

The Manor Pub in Great Holland (formerly The Ship Inn)



Business Plan

January 2021

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Background

The Manor is presently owned by a local family. It closed at the beginning of the pandemic, circa *March 2020*.

We are now aware that it has been on the market for some two years. The owners recently put in planning permission for a change of use to a dwelling. This would open the area for further development in the car park and garden area. *This was withdrawn in early December.*

The Manor is the only remaining pub in the village of Great Holland. The Lion's Den closed for business some 15/20 years ago. The local village shop/Post Office closed 5 years ago.

Great Holland is losing all its social amenities, which provided for us all to have somewhere to interact, particularly the older among us. We would see it as a first port of call for being aware of any people struggling. We can then act.

Based on the above, through social media and other outlets, the village made strong comment on losing this important amenity. Eight members of the village got together and formed a steering committee to try and save this especially important and only remaining amenity for the village.

The first item on the agenda was to apply to list it as an "Asset of Community Value" (ACV). Tendring District Council approved this in December 2020.

The self-funded group then distributed a village survey, to ascertain the interest from local people and to see the level of commitment in having a community pub, how much it would be used, the features people would like to see and which further amenities they would like added. A request was also made for pledges of financial support. The survey was distributed in paper and online to every household in the village and the findings were more than positive.

The group took membership of the Plunkett Foundation, a charity set up to help villages in this situation and have succeeded in securing a bursary providing financial assistance. As an example, this has been used to fund the professional independent valuation of The Manor.

We have been able to use the vast experience from the Maybush Inn at Great Oakley and Cross Inn at Great Bromley, both successful community pubs. We are also grateful for assistance from a Peter Cooper a local "pub" entrepreneur.

Market Research

The results of the survey continue to be put to good use, both in predicting usage and requirements as well as demonstrating to funders, lenders etc that we have carried out proper market research. *See below.*

Survey Results

The results can be seen in full in the Dec2020/Jan2021 edition of the Village Voice or online at www.greatholland.com/ghcbs .

Q. What did you visit The Manor for?

Given that The Manor was a gastropub, it is to be expected that food was the main reason for visiting The Manor. Most respondents told us they visited The Manor for BOTH 'Food' and 'Drinks'.

Q - If the Manor was saved and owned by the community, how often WOULD you or any member of your household use it?

*Just 27% of Great Holland respondents said they would use the pub only occasionally or not at all whilst 18% said once a fortnight and a **massive 55%** said once a week or more.*

Q -and on what days of the week are you likely to use it?

Fridays, Saturdays and Sundays are the most popular pub-going days. (We have plans to change that - shop, café, card schools etc.)

Q - What time of day are you most likely to visit The Manor?

Early evening and lunchtime are the most popular times. Midmorning and afternoons was suggested that it could be used for clubs and other facilities. (see above)

Q - Is/was the Manor (or Ship Inn as it was) special to you for any reason?

The most frequently quoted factors were: 1) being able to walk there, 2) a place for the community to get together and for neighbours to meet, 3) a friendly atmosphere, 4) a place to go with friends 5) a part of village or family history. People also had specific memories associated with their childhood or special family occasions. Weddings, wakes etc.

Q - What services would you most like to see The Manor offer?

Evidently, catering is the most popular service. However, some people have made it clear that they would be happy with 'pub grub'. Real ales, local beers and other drinks are also high on the list, in keeping with a village pub. Villagers' suggestion in 'other' include coffee and cakes; bottled and canned beers and packaged sandwiches and cakes to take away; and having special themed nights e.g. pizza night, curry night, pancake day, we even had a suggestion of poker and murder mystery nights.

Q - Would you like to see an additional service added to The Manor?

If we can save The Manor and turn it into a community hub, we would hope and expect to be able to offer additional services. 'Other' suggestions include ATM, parcel drop-off point, electric car charge point, local councillor surgery, prescription collection point, recycling point and training facility.

Q - How important is/was The Manor as a pub and village amenity?

88% of village respondents feel that the Manor is/was important or very important as a pub and village amenity. Some respondents said they felt it was important even if they did not want to use it themselves.

Q - Do you think that the permanent closure of The Manor would affect the price and saleability of properties in the village?

The majority of respondents commented that part of the reason they moved to Great Holland was because it had a pub. Generally, it was felt that losing the pub would have a detrimental effect on property prices.

Q - If the opportunity arose, do you think a co-operative / community pub is a good idea?

The response was a 98% resounding YES.

Q - Would you or anyone in your household be interested in helping a co-operative pub project in any way by: (various ideas were suggested)

The majority of respondents were happy to offer their time, skills and/or money. The total of the average value of the pledges made to buy shares was in excess of £300,000.

