,786 |
| Accountancy fees | 1,667 | 1,667 | 1,692 | 1,719 | 1,751 | 1,786 |
| Plunkett subscription | 200 | 200 | 203 | 206 | 210 | 214 |
| Insurance | 5,000 | 1,500 | 1,523 | 1,547 | 1,576 | 1,608 |
| Other admin expenses | 2,500 | 2,000 | 2,030 | 2,062 | 2,102 | 2,144 |
| Total operating costs | 24,367 | 11,200 | 11,368 | 11,550 | 11,769 | 12,005 |
| Operating Profit/Loss (EBITDA) | - 24,367 | 3,743 | 24,571 | 27,000 | 28,516 | 30,166 |
| Other Income | | | | | | |
| Revenue grant | 50,000 | - | - | - | - | - |
| Amortised capital grant | - | 5,600 | 5,600 | 5,600 | 5,600 | 5,600 |
| Total Other Income | 50,000 | 5,600 | 5,600 | 5,600 | 5,600 | 5,600 |
| Other Costs | | | | | | |
| Depreciation | - | 14,832 | 14,832 | 14,832 | 14,832 | 14,832 |
| Interest on shares (2%) | - | - | - | - | 7,920 | 7,840 |
| Charitable contributions | - | - | - | - | - | 2,500 |
| Total Other Costs | - | 14,832 | 14,832 | 14,832 | 22,752 | 25,172 |
| Profit Before Tax | 25,633 | - 5,489 | 15,339 | 17,768 | 11,364 | 10,594 |
| Corporation tax | 4,870 | 711 | 4,668 | 5,130 | 3,913 | 3,767 |
| Profit after tax | 20,763 | - 6,200 | 10,670 | 12,638 | 7,451 | 6,827 |



| The Society Balance Sheet Projections | | | | | | |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | Y0 | Y1 | Y2 | Y3 | Y4 | Y5 |
| Fixed Assets | | | | | | |
| Land and buildings | 658,250 | 645,085 | 631,920 | 618,755 | 605,590 | 592,425 |
| Fixtures and fittings | 16,667 | 15,000 | 13,333 | 11,667 | 10,000 | 8,333 |
| Current assets | | | | | | |
| Cash | 24,238 | 29,589 | 53,449 | 75,780 | 95,166 | 106,998 |
| VAT debtor | 6,479 | - | - | - | - | - |
| Total Current Assets | 30,717 | 29,589 | 53,449 | 75,780 | 95,166 | 106,998 |
| Deferred income (Grant) | | | | | | |
| | 280,000 | 274,400 | 268,800 | 263,200 | 257,600 | 252,000 |
| Current liabilities | | | | | | |
| Corporation tax | 4,870 | 711 | 4,668 | 5,130 | 3,913 | 3,767 |
| Shareholder interest liability | - | - | - | - | 7,920 | 7,840 |
| Total current liabilities | 4,870 | 711 | 4,668 | 5,130 | 11,833 | 11,607 |
| Net current assets/liabilities | | | | | | |
| | 25,846 | 28,878 | 48,780 | 70,650 | 83,333 | 95,392 |
| Net assets | | | | | | |
| | 420,763 | 414,563 | 425,234 | 437,872 | 441,323 | 444,150 |
| Share capital | | | | | | |
| | 400,000 | 400,000 | 400,000 | 400,000 | 396,000 | 392,000 |
| Reserves | | | | | | |
| | 20,763 | 14,563 | 25,234 | 37,872 | 41,323 | 44,150 |
| Capital redemption reserve | | | | | | |
| | - | - | - | - | 4,000 | 8,000 |
| Shareholders funds | | | | | | |
| | 420,763 | 414,563 | 425,234 | 437,872 | 441,323 | 444,150 |



