

LIONHEARTED

Our Business Plan

Our Community Pub

Our Ickleton Lion

PREPARED BY
ICKLETON COMMUNITY PUB LIMITED



Message from the Chair

Dear All

Thank you for reading our Business Plan. In this Plan, we want to convince you that:

- a community pub, owned and managed by the village, will make a real, positive difference to those who live in Ickleton, neighbouring villages and those who visit us from farther afield: and that
- we are a sound investment deserving of your financial support.

We are very fortunate to live in Ickleton. We are a village that has many advantages, not least the great community spirit and action. But, we are the epitome of a rural village; affluence sits alongside financial struggle; we have more than our share of elderly and school age villagers, but no health care, school or breakfast/supper clubs; we have mass new housing on our boundaries but no developer contribution to infrastructure; we lack facilities and have poor bus services to reach those places that do; we have no coffee shop; we have a great village shop, but the post office has had to close; and now, after years in the straightjacket of a brewery tie, the pub has had to shut its doors.

And yet, The Lion could be a huge contributor to redressing the deprivation challenges. A community pub will be the glue that binds us together, offering coffee, food, beer and cheer.

The Lion has been our pub since at least 1728. It should be now, but we have a hole at the heart of the village, and at the heart of our community. We need your help to put this right, and we hope that after reading this plan, you will join us to bring The Lion back to life.

Best wishes

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1. Executive Summary

The Ickleton Lion closed at the beginning of July 2023 after being a public house for 3 centuries. It is owned by Greene King who, having failed to find a suitable tenant, have put the pub up for sale. The Lion is registered as an Asset of Community Value and Ickleton Parish Council initiated the full moratorium period which gives the community until 24 September 2024 to raise funds and bid to buy the pub. Greene King has set a high asking price, and the building also requires a fair amount of maintenance including a new kitchen.

A group of residents has established Ickleton Community Pub Limited (a Community Benefit Society) to raise awareness among the community, raise the funds needed to buy the pub, carry out the refurbishment and reopen it with a professional manager in place.

Until recent years, The Lion was a thriving pub at the heart of the village. It was a traditional village pub offering food and drink and has been used for meetings of village groups for parties, family and work lunches, music, wakes and much more. It is much missed. It was a key part of the social fabric of Ickleton.

The last few years have been very tough for pubs with the pandemic and the cost-of-living crisis. We believe that the pub company model is undermining long term sustainability of many pubs. However, by removing punitive rents, allowing those running the pub to source food and drinks free from PubCo ties and by investing profits back into the business and the building, the community pub model is a more viable and sustainable alternative.

We believe the Lion will be more stable and sustainable when operated by the community. Importantly, it can be structured not only to bring people together for a social drink and a bite to eat, but that its offering can be enhanced to give far more to the community than it has in the past or any independent publican would be likely to offer in the future. We have researched the additional services and facilities the community would like to see offered and the benefits that would result. In particular we have looked at ways in which we can help promote social cohesion, and address social isolation and loneliness.

We aim to show that we are a sound investment, and key to this is the ongoing viability of The Lion. Consequently, we have worked hard to underpin forecast revenue and expense with evidence, relying on a mix of expert advice, experience from other pubs and hospitality businesses, costs of actual services and products, and differences between community pub costs and those of the tied model.



1. Executive Summary

We now need to raise significant capital to achieve our aim. Ickleton Community Pub Limited will do this via a share issue which we anticipate running from 10 July to 31 August 2024. Our optimum target is £450,000 with a minimum target of £400,000 and maximum of £500,000. Shares will cost £1 each and the minimum investment is £200 with the maximum investment at £100,000. The balance of required funds will come from donations, holding fund raising activities and applying for grants and loan finance. Shares in the pub will be affordable (there are ways people can club together), and each member will have a say in how the pub is run. The pub will be run on co-operative principles and pay staff the living wage.

The support that our community is giving this project has been overwhelming. In the middle of June, we began asking for pledges to buy shares and within 2 weeks, a quarter of our optimum target had been pledged. We believe strongly that the financials in this plan, show that The Lion can be a thriving business for the long-term, and merits the confidence of the community. Together we can buy the pub on behalf of the community and save it for future generations.

Let The Lion roar again!





2. Background

The Ickleton Lion (known as The Lion locally) is located on Abbey Street in Ickleton, a village in South Cambridgeshire. There was a pub called The Lion on Abbey Street in 1728 and one known as the Red Lion on Abbey Street by 1800 (most likely the same pub). Thanks to the Ickleton Society, the village amenity society, we have photos and information about its history as well as all the landlords from 1870 onwards (Appendix A). The Red Lion was renamed The Ickleton Lion in the 1980s, and it has been in use as a pub for around 3 centuries, serving the community of Ickleton and surrounding villages. Throughout that time, it has been a source of pride and connection for many who have been associated with the local area.