Vision

Our vision is for The Manor to reopen as a village community centre. Incorporating not only the pub but a village shop, Post Office, café, meeting place for the people of the village, a focal point within a small community. For it to be run by the village people, for the village people. We would expect when successful to be able to finance other “wants” within the village. We should consider it as a community hub, not just a pub.

We envisage:

- Long term survival for this community hub for future generations.
- A focal point for the village and all that entails.
- A place where the whole community can come together.
- A place to meet.
- A place to drink.
- A place to eat.
- A place to play... dominoes/darts/poker/cards...
- A place to chat.
- A place to do business.
- A place where all will feel welcome.
- A place where anyone can feel happy to walk in and order a coffee/tea/soft drink, or just a ‘hello how are you?’
- A community hub, where all will be made welcome.
- A place to be aware of people in the village that may need help.

It is not only about the pub - forget it being just a pub that serves booze, but also a community venture, with profits retained for the community.

A great example of this would be The Maybush Inn at Great Oakley where, because it is a community pub, it is well documented that people come from far and wide because it is, just that.

Objectives

- Obtain the finance to buy the pub!
- Buy the pub.
- Secure the promised support from the village and beyond to use the pub.
- Get the people of the village and beyond involved so they feel part of the adventure.
- Run it as a community enterprise with decisions made by the community that bought it.
- Create a village hub where there will be plenty of ideas for groups and social occasions (the list must be endless).
- Listen to all as to what they want – a shop, a Post Office etc.

When successful, excess profits would be invested in local community-based projects.

The first Management Committee can only decide the start-up plan, to ensure a future for the enterprise. Ongoing we see that the shareholders of our community asset will have their say as to future decisions.

Community Engagement

An incredibly positive return from villagers and people outside the village. People expressing their want to go for a walk across the fields and end up at “The Pub” for a refreshing drink or a meal. We are excited by the offer of skills and time from people in and outside the village community.

Social Returns

In 2015 the only village shop in Great Holland closed its doors. The Manor and the village Post Office are both now closed and if we reopen The Manor it will be restored to its former glory.

The demographics of the local area are clearly indicated by the responses to our market needs survey, with the largest group of people being 46-65, but with a significant number of children. We also have many retired people. Similarly, the local population requires good, local services. Although most villagers own a car, many people rely on the infrequent bus service to Walton or Colchester, making the simplest trip for daily necessities a major challenge.

It is without doubt a community asset. We are looking beyond it just being a pub. We

would look to support local businesses, allow them to use the facilities to promote their wares. We also see an important role in keeping an eye on all the people in the village and the more needy, including people of all ages.

The analysis from our community questionnaire shows the age group of the community and the services required in addition to a pub.

By Great Holland CBS Ltd successfully acquiring The Manor, the whole community will benefit by feeling part of the project that saved their “local” and taking an active interest in the future prosperity of the pub, increasing village cohesion. Around a fifth of all households volunteered to help run the pub or the shop on the initial questionnaire.

We have already put to good use the help offered.

We anticipate that this community enterprise will:

- Provide a meeting place for the community, both in terms of a traditional pub but also where groups such as a mother-and-toddler group could meet and have a coffee during the day.
- Offer an opportunity for people to volunteer, to feel that they are directly helping the community in a very tangible way.
- Spark a “can-do” attitude for other social enterprises in the village, providing increasing numbers of people willing, for example, to serve on such bodies as the Residents Association and Village Hall Committee and to help at the annual Church and Village Fete.

Proposed Scheme - Pub

We intend to buy and reopen The Manor in Great Holland. It closed as an operating business during the pandemic of 2020.

We believe that the best model for the initial opening is to run the pub for wet sales and community activities only using volunteers until we have sufficient cash flow and stability to open the kitchen for food. (We envisage around 3 to 6 months). This strategy was very successfully employed by the Case is Altered in nearby Bentley and the Maybush Inn at Great Oakley. It generated a strong sense of community engagement and allowed their community pub to rapidly start making a profit.

We will be open for specific community events such as meetings, quizzes or music. Once the on-site kitchen is up and running, the options for on-site catering will be considered, such as visiting chefs.

Volunteers will continue to be used as appropriate and necessary. We want the pub to be a community business and to generate employment for the local community, but we believe

the use of volunteers for specific events and roles is compatible with this aim.

We would expect to serve meals and bar snacks, with a full range of beers, wines and spirits. We will host local microbrewery beers and intend both food and, where feasible, drink, to be as locally sourced as possible.