The Society Year 0 Monthly Cash Flow Projection

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|--------|--------|
| Opening balance | - | 355,647 | 352,293 | 352,763 | 297,899 | 277,868 | 245,671 | 228,641 | 160,777 | 86,913 | 41,604 | 39,046 |
| Inflows | | | | | | | | | | | | |
| Shares issued | 400,000 | - | - | - | - | - | - | - | - | - | - | - |
| Capital grants | 280,000 | - | - | - | - | - | - | - | - | - | - | - |
| Revenue grant | 50,000 | - | - | - | - | - | - | - | - | - | - | - |
| VAT repayment | - | - | 2,823 | 489 | 323 | 9,156 | 3,323 | 6,823 | 3,323 | 12,378 | 12,795 | 9,545 |
| Total inflows | 730,000 | - | 2,823 | 489 | 323 | 9,156 | 3,323 | 6,823 | 3,323 | 12,378 | 12,795 | 9,545 |
| Outflows | | | | | | | | | | | | |
| Property purchase | 357,000 | - | - | - | - | - | - | - | - | - | - | - |
| Legal fees on purchase (incl. VAT) | 15,000 | - | - | - | - | - | - | - | - | - | - | - |
| Refurbishment costs (incl. VAT) | - | 1,000 | - | 53,000 | 18,000 | 39,000 | 18,000 | 72,333 | 74,833 | 55,333 | 13,000 | 22,000 |
| Overheads (incl. VAT) | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 | 2,353 |
| Total outflows | 374,353 | 3,353 | 2,353 | 55,353 | 20,353 | 41,353 | 20,353 | 74,687 | 77,187 | 57,687 | 15,353 | 24,353 |
| Closing balance | 355,647 | 352,293 | 352,763 | 297,899 | 277,868 | 245,671 | 228,641 | 160,777 | 86,913 | 41,604 | 39,046 | 24,238 |



Assumptions for the Society's projections:

- The business will be VAT registered and apply for an 'Option to Tax' - therefore VAT on the refurbishment costs will be recoverable (there is no VAT on the acquisition)
- All figures in the projections exclude VAT (with the exception of the cash flow projections)
- Depreciation will be charged at 2% on land and buildings, and 5% on fixtures and fittings
- There will be no tenant in place during the refurbishment (Y0), and therefore no rental income
- Rental income has been estimated at £10,000 per annum plus 5% of turnover. In order to attract a skilled tenant, a partial rent holiday will be applied in Y1, with 50% of the rental amount paid in Y1, and the remainder being spread over the following 4 years (this is also reflected in the Tenant Projections)
- The initial costs of purchase and refurbishment have been estimated as presented in ['Project Costs and Funding'](#)
- Provision has been made of £4,000 per year (increasing with inflation) to fund maintenance on the fabric of the building. The actual split of responsibilities between the Society and tenant will be dependent on the tenancy model which will be agreed during the tendering process
- Member interest has been estimated at 2% commencing in Y4
- Share withdrawals have been estimated at 1% commencing in Y4
- Charitable contributions commencing in Y5
- Other costs have been estimated based on market research and feedback from industry experts
- Inflation has been accounted for based on OBR estimates

Assumptions for profit-orientated commercial enterprise break-even

- The rental income and ongoing costs have been estimated as detailed above (with the exception of the member interest and withdrawals)
- The initial costs of refurbishment have been estimated in line with the ['Project Costs and Funding'](#)
- Future cash flows have been discounted at 5%
- A residual value of £500,000 has been assumed, based on the valuation of the business as a fully equipped operational entity



Appendix 2 - SWOT Analysis

The table below details the key strengths, weaknesses, opportunities and threats for the business.

Strengths

- Strong team community support with all the necessary professional skills required for the project
- There is strong support to save the pub
- There is an Asset of Community Value in place
- Nympsfield Community Pub Ltd is registered as a Community Benefit Society - this legal structure is able to raise funds from the community and attract grant funding
- The owner has expressed a willingness to sell the property to the community
- The community will own the property
- The property is freehold, and will be a free house
- The pub is a very attractive Grade II listed building, in a pretty village, with emotional ties for locals
- The property includes a patrons car park
- The pub has three letting bedrooms and staff accommodation
- There are outside spaces to the front and rear
- The pub has a strong past history and had a 4.4 rating on Tripadvisor
- Nympsfield is situated in a conservation area and within the Cotswolds AONB, which attracts national and international visitors
- The village is close to the famous Cotswold Way walking trail, Coaley Peak, several barrows, Woodchester Mansion and Park, shooting woodlands and popular commons
- The area is very popular for touring, walking and cycling
- There are several nearby breweries and quality local food suppliers
- The pub has roadside sign posts in strategic places
- Potentially a very attractive long-term proposal for the right tenant as rent can be controlled to support the business in the early years
- Large potential community workforce, e.g. decorating, gardening, cleaning, temporary staffing
- There is a population of circa 25,000 within a 5km radius
- Local politicians have offered support to the project

Weaknesses

- The lack of investment has led to the poor condition of the building and made the whole business unviable for commercial investors
- Significant investment is required to purchase, repair and refurbish prior to opening
- As a Grade II listed building, repairs and renovations will require consent and could be complicated and expensive
- There is little scope to develop a children's play area
- The village hall and playing field also require financial support and could be potential competitors for grants etc.
- The village is not on any direct route with very limited public transport
- The current village community alone cannot support the pub, therefore there is a need to attract passing trade and innovate
- The pub is currently closed and in the recent past has had inconsistent opening hours, leading to a downturn in trade
- The economic recovery is slow and the cost of living remains high which impacts people's disposable income