The Ickleton Society has photographs and records of 7 pubs in the Parish, 5 in living memory but, since 1993, The Lion has been the only one left. It has always been at the heart of the village. Photographs show groups assembled for photographs outside the pub and parties held inside. During World War 2, Douglas Bader, the flying ace, is reputed to have drunk in The Lion. When the Americans arrived at Duxford and nearby airfields, it was a popular haunt of US airmen who brought nylon stockings, chewing gum, lemonade, crisps, cigarettes and other wonders with them. With its central position on one of the 2 main roads through the village, on National Cycle Route 11 and situated next to the Village Hall and recreation field, it has been well placed to pick up business. Until relatively recently, it traded successfully as a traditional village pub, offering the usual range of drinks and pub food. Quiz nights became popular, major sporting events were shown on TV and there were occasional live music events.

However, in recent years, The Lion has suffered and there have been several changes of landlord. At least one landlord said that it only kept trading because of the lunchtime trade from local businesses, including the Wellcome Genome Campus. One couple redecorated the interior when they took over the tenancy but, other than that, there has been little investment in the building over recent years. The garden has been gradually neglected. The Covid pandemic was a particularly challenging period for all pubs. The high rent charged by Greene King, the tie and the cost-of-living crisis did not help. A personal trauma in late 2022 devastated the last landlord and, after struggling on for a while, he left and the pub closed its doors at the beginning of July 2023.

Greene King advertised for a new tenant but did not find one. It then advertised the pub as a "hive" pub where it would be run as a franchise business with Greene King. Under those arrangements the ingoing cost charged to the franchisee would be much reduced, the franchisee would receive a minimum guaranteed income and Greene King would supply everything else, including the food for sale in the pub. This option did not attract anyone suitable to run the pub either.



2. Background

As a result, Greene King decided to put the pub up for sale, having stripped out all the furniture and most fittings. Greene King has not applied for a change of use- the pub is for sale as seen. As is so often seen with rural pubs in this situation, if no-one steps forward to buy it and run it as a pub or someone does but does not make a go of it, an application for change of use is likely to follow and the village could lose the pub forever. Until recently many residents hoped that the pub would continue to be owned by Greene King and it would reopen with a new tenant. We now realise that may not be the case.

However, having recently lost the village Post Office, the loss of the pub would be another blow and another step towards Ickleton becoming a dormitory village. There would still be groups meeting in the Village Hall (there are about 500 regular users plus special events), the small Social Club would still be open on a very part time basis, but something would be missing from the heart of the village – cricket club members driving off after a match instead of retiring to the pub, people not dropping in for a drink after group meetings or events in the Village Hall, no place for the residents and staff of the ever growing Wellcome Genome Campus to take time out and connect, no place to meet friends and family for a drink and meal, to celebrate birthdays, Mother's Day, Father's Day. A place to casually bump into neighbours and others would be lost. The current temporary loss is already having an impact.

The Lion has been listed as an Asset of Community Value (ACV) by Ickleton Parish Council since 2014, and South Cambridgeshire District Council therefore notified the Parish Council of Greene King's intention to sell. The Parish Council expressed an intention to bid for the property and, as a result, the full moratorium period was triggered. It expires on 24 September 2024. Until that date, Greene King can only exchange contracts or enter into a binding contract to exchange contracts with a community interest group. It is not, however, prevented from continuing to market the pub which it is doing.

A group of individuals from Ickleton, calling themselves Ickleton Lionhearted, has come together to purchase the pub and reopen it as a community pub. They are convinced that it can once more thrive and resume its place at the heart of village life. It is an opportunity to secure the long-term future of The Ickleton Lion, for it to be owned by the community, refurbished and reopened. Not only that, it is a major opportunity for it to be more than it was before, providing facilities and services that bring people together in a way that benefits the whole community and beyond, as well as improving the environmental impact of the pub and its sustainability. The pub can help to address social cohesion, isolation and loneliness and provides a safe and welcoming space for all, particularly those who live alone, the elderly, young parents, people with cognitive impairment, those who are neurodiverse and more.



2. Background

To this end Ickleton Community Pub Limited, a Community Benefit Society, has been established as the legal structure through which this will be done. This document sets out our plans for The Ickleton Lion and how they will be achieved.





3. Project Development

Ickleton Parish Council had the foresight to register The Ickleton Lion as an ACV back in 2014 and to reregister it every 5 years since then, including this year. When The Lion closed in July 2023 a small number of individuals had a conversation about whether or not it might be possible to purchase the pub through some form of community structure or company. With Greene King advertising for a tenant, it was hoped that the pub would reopen. After a time, it seemed clear this had not been successful as Greene King then advertised it as a 'hive' pub, a form of franchise scheme. Finally, at the end of March 2024, Greene King put The Lion up for sale and notified South Cambridgeshire District Council accordingly.