We have a clear picture of the kind of pub the village wants:

- A cosy, inviting place, with a wood burner in a prominent position! Furniture and a variety of seating will complement the classic country feel. It must be both family and dog friendly. Draught beer from micro brewers, making it truly local. On the practical side, we think obtaining a relaxed welcoming atmosphere is more important than décor or fittings.
- Classic, simple pub food, prepared with care from fresh, local ingredients. It will not be a long menu; quality comes first. We also want to mix it up a bit with theme nights, seasonal specials, and a regular change of menu. We will offer a children's menu that has real food on it, and a regular Sunday lunch.
- We will also offer sandwiches, snacks, and cakes, and you will be able to get a decent mug of tea or pot of coffee during the day. We could even think of a full English breakfast.
- We want to make this a place for all the villagers, and are thinking about promotions such as loyalty schemes, OAP lunches, and meal deals. The pub accommodation will be made available to local organisations for meetings or social gatherings. We want the pub to be part of village events and to support local good causes.
- Liven the place up, with varied events.
- We will listen to our members as they will be our shareholders and patrons.

Market Summary

Our primary target is the local community, and the surrounding villages, within a 20- to 30-minute drive of the pub. Clacton, Frinton and Walton are just a short drive away.

The Manor is alongside short- and long-distance footpaths and is a popular stop for hikers, cyclists and walking groups. There is no nearby café catering for these people. It also has a car park to leave their cars when walking.

There has been a strong seasonal trend to trade, with the summer months, Christmas, and Friday and Saturday evenings and Sunday lunchtimes being much busier. We believe that we can counter some of this imbalance with community event nights. We also hope that our core customer base – the village community – will continue to support us over the winter months.

Customer Need

The recent survey conducted by The Manor Reborn indicated that, should The Manor reopen under community ownership, a significant increase in pub usage would be expected, because it is a community asset.

Competition

In essence we have no competition unless people want to drive. The Ship at Lower Kirby seems to be thriving. It has passing traffic, we do not. A detour off the main road is required to find The Manor. This necessitates plenty of signs off the main road and word of mouth will be important.

We would envisage to have a good balance of pub and grub, daily papers in the bar, a collection of books etc. TV: maybe for special occasions only as the pub will be a place to get away from it all. OK for some national games like when we get in the World Cup final...

Below is a comment from a villager, take from it what you will but we think it sums up the situation as we see it.

“Quite a few people have said that they didn’t feel welcome to go into The Manor just for a drink as it was all about food”.

That just hit the nail on the head as far as we are concerned.

The ‘feel welcome factor’ is paramount and we would drop the title “Gastro Pub”

We see no direct competitors and we wish to work WITH other businesses, organisations and events in the village. Together, we can all be stronger.

We can only see contributors. Local is good, local is sound. We would encourage all to work with us to promote their wares, especially local food suppliers.

Finances

Please see below our cash forecast for the first 5 years of trading. Year 0 is set up costs pre-opening. We do not envisage at this point paying interest to shareholders for the first 3 years enabling us to establish a firm capital base. We show a cash balance at the end of Year 5 of £132,832, having paid interest at 4% in years 4 and 5.

This very healthy position is only achievable if we can raise the full initial amount from shareholders, grants and donations. However we, your steering committee, are comfortable and happy to propose this venture to our community for investment.

Our aim would be for the “hub/pub” to be open 7 days a week run by volunteers from the village. To give some leeway we would expect to open with wet (drinks) sales only with maybe some simple food - pizza, cakes, for example. Perhaps we could call it, “getting our feet under the table”. Then our intention, shortly after opening, say 3-6 months, would be to open the kitchen to good pub grub. Steak nights, curry nights.... whatever people want or desire if possible.