Opportunities

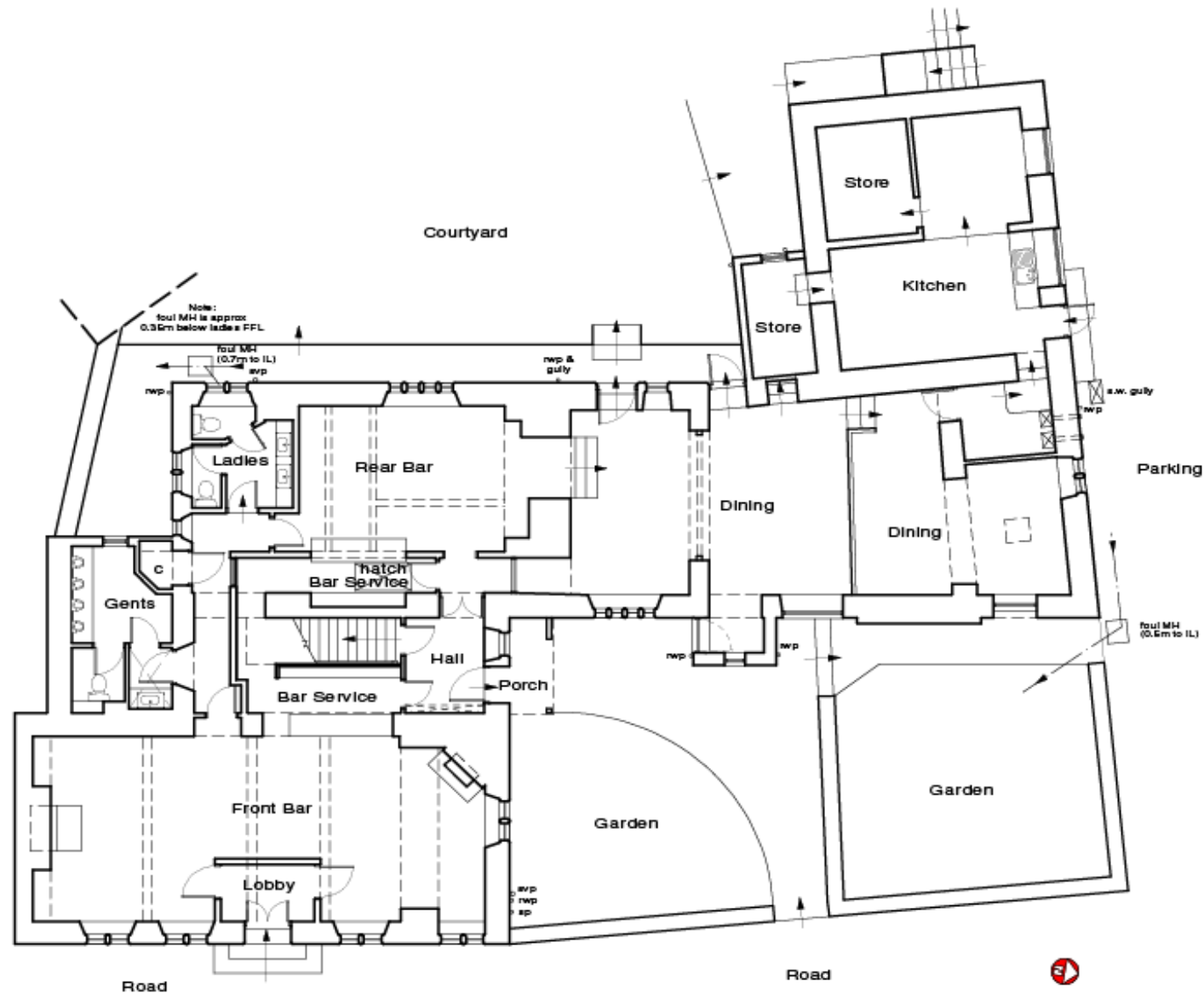
- To secure long term ownership of the pub for the community
- To build a thriving sustainable business capable of financially supporting other community projects
- To build strong local relationships with Nympsfield Parish Council, St. Joseph's Primary School, Nympsfield Club, village hall and playing field management teams for mutual benefit
- Opportunity to re-establish the good working relationship with the Nympsfield Club to offer an even broader range of services for the local community
- To renovate and maintain for posterity a run-down historic Grade II listed building
- To establish a wider customer base by developing strong relationships with other clubs, e.g. shooting, ramblers, young farmers, cycle clubs etc.
- Chance to develop a reputation as a good venue for more formal gatherings, e.g. celebrations, weddings, funerals, societies, meetings etc.
- To provide live entertainment
- To develop a café service and shop
- To provide off-site catering
- To form a dining club with other community pubs
- To provide local employment
- To take the opportunity to include in the tenancy agreement requirements to control antisocial behaviour such as noise, vandalism and parking problems
- To strengthen the local community