The group looked again at the possibility of purchasing the pub. The members on the group widened and, shortly thereafter, a working group calling themselves Ickleton Lionhearted was formed. Ickleton Parish Council notified South Cambridgeshire District Council of an intention to bid for The Ickleton Lion and the full moratorium period was triggered preventing Greene King from exchanging contracts or entering into a binding contract to exchange contracts to sell the pub other than to a community interest group, until after midnight on 24 September 2024.

Ickleton Lionhearted contacted the Plunkett Foundation which has been a huge help. Plunkett UK provided a wealth of guidance and invited the group to bid for expert support and advice at a number of stages in the project. The group also bid, successfully, for a start-up grant of £5000 from the Cambridgeshire and Peterborough Combined Authority. This grant has enabled us to meet a number of initial costs.

Under the guidance of Plunkett UK and its expert support, Ickleton Lionhearted has formed a Community Benefit Society (CBS), Ickleton Community Pub Limited, which aims to purchase and run The Ickleton Lion. This is a form of not-for-profit enterprise for the benefit of the community.

A community survey was undertaken in May and June 2024 (see Appendix B). 258 responses were received and showed overwhelming support for the reopening of The Ickleton Lion as a community pub, and highlighted some initial ideas for additional facilities and services that would benefit the community. Local groups and businesses were also surveyed and letters of support were received from our MP, County and District Councillor, and Ickleton Parish Council (Appendix C).



3. Project Development

The next stage has been to develop a business plan. The Management Committee is very lucky to have members with the right skills to put the plan together and to deliver it, including experience of the licensed and hospitality trade.

Interest in our project and commitment to it has grown. More and more ideas for ways in which the pub could benefit the community have emerged. It is already clear that there is not only a desire for these but also a real need. While Ickleton Community Pub Limited is not quite at the stage of making a community share offer, pledges of financial support have already been made and a number of local suppliers have expressed an interest in partnering with us.

We expect Ickleton Community Pub Limited to issue community shares during July and August 2024. A share prospectus will be published and there will be an active campaign, within the village, on social media and in the local press, to encourage residents and the wider community to purchase shares. Fundraising events will also be held through the summer.

In addition, we are holding fundraising events, hope to receive some donations and apply for grants. This, and the monies raised from the share issue, would enable Ickleton Community Pub Limited to make a bid to purchase The Lion before the ACV moratorium expires on 24 September 2024 and, if successful, undertake enough repair works and refitting for The Lion to reopen. We will also be looking for other grant opportunities.

Once a bid to purchase the pub has been accepted, we will review the skills and expertise of the existing Management Committee with a view to changing the membership to ensure there are people on the Committee with the right skills to oversee the renovation work and the running of the pub and community services.



4. Mission, Aims, Objectives and Values

Our Mission

Our mission is to secure the long-term future of The Ickleton Lion as a welcoming, flourishing, vibrant and sustainable community owned pub, serving the needs of the village of Ickleton and the wider community, and being central to the social fabric of our village.

Our Aims

- To own The Lion through a Community Benefit Society, giving the members control over its future.
- To sympathetically refurbish and improve the sustainability of the Grade II listed building and its garden in the heart of the village and its conservation area; utilising the help of local volunteers and, where possible, local tradespeople.
- To build greater social cohesion by encouraging the community to work together to safeguard the future of The Ickleton Lion and by providing a safe and accessible space for people to meet old friends and make new ones.
- To reopen the pub and develop it into a community hub which makes a positive contribution to the local economy and complements rather than competes with other facilities and services in the village.
- To be a welcoming home-from-home for all our visitors, local or otherwise, regardless of their background, age, disability, gender, gender identity, race, religion or sexual orientation.

Our Objectives

- To encourage the purchase of community shares on an on-going basis, including by new residents coming to Ickleton, establishing a broad membership and helping those with financial constraints find ways to become members.
- To make ongoing improvements to our premises and adopt working practices that reduce our impact on the environment wherever possible and practical.
- To appoint a manager who will champion our community ethos and values, and with whom the members will collaborate to achieve our aims. To survey or otherwise consult with members and customers at least annually to ensure our facilities and services continue to meet the needs of the community.
- For the pub to provide good quality drinks and food at reasonable prices, supporting the local economy by providing employment and high-quality training opportunities for local residents and developing partnerships with local food and drink suppliers that help and grow their businesses.



4. Mission, Aims, Objectives and Values

- To consider the needs of diverse groups and reducing social isolation and loneliness in the provision of a range of services, events and activities, ensuring the pub is inclusive, appealing and accessible to all.
- To trade profitably as a free house, reinvesting surplus profits in improving the pub and other community facilities as well as paying a modest level of interest to shareholders.
- To offer volunteer roles that build confidence and skills and may enable a route back into work.

Our Values

- As a Community Benefit Society, we are a democratic organisation and each member has an equal say in the running of the Society.
- We are accountable to each other and are open, honest and respect each other's views.