	5 year cash forecast					
	Unit = £					
	Set up Csts	Year 1	Year 2	Year 3	Year 4	Year 5
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	£	£	£	£	£	£
Balance B/F	0	23,500	36,924	64,810	93,317	113,773
Funds in						
Share Cap - purchase	410,000	0	0	0	0	0
Share cap - capex and working cap	40,000	0	0	0	0	0
Grants and Donations	10,000	0	0	0	0	0
	<u>460,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Gross Income						
Wet	0	90,000	95,000	100,000	122,500	133,000
Food	0	60,000	125,000	135,000	140,000	140,000
	<u>0</u>	<u>150,000</u>	<u>220,000</u>	<u>235,000</u>	<u>262,500</u>	<u>273,000</u>
Funds out						
Purchase Pub	400,000	0	0	0	0	0
Fixtures & Fittings	10,000	0	0	0	0	0
Stamp duty	9,500	0	0	0	0	0
Legal fees	5,000	0	0	0	0	0
Capex Clean/setup/food	12,000	5,000	5,000	5,000	3,000	3,000
	<u>436,500</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>3,000</u>	<u>3,000</u>
Cost of sales						
Wet	0	45,000	47,500	50,000	61,250	66,500
Dry	0	20,000	41,700	45,000	46,700	46,700
Stock	0	3,600	0	0	0	0
	<u>0</u>	<u>68,600</u>	<u>89,200</u>	<u>95,000</u>	<u>107,950</u>	<u>113,200</u>
Labour costs						
Salaries	0	13,000	30,200	34,400	38,700	43,000
NI & Pension	0	2,000	4,800	5,600	6,300	7,000
	<u>0</u>	<u>15,000</u>	<u>35,000</u>	<u>40,000</u>	<u>45,000</u>	<u>50,000</u>
Operating costs	0	42,950	55,200	58,633	62,592	64,567
Financing						
Interest to shareholders (4%)	0	0	0	0	18,000	18,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>18,000</u>	<u>18,000</u>
Corporation tax	0	5,026	7,714	7,860	5,502	5,174
Total income	460,000	150,000	220,000	235,000	262,500	273,000
Total Outgoings	<u>436,500</u>	<u>136,576</u>	<u>192,114</u>	<u>206,493</u>	<u>242,044</u>	<u>253,941</u>
Net movement in period	23,500	13,424	27,886	28,507	20,456	19,059
Plus B/F balance	0	23,500	36,924	64,810	93,317	113,773
Closing balance	<u>23,500</u>	<u>36,924</u>	<u>64,810</u>	<u>93,317</u>	<u>113,773</u>	<u>132,832</u>

Assumptions

We have assumed sales in the first 3-6 months are wet sales only, then food sales are introduced.

In order to keep costs down we envisage all labour to be provided by volunteers until we are ready to provide food.

We believe our sales may increase at a greater rate than we have projected. If this is the case, we may be able to hire a professional manager.

We have not included any activities other than the running of the pub in our forecast figures. We believe this to be prudent. However, if our share uptake is particularly good, or the pub turns out to be more profitable than forecast, we may be able to open a shop (for example) or provide other services.

As stated throughout, we do not expect to pay any interest for the first three years. However, in Year 4, we expect to pay interest unless a) the cash is needed to service loans, b) shareholders vote against paying any interest that year or c) shareholders decide to forego their interest on an individual basis. Whilst shareholders may ask to withdraw (i.e. cash in) their shares from Year 4, this will only be entertained if there are sufficient funds to make the payment without jeopardising the venture in any way.

Regarding costs, we will need to run a tight ship. We believe, of course, that we have included everything and have the advantage of no labour costs initially.

The pub had extensive renovations during 2015/16 and we do not envisage any major property repairs in the foreseeable future.

COVID19: We cannot predict when it will be safe to open the pub, or if there will be additional outbreaks and restrictions following our opening. We have assumed full and continuous years of trading once we open.

Management and Administration

The Great Holland CBS Ltd is registered as a Community Benefit Society with the Financial Conduct Authority (Registration N° 8527). The Society exists in order to carry on business for the benefit of the community. Assets owned by the Society are locked into the CBS and will be used solely for community benefit. The pub is covered by the Great Holland CBS Ltd rules, which are available on our website at www.greatholland.com/ghcbs

The membership of the Society is made up of its shareholders, with one vote per shareholding, regardless of size of investment.

The present Management Committee is made up of 8 Great Holland residents whose personal profiles are in Appendix 1.

This committee will:

- Stand down en bloc at the first AGM, as obliged under the constitution, when individuals may offer themselves for re-election.
- Be selected by members' votes at the AGM each year, alongside new candidates.
- Provide an annual report of activities and finances to all members, and an annual return to the FCA.
- Provide monitoring information as required by any grant bodies.

Work Completed to date

- Steering committee established.
- Survey to all villagers and beyond received. (190+)
- A positive pledge of money received. Circa £300,000
- Application to register the pub as an Asset of Community Value submitted to TDC in October and approved in December.
- Professional valuation carried out and received.
- Bursary approved for £2,500 from the More than a Pub program to help with expenses.
- Offer of £325,000 made and turned down.
- Offer of £410,000 made and turned down.
- Business Plan produced and published
- Share Prospectus produced and published

The eight founder members, or steering committee, meet by Zoom once a week. We are overwhelmed by the support so far.

Marketing Strategy

We already have a loyal Facebook following on The Manor Reborn's Facebook page and we have a page on Great Holland's website for documents and updates - www.greatholland.com/ghcbs .