Threats

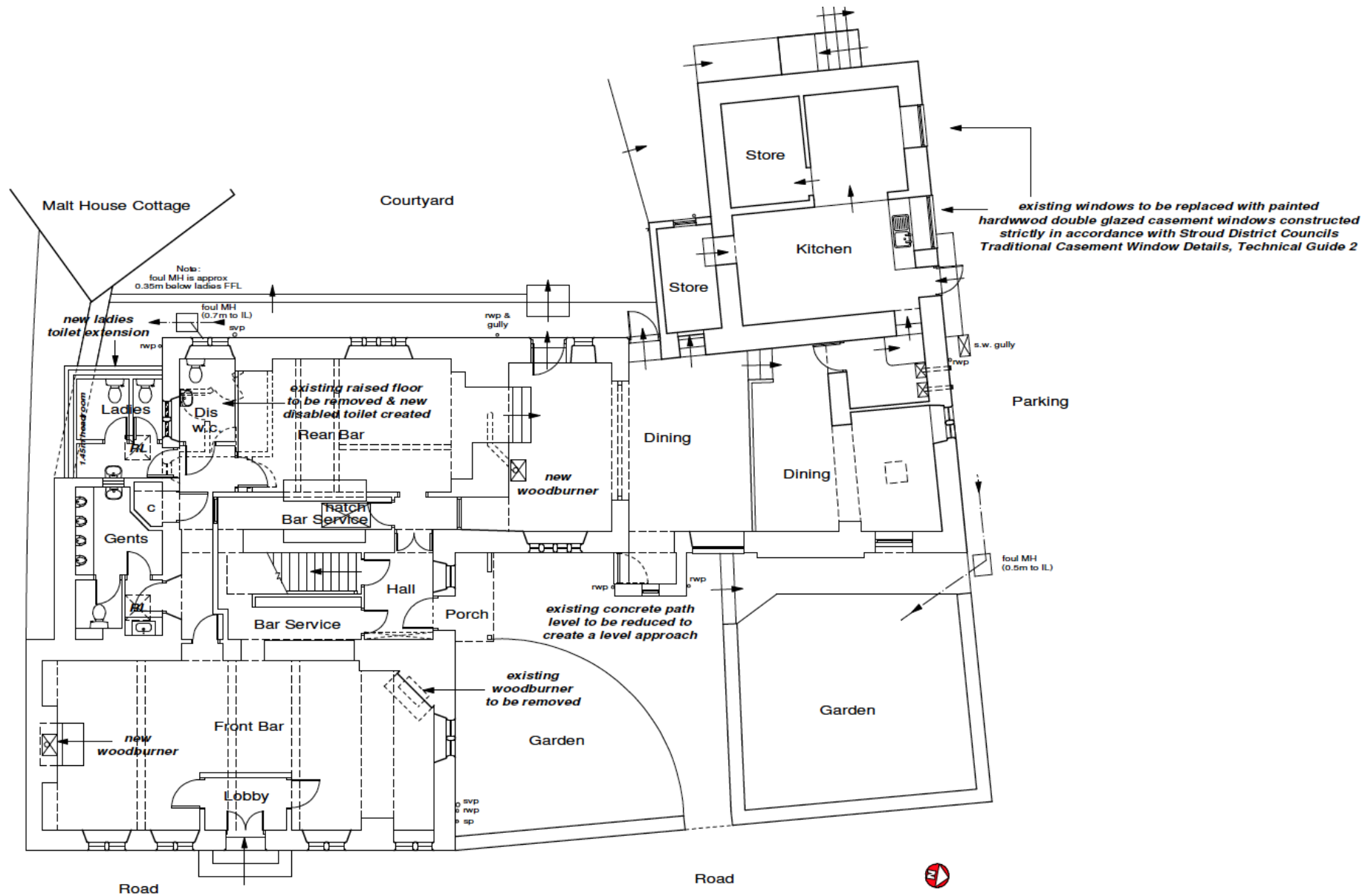
- The owner can withdraw support for the project leading to the purchase of the property by a developer
- Failure to fund the purchase of the property
- Failure to raise renovation/refurbishment funds
- Difficulty in attracting/retaining an appropriate tenant
- The tenant is found to be working outside the tenancy agreement
- Energy prices and cost of living upturn leading to a major downturn in the economy, affecting disposable income, business income and renovation costs
- Potential loss of grant funding, e.g. Community Ownership Fund
- Increased tax on alcohol
- Local competition from other pubs, restaurants and cafés
- Planning requirements leading to expensive unforeseen works