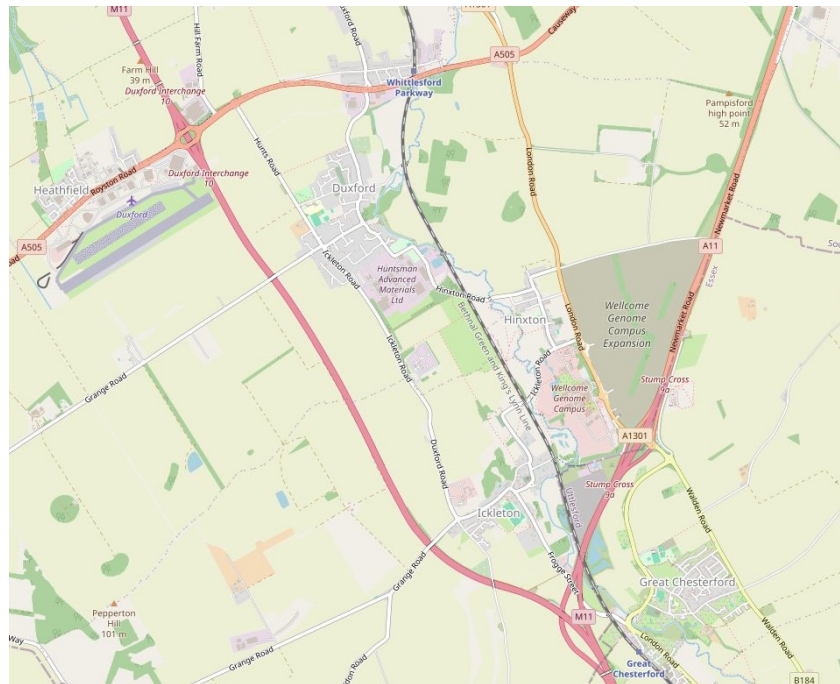




5. Location and Our Community

The development of Ickleton and the surrounding area

Ickleton is some 9 miles south of Cambridge. In 1845 the railway came through the Parish. The nearest railway station is in Great Chesterford (approximately 1.5 miles away) which provides Greater Anglia services between Kings Lynn, Ely, Cambridge and London Liverpool Street. The M11 arrived in 1979 and can be joined going north at Duxford (approximately 3.5 miles away), or at Great Chesterford to go south. It gives easy access to Cambridge.



Up to and running into the 20th century, the village depended on agriculture for employment. Now, with its good communication links and with the mechanisation of farms having drastically reduced the number of agricultural employees, residents have a wide range of occupations with some residents working from home, others commuting to London, Cambridge and beyond. There are still 3 farms in the Parish and some small businesses linked to agriculture. A small business park at Abbey Farm Barns is home to Team Consulting, a medical device design and development consultancy which has an in-house team of 150+ expert staff, and the Cambridge office of Hill Group, an award-winning house builder.

The Wellcome Genome Campus is partly in Ickleton. Through a number of institutions, it undertakes internationally important genome and biodata research. The Sanger Institute, EMBL's European Bioinformatics Institute and



5. Location and Our Community

smaller independent genome and biodata companies, have between them over 2500 members of staff. A huge expansion to the campus is currently being built including up to 1500 dwellings for campus workers. There is a delightful walk from the Campus to Ickleton through the Campus wetlands between the river Cam and the railway line.

Great Chesterford is also seeing a growth in housing with over 180 houses being built or having planning approval and an application for 350 houses going to appeal. 340 houses are being built in Sawston some 5 miles from Ickleton, 60 homes are to be built in Duxford and 48 homes 4 miles away near Whittlesford Parkway train station. Duxford Parish is home to the Imperial War Museum which attracts large numbers of visitors to the area, particularly on air show days. It also has a sizable industrial area where Hexel Composites and Hunstman are based and workers travel into their sites on a daily basis.

In the South Cambridgeshire Local Plan, Ickleton is classed as an infill village so little new building is currently planned in the Parish itself.