We regularly post updates and publish reports in the Village Voice, Great Holland's village magazine. We have been interviewed and featured on Radio Essex and have appeared in local and regional newspapers. We will continue to update local press as the project develops and plan to approach newspapers and TV stations with the story as we hit major milestones.

CAMRA (Campaign for Real Ale) is supporting us.

Legal Structure

The steering committee have decided to proceed as a Community Business Society. This is explained in full in the share prospectus. In short, it will work for the community and with the community.

Management Structure

We propose to have various sub-committees to take responsibility for specific aspects of running the pub. For example, marketing, volunteers, entertainment, guest beers, menu.

The management team will be a sub-committee and will be responsible for day-to-day management issues, and for the performance of staff, be they volunteers or paid. They will also order supplies as required, according to agreed guidelines set by the Management Committee. The Management Committee will liaise closely with the management team, sorting out issues as they arise and owning responsibility for wages, PAYE, VAT etc. as well as paying bills. We expect meetings of the Management Committee and all sub-committees to take place at least monthly. The Management Committee will work with each sub-committee to make strategic decisions.

Volunteers are an essential part of our plan. They not only provide the necessary labour to allow us to open the pub with few cashflow concerns but provide a crucial link to the community. It also means that our shareholders and customers have a vital role to play in the running of the pub.

A very important update is that Pete Cooper, a retired pub landlord, has agreed to manage the pub for at least the first 6 months on a voluntary basis. He has also been co-opted onto the Management Committee.

Also the offer of help from people is coming in thick and fast. From washing up, serving at the bar, to keeping the garden in trim, even cleaning has been offered by volunteers.

Major Risks

The principal risk is a shortfall in funds from the Share Offer and its potential effect on our financial planning as we may need to take out loans. We have gone to considerable lengths to assure ourselves (and you the potential investors) that the venture is viable, and we have deliberately chosen a reasonable lower investment limit (5 shares @ £50 per share) to encourage prospective investors thereby ensuring a broad base of decision-makers. If agreed by HMRC, the tax incentives offered by the SISR scheme are attractive.

Details relating to SISR, the associated restrictions and the actions required by each investor are detailed in the GHCBS Share Prospectus.

A further major risk could be finding sufficient volunteers with the right skills. We believe this has been mitigated by the skills of the management committee and by the enthusiasm demonstrated within the community during the early stages of the project. (We have a list of skilled people offering their help in whatever way.)

We currently are not looking at employing a manager, nor are we looking at a tenant situation. However, should the need arise in the future, we will employ the successful candidates as soon as we can afford to, so that they have a chance to help shape the pub.

It should be noted that the value of the shares will never increase, although they can earn interest at the discretion of the Management Committee and subject to approval by the members/shareholders. If the scheme fails, some or all of your investment is at risk. To mitigate this, the Community Benefit Society will own a property and land, and it is difficult to see how this will ever be worth less than we paid. Note, this is our 'at worst' position – **we want to see this venture succeed.**

SWOT Analysis – Strengths, Weaknesses, Opportunities, Threats

Strengths

- The whole community is involved.
- The first Management Committee is a part of the community. Subsequent Management Committees will be elected by the membership.
- The range and depth of skills and enthusiasm on the Management Committee and helpers. In particular, the varied experience and skills offered by supporters.
- Profits (apart from an interest payment, when feasible) are invested back into the business or the community. We can continue to build on success! This makes the proposition more attractive to investors with no other stake in the community, as although profits will be fed back into community projects, their capital investment will be safe.
- The CBS business model requires that all interest is voted on by all members – at one vote per share holding, of whatever size – so it's a fair way of working.
- We have had tremendous support from other communities who have done similar things, and from the Plunkett Foundation.

Weaknesses

- No-one on the Management Committee has done anything exactly like this before. Mitigation: we have help and support from the Plunkett Foundation, the committee at the successful Maybush Inn in Great Oakley and a local long term pub entrepreneur.
- The Management Committee are 50% working people doing this in their spare time. Illness or job needs might take people away for some time. Mitigation: We will set up the sub committees so that critical posts and tasks can be covered.
- At this point in time, we do not know how much we will raise in shares – and so consideration of a potential loan is necessary. Mitigation: We will ask people to help us raise as much as is possible through shareholding, donations and grants.

Opportunities

- The only pub in Great Holland (and potentially shop) easily accessible without a car.
- Location is attractive to ramblers by the dozen. Also, walkers from Frinton.
- We hear from other villages that have done this successfully that it gives a great boost to the community, in terms of “can-do” spirit.