Appendix 3 - Building Plans



EXISTING GROUND FLOOR PLAN/PART SITE PLAN 1:150



PROPOSED GROUND FLOOR PLAN/PART SITE PLAN 1:100



Appendix 4 - Customer Breakdown

The following provides a more detailed breakdown of the anticipated customer groups who would visit the Rose & Crown Inn, the expected area of sales and an indication of the peak times through the year when those customers would be more likely to visit.

| Which group(s) or types of individual(s) will benefit from this? | When, and how frequently, will these group(s) access the service or activity, e.g. weekly, monthly? | What type(s) of “sales” would you expect from this? | What outcomes or benefits will those group(s) experience as a result of accessing this service or activity? |
|--|---|---|---|
| Immediate community - “Regulars” | Daily Weekly - Continued, ongoing and consistent visits throughout the week | - Wet sales - Food - Café | This would provide a local venue to meet and socialise within the immediate community on a regular and ongoing basis. Reduce social isolation and improve wellbeing by socialising with like minded individuals. |
| Immediate community - Young couples (18-25) | Daily Weekly - Regular visits for a variety of purposes | - Wet sales - Food - Café - Take-Away | This would provide a local venue to meet and socialise within the immediate community. Reduce social isolation and improve wellbeing by socialising with like minded individuals and enable the growth of their social awareness across a broad span of the local community |
| Immediate community - Families | Weekly Monthly - Less regular visits aimed mainly around early evening and/or food/take-away services | - Wet sales - Food - Café - Take-Away | This would provide a local venue to meet and socialise within the immediate community. Reduce social isolation and improve wellbeing. |
| Immediate community - Groups | Weekly Monthly | - Wet sales - Food - Café | This would provide a local venue that a wide variety of clubs and groups could utilise, e.g. <ul style="list-style-type: none"> - St. Joseph’s Primary School – staff, PTA, Out of School Club, Pre-school etc. - Football / Cricket club - Parent attended school events – Harvest festival, Year 6 performances, Nativity, Leavers’ assembly - Village hall events – village pantomime, kids parties |



| | | | |
|---|---|--|--|
| Immediate community - Elderly and retired | Daily Weekly - Regular visits for a variety of purposes | - Wet sales - Food - Café - Take-Away | This would provide a local venue to meet and socialise within the immediate community. Reduce social isolation and improve wellbeing by socialising with like minded individuals. Increased elderly and limited mobility customer visits. Improved community pride. |
| Immediate community - Home workers | Daily Weekly - Continued, ongoing and consistent visits throughout the week | - Wet sales - Food - Café | With a growing number of “Home workers” within the immediate community (43% of the working age population of the village), this would provide an external venue they could utilise and still be able to work productively whilst also reducing their social isolation and improve wellbeing. [1] |
| Wider community - Food visitors | Weekly Monthly - All year - responding to local adverts or word of mouth looking to try the catering specifically | - Wet sales - Food | Increased sense of wellbeing from a warm, welcoming inclusive atmosphere that is also family and dog friendly. Reduction of social isolation, ability to meet new people in the village and create a sense of community. Increased employment and empowerment. |
| Wider community - Pub events | Weekly Monthly - All year (2-4 per month) | - Wet sales - Food | Increased sense of wellbeing from a warm, welcoming inclusive atmosphere that is also family friendly. Reduction of social isolation, ability to meet new people in the village and offering the opportunity to participate in a variety of events that help create a sense of pride and community, e.g. - Beer / Cider / Gin festivals - Theme nights - Visiting chef(s) |
| Immediate and wider community - School-run “Social” | Daily Weekly - During school term time | - Food - Café | St. Joseph’s Primary School has approximately 130 pupils and has a large number of parent drop-offs, offering a café service would provide a venue for young parents to meet and socialise with people under common circumstances thereby reducing social isolation and improving wellbeing. |