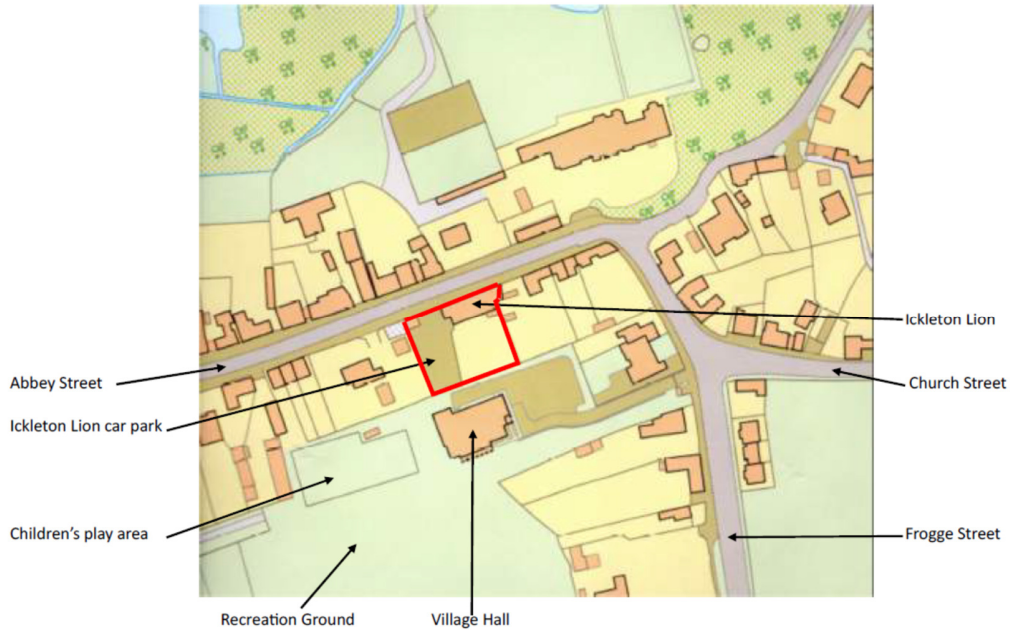
The location of The Lion

The Lion is on one of 2 main streets through the village, Abbey Street. It is a busy street at times, particularly during the rush hours when it is used for travel between the M11 junction 10 and traffic going to and from Saffron Walden and the surrounding villages. It is also on National Cycle Route 11 which goes between Harlow and Kings Lynn. At one time the annual London to Cambridge cycle ride went along Abbey Street and past the pub which did a roaring trade providing refreshments for those that had just come over the 'heights of Essex'. Ickleton also attracts visitors from far and wide, from Australia to the Caribbean to see the medieval wall paintings in the Church which were rediscovered in 1979 after an arson attack and are of national importance [\[link\]](#).

The position of the pub is central within the village. It is next to the Village Hall and the recreation ground, both of which can be accessed through the rear wall of the pub car park. Cricket matches, village fetes, jubilee and many other events and celebrations on the recreation ground have been sources of good business for the pub. A number of village clubs and groups have held Committee meetings in the pub over a drink and residents leaving the Village Hall after meetings and events would often call at the pub before going home. These opportunities have been much missed since the pub closed. The pub is only a short distance from the one remaining convenience store in the village. The part time Post Office that was in the shop, recently closed.



5. Location and Our Community



Ickleton Parish Council listed the pub as an Asset of Community Value in 2014 and it has been relisted every 5 years since then.

With its location at the heart of the village and with very significant neighbourhood growth in population and business, The Ickleton Lion is well placed to trade successfully as a free house and community pub. There will be potential for much increased lunchtime and evening custom. Its location also places it in an excellent position to provide and complement other community services in the village, enhancing social cohesion and reducing isolation and loneliness.

Our community

The 2021 census data (Appendix D) shows that Ickleton had, at that date, a population of 750 of which some 560 were aged 20 or over. The age profile differs somewhat from the national average – we have above average numbers of school age children and residents aged 65+. 26% are one person households. The population is predominately white (95%) and 16% are disabled. 64% are economically active. There are about 320 houses including those, such as farms and former farm worker cottages, that lie outside the main village. Some 32% of residents live in social or privately rented accommodation and 32% are deprived on at least one dimension. The local primary school is in the neighbouring village of Duxford and government data shows that 14.3% of pupils are eligible for free school meals and 17% of children in South Cambridgeshire live in poverty (a relatively low rate but still far more than we want to see).



6. Community Engagement

Our communication plan (Appendix E) aims to ensure a smooth, transparent, and inclusive process for buying The Ickleton Lion, fostering strong community support and involvement throughout the journey. Regular updates, active engagement, and open feedback channels are crucial to the success of this initiative.

A separate community engagement and fundraising committee is holding weekly meetings to assess progress, monitor stakeholder satisfaction, adjust tactics and communication strategies accordingly and plan events to both raise funds and our profile.

Regular Communication

The village and wider community are being kept up to date with the project through a number of channels:

- The monthly village magazine (ICENE) keeps the community informed about upcoming events, volunteer opportunities and fundraising progress. This is delivered to every household in the village and reaches residents who may not be active online;
- Our social media campaign raises awareness and encourages wider community involvement. A dedicated Facebook page and Instagram account allow us to share surveys, post regular updates, event announcements, and community stories as well as share engaging content like historical trivia about the pub, testimonials from residents, and progress milestones. At the time of writing the Facebook page has a following of 160;
- A village WhatsApp group (IckleInfo) with 188 members is used to share surveys and for short announcements and reminders of imminent meetings and events;
- Our website is at ickletonlionpub.co.uk; ([link](#))
- Updates and event flyers are posted on community bulletin boards at libraries, community centres, and local shops in village and the surrounding area to reach a wider audience and those who are not on social media;
- We will partner with local newspapers, radio stations, and TV channels to feature stories about the campaign and highlight community involvement;
- We are on LinkedIn to reach out to local businesses/investors.