- Owning the freehold will mean that we control the community asset. We are not going to be a tied house.
- We can be very responsive to community needs, both in terms of what we sell, and in terms of how we want the pub to feel.
- We understand our demographics very well and our survey has given us valuable information about what villagers want.
- The profits remain within the venture, helping to secure the future of a pub in Great Holland.

Threats

- Insufficient volunteers. Mitigation: opening hours can be reduced, or staff paid, accepting that either would impact on profitability.
- The business is not viable for example due to a lack of custom. Mitigation: This should be unlikely as corrective action should be taken before reaching this point. The business will not be allowed to trade at a loss. In the worst-case scenario, the business will own a pub and land, and will have to dispose of these assets for the benefit of the local community. Once all loans have been repaid and shares redeemed, the CBS model guarantees that any residue will be retained by the local community. **However, this is absolutely the last resort and we want the pub to survive.**

The Share Offer

Please see the separate document 'Community Share Prospectus'.



Appendix 1. Management Committee: Personal Profiles.

Roger & Margaret (Mac) Frere.

Both have Lived in the Village for nearly 40 years. Having moved here from Suffolk to successfully manage the business of Great Holland Hall Farm, Roger has an entrepreneurial spirit, and both have a “can do” attitude to life. Both he and his wife Margaret organised several high-profile Garden Parties for the farm’s owner, the UK Ambassador for the UAE at the time. It is proven that Roger makes things happen together with Margaret who has supported him selflessly over the years as a Farm Secretary and general dogs body PA. Now having retired, they are managing the Estate Properties for the owners on a part time basis. As an aside they put in a bid for the Lion’s Den when it was put on the market however long ago, as they did not want to see Great Holland lose a successful pub.

Their want and desire is to save The Manor and make it a successful community hub for all to enjoy. Besides being able to go for a pint of beer after walking the dog.

Nick Nash & Anne Fairbrother

Nick and Anne have lived in Great Holland ‘only’ 16 years.

Anne’s parents were born in the village and retained an affection for it all their lives.

Anne is a retired Chartered Management Accountant and Nick has worked in mental health but his passions are art and music. Anne was Fete treasurer for several years and still helps most years. Nick and Anne were not looking for a project, having only recently stopped working, but feel they cannot let the village lose the pub without at least trying to save it. They have met some lovely people and had a lot of fun there.

Andrew & Liz Fairbrother

Andrew was brought up in the village and 5 generations of his family have lived in the village and supported the pub over those years. Having lived in Kirby Cross for the first 23 years of their marriage, they always supported The Ship and Andrew was heavily involved in organising the monthly quiz nights that The Ship held, and he and his son/daughter played in The Ship’s successful darts team. Liz has worked in retail for most of her working life and has built up great experience and rapport with serving members of the public which she feels she can bring to the pub. Andrew & Liz and their children were fortunate enough to move back into the village 6 years ago and one of the factors for moving was the great community atmosphere the village has and they felt the pub played an important role in the community. They are very passionate in saving the pub and bringing the social element of darts, quizzes and other themed game nights back to the pub, as well as providing ideas for themed nights for the restaurant.

Paul & Dawn Withams

Paul works in Banking as a Programme Director, commuting to the City when Covid regulations allow and is a Trustee of a national children's charity. Having lived in Great Holland since 2007, he has supported the village in various ways including Secretary of Great Holland Residents Association, a member of the Fete Committee, part of the team creating the Village Design Statement and creator & editor of www.Greatholland.com.

Dawn is a college lecturer and when the life of a teacher allows, finds time to be a member of the Fete Committee (to be seen every year running the children's races), former founder and manager of Gingerbread Pre-School in Kirby Cross and runs both the Great Holland Instagram page & The Manor Reborn Facebook page.

Dawn and Paul learnt to ring church bells in 2015, after an appeal in Village Voice magazine, that the bells at All Saint's Church could once again be heard in the village.

Pete Cooper (co-opted onto Management Committee)

Pete has lived with his family in Tendring since April 1978.

He had his first public house, The Black Boy in Weeley, from April 1978 to July 1984. He then purchased an off licence in Holland-on-Sea, obtained a licence and converted the building into a wine bar which is now Maffias restaurant. In June 1986 he completed a trading deal with Tolly Cobbold Brewery and took over The Maids Head, Thorpe le Soken (part of which is now Harry's Bar) and in April 1994 he also took over The Red Lion Kirby which had closed on a temporary basis. Then in September 1994, signed a 20 year lease on The Red Lion which was sold on in July 2000, and in 2001 negotiated a long term lease on The Bell Inn Thorpe le Soken which was being renovated after a major fire. After a complete refit The Bell Inn reopened in February 2002 and Pete was there until September 2006 when he sold the lease and temporarily retired.