| | | | |
|---|--|--|---|
| Immediate and wider community - Calendar events | Fixed dates throughout year - Mother's/Father's Day - Christmas/New Year - Bank Holidays - Easter | - Wet sales - Food | Increased sense of wellbeing from a warm, welcoming inclusive atmosphere that is also family and dog friendly. Reduction of social isolation, ability to meet new people in the village partaking of common celebration and help create a sense of community. Increased employment and empowerment |
| Accommodation | Weekly Monthly - All year | - Wet sales - Food - Café | Three rooms available for B&B that could cater to the immediate community, wider community and visitors to the area. |
| Visiting walkers and day-trippers | Weekly Monthly - Predominantly: March – September, although this does continue throughout the year | - Wet sales - Food - Café - Take-Away | A number of local attractions are within the immediate vicinity for whom this service could provide a benefit, e.g. - Woodchester Mansion and Park - Tinkley Gate - Cotswold Way - Coaley Peak - Uley Tumulus |
| Cyclists and cycling clubs | Weekly Monthly - All year | - Wet sales - Food - Café | A large number of cyclists look to “conquer” Frocester Hill and regularly cycle through the village. This venue would provide a common meeting point with other cyclists and allow a point for both mental and physical recuperation. |
| Commercial shooting parties | Weekly (During Season) - October to February | - Wet sales - Food | There are a number of commercial pheasant shoots in the area (historically three shoots used to use the pub regularly). |



Appendix 5 - Risk Assessment

- The Society has produced a risk assessment focusing on the immediate pre-trading risks relating to the purchase of the pub, the building refurbishment and appointing a suitable tenant.
- The Society will work with the tenant to create a joint trading risk register as the mitigations for these risks are likely to be jointly managed.
- In the absence of a trading risk register, the Society has confidence in the viability of the business because of the way the financial projections have been prepared (using guidance from previous Rose & Crown Inn managers, as well as management from the Hog at Horsley and data from the [British Beer and Pub Association](#)) and because the financial sensitivity analysis demonstrates that the business is still viable even with a significant reduction in rental income.
- The Society's management committee is responsible for the regular monitoring of current and future risks.

| Potential risk | Likelihood 1-10 (high) | Effect 1-10 | L x E | Mitigation | Mitigated Risk | | |
|---|---------------------------|----------------|-------|--|----------------|----|-------|
| | | | | | L | E | L x E |
| A mutually acceptable purchase price cannot be agreed | 8 | 10 | 80 | Secure independent valuations. Retain the good relationship with the owners | 6 | 10 | 60 |
| The property is sold before funds can be raised | 6 | 10 | 60 | The property is listed as an ACV which gives limited protection for the community. Retain good relations with the owner. Seek an agreement, "in principle" to sell | 5 | 10 | 50 |
| Difficulty raising funds to purchase the pub | 8 | 10 | 80 | The Business Planning working group will vigorously and professionally pursue grants and other funding, keeping the owners well informed of progress | 7 | 10 | 70 |
| Difficulty raising fund for improvements and repairs | 8 | 10 | 80 | Adopt a phased approach to improvements and repairs. Utilise a community work force to reduce costs | 8 | 8 | 64 |
| Income is below budget forecasts | 7 | 7 | 49 | Stress test budgets 10% below projections | 7 | 5 | 35 |
| Costs are above budget forecasts | 7 | 7 | 49 | Stress test budgets 10% above projections | 7 | 5 | 35 |
| High quotes for proposed works | 8 | 6 | 48 | Ensure value for money, based on expert professional valuations | 7 | 5 | 35 |