6. Community Engagement

Public Meetings

At the beginning of May 2024, residents were invited to a public meeting to introduce the project, outline the benefits, financial goals, plans, and timelines, and gather feedback from the community. Volunteers were asked to come forward, particularly if they had skills and expertise that could help the group. Some new people offered their help; as a result, the membership of the group changed slightly.

The Annual Parish meeting was held on 8th May. It was well attended; the Chair of the Management Committee gave an update on the project and many members of the public raised questions about the future of the pub.

Community Surveys and Feedback

A community survey was run in May and June 2024 with a paper copy delivered to every property in the parish (approximately 320) as well as being published on line through our various social media channels. It was sent to all the user groups of the Village Hall (the Hall has 500 regular users), other clubs and groups e.g. the cricket club, and local businesses. Some users of the Village Hall draw members from a wide area e.g. U3A. We have also contacted groups who we know used to lunch at the pub to see if they might come back if it reopened.

The survey and a detailed analysis of the results are at Appendix B. In summary, 258 responses were received and there is overwhelming (97%) support for a community pub which provides community services in addition to those of a traditional pub. 60% of respondents said they would be interested in buying shares. 131 people said they would volunteer to help with the project, the refurbishment or running of the pub. and 34% said they would volunteer to help

As the campaign progresses additional survey(s) may be distributed to gather more detailed input on what the stakeholders want from the pub but we will also seek feedback in other ways to refine and adjust engagement strategies, ensuring they align with community interests and needs. These include:

- Online and paper feedback forms at community events;
- Use of social media and community boards to conduct polls on various aspects of the pub's future, encouraging active participation;
- Comment boxes at events and placed with local businesses for residents to share their thoughts and suggestions.



6. Community Engagement

Community Events, Informal Engagement, and Fundraising

Community events provide opportunities to engage with members of the community about the future of the pub as well as raise funds for the project. Talking to people in person is really valuable, for example, this has highlighted the importance of the pub to cyclists using National Cycle Route 11. They are keen to see the pub open for refreshments and lunches and 'really good coffee'.

- Members of the Management Committee were present at an informal information session about the housing development on the Wellcome Genome Campus hosted by developer, Urban&Civic, in the Village Hall on 12 June. This provided an opportunity to engage with the community as well as the local developer. Most attendees stopped at our table, asked questions about the project and took away some of our leaflets. The developer also expressed support;
- Our first main community engagement event was a Pop Up Pub on 14th June with local beers and cider, wine and other drinks, food, music, and games to launch the campaign and generate excitement. Information leaflets and pledge forms were on hand and, as well as manning the bar,



we spent time answering questions, explaining how a CBS and the finances work and encouraging pledges. We were amazed by the level of support for the project, with several hundred residents and visitors attending. We also gathered feedback on our plans, prioritise possible community services, and film footage for a video to publicise our campaign on social media and our website;

- A drop-in coffee morning was held in the Village Hall on 21 June to answer similar questions about the project, share ideas, ask for pledges and gather feedback on our plans.
- A similar event will be held outside the Village Hall on 4 July when members of the community will be coming to the Hall to vote in the General Election;



6. Community Engagement

Future events in the planning include:

- On July 10th, we will launch our Business Plan and Share Prospectus at an information evening in the Village Hall. There will be a presentation from our Chair, and talks by Bernard Lee, past Chair of the British Institute of Innkeeping and deeply experienced publican, followed by Q&A;
- A Spanish tapas evening on 26 July to continue to encourage the community to buy shares;
- An afternoon tea on 17 August to maintain momentum;
- Pop-up Pub event on 6 September;
- Possible further pub-themes events, such as quizzes, karaoke, or live music, at temporary venues to keep the community involved and entertained and to bring people together whilst the pub is closed;
- Milestone Celebrations for reaching fundraising milestones to maintain enthusiasm and recognise the community's efforts;
- Volunteer Days - clean-up days at the pub site or surrounding area will build a sense of ownership and community spirit, inviting local tradespeople to contribute their skills (e.g., carpentry, painting) in refurbishing the pub;
- Grand Opening: Plan a grand opening event once the pub is purchased and refurbished, inviting all contributors and supporters to celebrate their collective achievement.

Partnerships with local businesses and services

- We are reaching out to local employers (see section 5) to promote the campaign, gather support and increase valuable lunchtime trade from their employees;
- We are collaborating with community pubs both locally and further afield to swap ideas and benefit from lessons learnt (see section 16);
- We have obtained favourable deals from local businesses in exchange for recognition and promotional opportunities e.g. on food and drinks for our Pop-up Pub;
- Although a little early in the project, we have started to engage with local food and drink suppliers to build relationships that are mutually beneficial and help to grow and enhance both businesses e.g. Wild Country Organics who grow vegetables locally;
- We will consider collaborating with local businesses to host joint fundraising events or offer special promotions where a percentage of sales goes to the campaign;
- We will work with other village groups, clubs and services to ensure the pub complements their provision rather than competes;
- As the project progresses, we will build relationships with representatives



6. Community Engagement

from local charities and support groups to develop plans for making the Lion an inclusive and welcoming place for all e.g. Alzheimer's, carers' groups, Accuro, Citizens Advice outreach.