In November 2009 his team took over the Lock and Barrel in Frinton-on-Sea which they successfully ran until November 2014. He then intended to retire but his wife talked him into taking another lease for The Red Lion Kirby which was again closed. It reopened in April 2015 after a refit both inside and out plus revamping the garden but it was always their intention to build the business up and sell on. Which they did in September 2019.
NOW RETIRED.

Appendix 2. Financial Projections

5 year Profit and Loss Account Unit = £'000

Unit = £k	Year 1	Year 2	Year 3	Year 4	Year 5
Sales					
Wet	75.0	79.2	83.3	102.1	110.8
Dry	50.0	104.2	112.5	116.7	116.7
	<u>125.0</u>	<u>183.3</u>	<u>195.8</u>	<u>218.8</u>	<u>227.5</u>
Cost of Sales					
Wet	37.5	39.6	41.7	51.0	55.4
Dry	20.0	41.7	45.0	46.7	46.7
	<u>57.5</u>	<u>81.3</u>	<u>86.7</u>	<u>97.7</u>	<u>102.1</u>
Gross profit					
Wet	37.5	39.6	41.7	51.0	55.4
Dry	30.0	62.5	67.5	70.0	70.0
	<u>67.5</u>	<u>102.1</u>	<u>109.2</u>	<u>121.0</u>	<u>125.4</u>
Running costs					
Rates & Water	2.0	2.1	2.2	2.3	2.4
Heat & Light	10.0	12.0	12.5	13.0	13.5
Insurance	2.0	2.3	2.5	2.6	2.6
Cleaning	2.5	2.6	2.7	2.8	2.9
Salaries	13.0	30.2	34.4	38.7	43.0
NI & Pension	2.0	4.8	5.6	6.3	7.0
T'Phone/WiFi	0.6	0.7	0.7	0.8	0.8
Stationery	0.2	0.3	0.3	0.3	0.3
Sundry Exp	0.5	0.6	0.7	0.8	0.9
Advertising	0.3	0.3	0.4	0.4	0.5
Bank and credit card Chgs	2.0	2.1	2.2	2.3	2.4
Legal & Prof fees	0.4	0.5	0.5	0.6	0.6
Accountancy	0.6	0.7	0.7	0.8	0.8
Reps and maint	5.0	2.5	2.5	2.5	2.5
Finance costs					
Depreciation - building	6.4	6.4	6.4	6.4	6.4
Depreciation - F&F	2.5	1.9	1.4	1.1	0.8
Other finance costs					
Interest to shareholders				18.0	18.0
Interest paid on loan					
	<u>50.0</u>	<u>69.7</u>	<u>75.6</u>	<u>99.5</u>	<u>105.3</u>
Net profit	17.6	32.4	33.6	21.5	20.1
Corp tax	5.0	7.7	7.9	5.5	5.2
Tfr to reserves	<u>12.5</u>	<u>24.6</u>	<u>25.7</u>	<u>16.0</u>	<u>14.9</u>
(Cumulative)	12.5	37.2	62.9	78.9	93.8

5 year Balance Sheet
Unit = £'000

Unit = £k	Year 1	Year 2	Year 3	Year 4	Year 5
Fixed assets					
Tangible assets freehold property	415.1	413.7	412.3	408.9	405.5
Tangible assets fixtures and fittings	7.5	5.6	4.2	3.2	2.4
	<u>422.6</u>	<u>419.3</u>	<u>416.5</u>	<u>412.1</u>	<u>407.9</u>
Current assets					
Stocks	3.0	3.0	3.0	3.0	3.0
Debtors	0.0	0.0	0.0	0.0	0.0
Cash at bank and in hand	36.9	64.8	93.3	113.8	132.9
	<u>39.9</u>	<u>67.8</u>	<u>96.3</u>	<u>116.8</u>	<u>135.9</u>
Current liabilities					
VAT*	0.0	0.0	0.0	0.0	0.0
Shareholder interest*	0.0	0.0	0.0	0.0	0.0
	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Net current assets/(liabilities)	<u>39.9</u>	<u>67.8</u>	<u>96.3</u>	<u>116.8</u>	<u>135.9</u>
Total assets less current liabilities	462.5	487.2	512.9	528.9	543.8
Provisions					
Taxation including deferred tax*	0.0	0.0	0.0	0.0	0.0
Accruals and deferred income	0.0	0.0	0.0	0.0	0.0
Net assets	462.5	487.2	512.9	528.9	543.8
Capital and reserves					
Share capital	450.0	450.0	450.0	450.0	450.0
Profit and loss account	12.5	37.2	62.9	78.9	93.8
Shareholders funds	462.5	487.2	512.9	528.9	543.8