| Potential risk | Likelihood 1-10 (high) | Effect 1-10 | L x E | Mitigation | Mitigated Risk | | |
|---|---------------------------|----------------|-------|---|----------------|----|-------|
| | | | | | L | E | L x E |
| Unforeseen works | 9 | 6 | 54 | Allow for a suitable contingency sum in financial forecasts | 9 | 4 | 36 |
| Ecological surveys could cause delays and increase costs | 7 | 5 | 35 | Cover increased costs with contingency funding and keep in regular contact with surveyors | 7 | 3 | 21 |
| Unforeseen Listed Building Consent requirements | 7 | 8 | 56 | Work on a 'no surprise' basis by regularly communicating with conservation planners | 5 | 7 | 35 |
| Delays in renovation timetable | 8 | 7 | 56 | Adopt a phased, prioritised approach to renovation once the property is purchased | 8 | 4 | 32 |
| Fabric of the building deteriorates over time and other costly renovations /repairs occur | 9 | 9 | 81 | Responsibility for specific repairs/renovations will be detailed in the tenancy agreement with rental income being made available as appropriate | 9 | 6 | 54 |
| Key members of the support and/or management team leave the project | 9 | 7 | 63 | There are currently sufficient members with all the skills required to oversee the project and allow for seamless succession planning | 9 | 4 | 36 |
| Difficulty in finding an appropriate tenant | 7 | 10 | 70 | Develop current trade contacts. Advertise in appropriate publications. Offer attractive terms and conditions. Start the process as soon as possible | 6 | 10 | 60 |
| Tenant proves to be unsuitable | 6 | 10 | 60 | Carry out due diligence on applicants. Follow up references CVs and check relevant past experience. Ensure suitable release clauses in tenancy agreement. Identify suitable temporary or permanent replacements | 4 | 9 | 36 |
| Failure to make statutory and other necessary returns. | 5 | 9 | 45 | Ensure clear processes and procedures are in place, including regular reviews by the management committee | 3 | 5 | 15 |
| Poor initial customer support as the business opens | 5 | 8 | 40 | Maintain a strong communications team and advertise widely Involving press/tv/radio at all key stages. Seek high profile endorsements | 4 | 6 | 24 |
| External influences such as world, national and economic events cannot be influenced but need to be considered and acted on appropriately | | | | | | | |



Appendix 6 - Local Support & Engagement

Initial Consultation Results

Between 26 February and 17 March 2024 Nympsfield residents and the wider community were consulted on their views on the Rose & Crown Inn as a community-owned pub and the services it should provide.

218 responses were received, representing 581 individuals, including 325 adults aged 18-65, 120 adults aged 65+ and 136 children under 18. More than 75% of respondents lived within 2.5 miles of Nympsfield and 64% of all households within Nympsfield responded to the survey. It is worth noting that, as the survey took place prior to the establishment of a communications working group, the survey was not promoted widely outside of the village, and thus does not reflect the additional demand from the wider community.

The results from the consultation confirmed there is overwhelming community support for the Rose & Crown Inn as a community-owned pub:

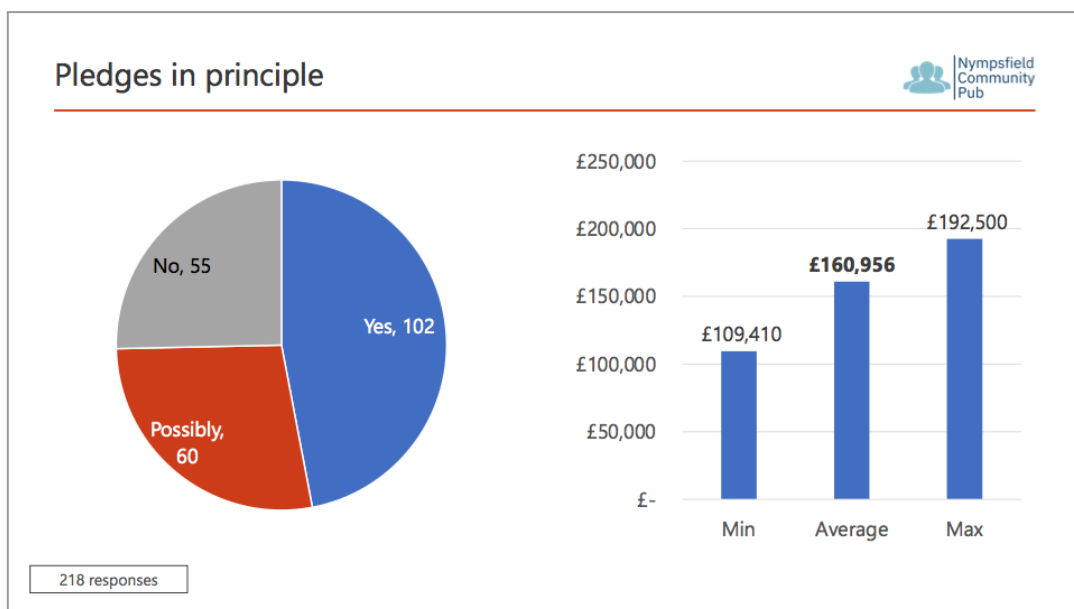
- Over 80% of respondents felt it was ‘important’ or ‘very important’ to have a pub in the village
- 58% of respondents said they felt the community should try to buy the pub (a further 38% said that either the community or a private landlord buying the pub would be fine, whilst just 2% felt the sale should be left to market forces)
- 24% of respondents indicated they would use the pub multiple times per week, with a further 18% stating they would use the pub at least once a week, and another 20% wishing to use it roughly fortnightly. 16% indicated they would use it once a month, and 20% on a more ad-hoc basis. 0% of respondents said they would never use it