Investor Outreach

- Once our Business Plan and Share prospectus have been published, we will conduct targeted outreach to potential investors with detailed investment plans;
- We will research local Trusts with charitable aims that align with our plans for The Lion.





7. Community Benefit Society

Ickleton Community Pub Limited (the 'Society') is a Community Benefit Society (CBS) registered under the Cooperative and Community Benefit Societies Act (2014). It is governed by the rules (based on the Plunkett Foundation's Model Rules) and is registered with the Financial Conduct Authority (FCA) (Appendix F).

Key features of the Society include:

- The Society shall be run for the benefit of the community;
- The Society shall be run by a Management Committee elected by the Members and as set out in its governing rules;
- A Member is a shareholder in accordance with the governing rules of the Society;
- Membership is open to all, enabling wide ownership by members of the community and by interested businesses and organisations;
- Every Member, irrespective of the level of their shareholding, shall have an equal say in how the business is run, i.e., one member – one vote;
- Profits shall be reinvested into the business or otherwise applied to further the objects of the Society;
- Subject to maintenance of prudent reserves, and at the sole discretion of the Management Committee, any surplus may be used to satisfy shareholder redemptions or to make modest interest payments to Members on share capital or loans, all in accordance with the Society's rules.

The Society will be run by a Management Committee (the 'Committee'), the members of which will be elected and will serve as set out in the governing rules. The current members of the Committee were constituted from the Ickleton Community Pub Working Group elected at a village meeting on 29 April 2024. They will step down at the first Annual Members' Meeting of the Society and will be eligible for election to the Committee alongside other Members. A quorum is present at Members' Meetings if 5 members or 10% of the members entitled to vote at the meeting (whichever is greater) are present in person.

In accordance with the Society's governing rules, the Committee shall comprise 3-12 members, of which up to one quarter may be co-opted. The Committee shall elect from amongst themselves a Chairperson, Vice-Chairperson, Treasurer and Secretary. All members of the Committee shall sign a code of conduct as agreed by the Committee and shall comply with the terms of such code throughout their tenure.

In addition to electing the Committee, Members will be able to influence the affairs and rules of the Society and the operation of the pub by putting forward



7. Community Benefit Society

motions that may be voted on at an Annual Members' Meeting, as set out in the Society's governing rules.

The Committee will be responsible for the operational management and governance of the Society, including ensuring that appropriate procedures, policies and risk management are in place. The Committee shall meet at intervals it considers appropriate to meet its roles and responsibilities.

The Committee will draw up a job description reflecting the Society's aims and values to recruit and appoint a manager to run the pub. The manager will agree a business strategy with the Committee so as to optimise the balance of financial returns and community benefits, and shall operate the day-to-day activities of the pub, including hiring staff, within a budget that shall be agreed by the Committee. The manager will receive a salary plus accommodation in the apartment above the pub, and will also receive a profit share based on maintaining the financial viability of the business and on the level of community events and activities organised by the manager.

A sub-committee of the Committee will meet regularly with the manager (monthly during year 1, and at least quarterly thereafter), to ensure that the pub is being run in line with the Society's objects and values, is complying with its statutory obligations, and is meeting its financial targets. The sub-committee will advise and assist the manager to optimise the offering of the pub to meet the objects of the Society. The manager's line manager will be a member of the sub-committee which will also ensure that all the Society's employment responsibilities are met and support given to the manager – see section 11 for further detail.

The Committee shall from time to time assemble additional sub-committees to manage or oversee certain activities of the Society (e.g., communications with Members and with the public; renovation and ongoing general maintenance of the pub; community events at the pub). Such sub-committees will always include a member of the Committee and may otherwise be drawn from members of the Society and the wider community with relevant experience.