*Assumed paid in year incurred

5 year Cash Forecast
Unit = £,000

Unit = £k	Year 0	Year 1											
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Balance B/F		35.5	26.5	21.0	13.3	14.7	16.1	14.5	20.1	25.6	28.2	33.8	39.3
Cash in													
Share Cap	450.0												
Grants and donations	10.0												
Wet sales		7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Food sales								10.0	10.0	10.0	10.0	10.0	10.0
Total cash in	460.0	7.5	7.5	7.5	7.5	7.5	7.5	17.5	17.5	17.5	17.5	17.5	17.5
Cash out													
Purchase Pub	400.0												
Fixtures & Fittings	10.0												
Wet sales CoS		3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Food sales CoS								3.3	3.3	3.3	3.3	3.3	3.3
Stock		3.6											
Rates & Water		0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Heat & Light		0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Insurance		0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Cleaning		0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Salaries								2.2	2.2	2.2	2.2	2.2	2.2
NI&Pension								0.3	0.3	0.3	0.3	0.3	0.3
T'Phone/WiFi		0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Stationery		0.1						0.1					
Sundry Exp		0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Advertising		0.1				0.1				0.1			
Bank and credit card Chgs		0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Legal & Prof fees		0.3					0.2						
Accountancy		0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Reps and maint		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Stamp Duty	9.5												
Legal fees	5.0												
VAT				2.3			2.9			2.9			2.9
Corp tax													5.0
Interest to shareholders													
Share capital repayments													
Capital Works	12.0	2.8	2.8	2.8									
Total cash out	436.5	12.9	8.8	11.1	6.0	6.1	9.1	12.0	11.9	14.9	11.9	11.9	19.8
Balance C/F	23.5	18.1	16.7	13.1	14.5	15.9	14.2	19.7	25.4	28.0	33.6	39.2	36.9
													cont'd.....

5 year Cash Forecast
Unit = £,000

Unit = £k	Year 2				Year 3	Year 4	Year 5
	Q1	Q2	Q3	Q4			
Balance B/F	36.9	41.3	51.7	62.1	64.8	93.3	113.8
Cash in Share Cap Grants and donations							
Wet sales	23.8	23.8	23.8	23.8	100.0	122.5	133.0
Food sales	31.3	31.3	31.3	31.3	135.0	140.0	140.0
Total cash in	55.0	55.0	55.0	55.0	235.0	262.5	273.0
Cash out Purchase Pub Fixtures & Fittings							
Wet sales CoS	11.9	11.9	11.9	11.9	50.0	61.3	66.5
Food sales CoS	10.4	10.4	10.4	10.4	45.0	46.7	46.7
Stock							
Rates & Water	0.5	0.5	0.5	0.5	2.2	2.3	2.4
Heat & Light	3.2	3.2	3.2	3.2	13.1	13.7	14.2
Insurance	0.6	0.6	0.6	0.6	2.5	2.6	2.6
Cleaning	0.8	0.8	0.8	0.8	3.2	3.4	3.5
Salaries	7.6	7.6	7.6	7.6	34.4	38.7	43.0
NI&Pension	1.2	1.2	1.2	1.2	5.6	6.3	7.0
T'Phone/WiFi	0.2	0.2	0.2	0.2	0.8	0.9	1.0
Stationery	0.1	0.1	0.1	0.1	0.3	0.4	0.4
Sundry Exp	0.2	0.2	0.2	0.2	0.8	1.0	1.1
Advertising	0.1	0.1	0.1	0.1	0.4	0.5	0.5
Bank and credit card Chgs	0.5	0.5	0.5	0.5	2.2	2.3	2.4
Legal & Prof fees	0.1	0.1	0.1	0.1	0.6	0.7	0.7
Accountancy	0.2	0.2	0.2	0.2	0.8	0.9	1.0
Reps and maint	0.8	0.8	0.8	0.8	3.0	3.0	3.0
Stamp Duty Legal fees							
VAT	6.4	6.4	6.4	6.4	27.5	30.5	31.3
Corp tax				7.7	7.9	5.5	5.2
Interest to shareholders Share capital repayments						18.0	18.0
Capital Works	6.0				6.0	3.6	3.6
Total cash out	50.6	44.6	44.6	52.3	206.5	242.0	253.9
Balance C/F	41.3	51.7	62.1	64.8	93.3	113.8	132.9
cont'd						