64% of respondents noted that the pub should serve real ale. Respondents also felt that the Rose & Crown Inn should be “more than a pub”, with 94% stating it should have some sort of food offering. Respondents also felt it should deliver additional services to the community, with 58% suggesting they would like to see a café service, 57% supporting the availability of free WiFi and 46% in favour of a village shop. Around 75% of respondents indicated a preference for the pub to be family friendly. Preferences for locally sourced, seasonally influenced and fair trade food were also strongly conveyed through the survey.



The survey also asked people what they would be willing to pledge to purchase community shares for the Society to buy the pub alongside with grants and donations and just under half of respondents stated they would be willing to purchase shares. The graph below shows the pledges received through the survey. A further 28% of respondents suggested they may be willing to purchase shares but would need more information first.

Pledge amounts were grouped in the survey for ease, e.g. £501 to £1,000, £1,001 to £2,500 etc. The 'min' estimate therefore assumes that if everyone purchased the lowest amount within their bracket (i.e £501 in the first grouping above) we would raise £109,410, if everyone purchased shares at the middle of their bracket (i.e £750 in the first grouping above) we would raise £160,956, and if everyone purchased shares at the top of their bracket (i.e. £1000 in the first grouping above), we would raise £192,500.



Feedback following the presentation and initial stages of the communication and engagement campaign has been very positive, and we now anticipate we could raise at least double the maximum amount shown above.



Appendix 7 - Refurbishment Breakdown

Estimated Refurbishment Costs - Full Renovation

Costs calculated by Jon Gazzard Chartered Quantity Surveyor RICS membership 1185790

| Capital cost | Cost |
|--|-----------------|
| Roof restoration (inc. scaffolding, materials and labour) | £166,000 |
| Ivy removal from around the building | £1,000 |
| Remove dormer and replace with velux (inc. trimming) | £16,000 |
| Remove gutters and downpipes, sand blast, re-paint and reinstate | £3,000 |
| Electrical rewire | £30,000 |
| Boiler and associated plumbing | £20,000 |
| Remove existing ceiling and make good | £2,000 |
| Ceiling & wall repairs in ground and top floor (inc. making good following rewire) | £10,000 |
| Create new ladies washroom | £18,000 |
| Refurbish gents washroom | £6,000 |
| Build new disabled washroom | £15,000 |
| Refurbish professional kitchen | £18,000 |
| Relocate AC unit | £2,000 |
| New flue, and work to chimney in bar area | £3,500 |
| New flue and stove to dining area | £1,500 |
| Decoration throughout (materials only - community labour gratis) | £5,000 |
| Refurbish staff accommodation | £13,000 |
| Remodel three lettable bedrooms | £6,500 |
| New carpet to stairs, lettable bedrooms and staff areas | £8,000 |
| Contingency | £22,000 |
| Capital Cost | £366,500 |



Estimated Refurbishment Costs - Basic - Essential Works Only

The table below provides a breakdown of the minimum works required to reopen the pub should the Society be unsuccessful in securing sufficient grants to complete the entire renovation.

This option would result in the need for significant future works which would be funded from a mix of retained profit and future grant applications.

Costs calculated by Jon Gazzard Chartered Quantity Surveyor RICS membership 1185790

| Capital cost | Cost |
|---|----------------|
| Roof patch repair (inc. scaffolding, materials and labour) | £25,750 |
| Repair damaged ceiling on ground floor (3 areas) | £1,500 |
| Provision for making good to walls following rewire | £2,000 |
| Decoration to ground floor only (materials only) | £600 |
| Professional deep clean of kitchen (inc. stainless steel cabinets, de-grease and deep clean of air extraction system, sterilise all walls/floors) | £4,254 |
| New boiler and all associated plumbing works | £4,000 |
| Legionella test | £450 |
| Provision for re-wiring of the ground floor (inc. new wiring to cellar and pump and cooling equipment) | £8,000 |
| New gas feed into kitchen, refurbished cooker, fridge freezer, glass washer, dishwasher, deep fat fryer | £6,500 |
| Provision for all drink pumps, cooling system and rewire of cellar | £4,000 |
| Provision for new glasses and all china and knives and forks etc. for restaurant | £2,000 |
| 1 x skip | £450 |
| Contingency (10%) | £5,950 |
| Capital Cost | £65,454 |



Appendix 8 - High Level Project Plan