8. The Pub Building and its Refit

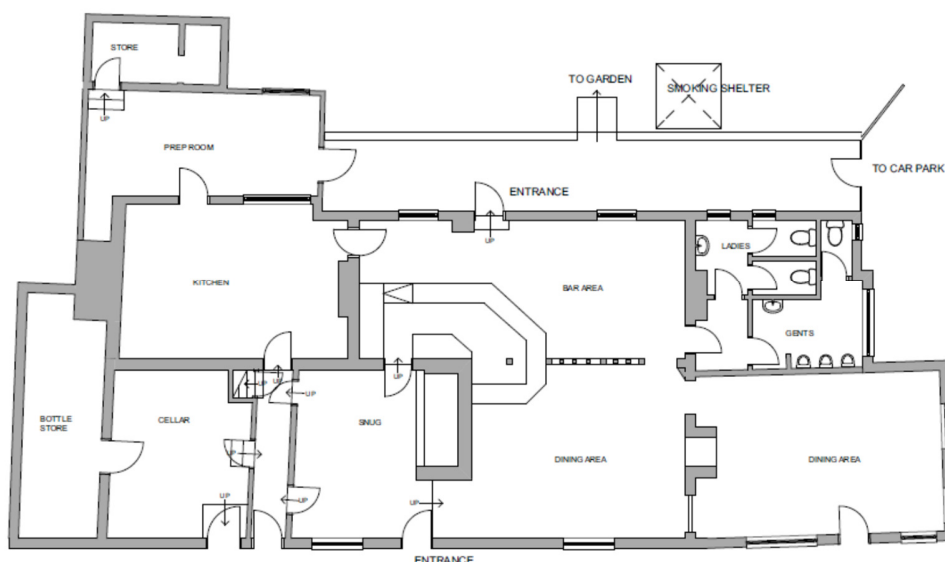
Background

The building is listed Grade II under the name of the Red Lion Public House. The listing records that the main part of the building dates from about 1700 and has 18th and 19th century additions. The original parts are timber-framed and has plastered panels with some original patternwork. It has a plain tiled roof with a ridge stack to right of centre and a gable end stack to right hand. The rear part of the building is brick with a slate roof. There are two storeys, but also attic rooms above and a cellar. A 20th century single storey extension to the right hand and a lean-to to the left-hand gable.

Inside the oldest part of the building there are exposed timbers, an exposed stop-chamfered ceiling beam and there is an inglenook fireplace in the snug. The pub areas have wooden floors and there are log burning stoves. The front bar/dining area and the rear bar are divided by exposed timbers giving an open feel.

The ground floor layout is shown in the plan below. The bar, dining areas and snug are all interconnected and they have the potential to be very cosy and welcoming spaces. The bar is in a central position serving the bar area, bar/dining area and the snug. There is a sizable kitchen with a linked preparation area and store. The bar cellar has a linked bottle store.

The ground floor footprint is 2423 ft². The total site area is 0.288 acres. (Taken from Sale Particulars)



By kind permission of Everard Cole



8. The Pub Building and its Refit

The pub does not have step free access. One door into the pub is better than others – the door from the street to the restaurant area, but it still has a very tiny step down into the room. There is then a very small step up from the restaurant to the main part of the pub and the toilets. There is no disabled toilet.

The upper storey and attics form the living accommodation consisting of a kitchen, bathroom, living room, dining area and 4-5 bedrooms. This is more spacious than is the case for many public houses.

The building's current energy rating is C (see Appendix G). The EPC contains a number of recommendations which have either a low or medium impact. We cover these below.

There is a large walled and grassed garden immediately behind the pub with a smoking shelter and an old pétanque piste which is now covered in weeds. There is also a gravel car park and additional parking is available on the street where there are no parking restrictions.

Greene King has stripped out all the furniture and some fittings. The sale particulars make it clear that fixture and fittings will not be warranted with the sale and an inventory will not be provided. The property will be sold 'as seen' and any items left on the day will be inherited.

Refurbishment to be Undertaken

Costings are included in Appendix H.

Energy efficiency

The opportunity will be taken to improve the energy efficiency of the building while recognising that, as it is listed Grade II, permission might not be granted all the changes that we would, ideally, wish to make.

The 2022 EPC makes a number of recommendations many of which will be addressed during the refit:

- Lighting –all the light fittings in the building will be replaced with LED lights.
- Hot water storage –the insulation of the storage cylinder will be improved.
- Heating system –ways in which the efficiency of the existing system can be improved will be investigated, including the start/stop and weather compensation controls.
- Glazing – windows will be draught proofed and secondary double glazing will be considered where it might be effective. An alternative could be insulated curtains which can also be highly effective and much cheaper, particularly as we are sure volunteers would make them.



8. The Pub Building and its Refit

- Loft insulation – loft insulation in the building will be improved.
- Cavity walls – it seems unlikely that there are any cavity walls given the age of the building (even the latest extensions were in the early part of the 20th century). This will be investigated further once the building has been purchased.
- Solid walls – retrofitting to insulate solid walls in a listed building of this age is difficult, very expensive and unlikely to pay for itself for many years. It would also require Listed Building Consent.
- Solar panels and battery storage – while it has, to date, been extremely difficult to get listed building consent for solar panels, things may be changing. Planning for South Cambridgeshire is a shared service between the District Council and Cambridge City Council. The latter recently gave permission for Kings College Chapel (listed Grade I) to have solar panels on its roof. We will look to install these, if possible, in the future. Grant funding may be available.

There are properties close to the pub (not listed) which have solar panels on the same elevation, backing on to the recreation ground. Solar panels combined with battery storage has proved hugely successful in reducing electricity consumption at the Village Hall. We will publish the CO₂ savings regularly on a noticeboard and on our website.

The kitchen refit also provides an opportunity to improve energy efficiency – see below. Likewise, our plan to source local food ingredients and drinks will reduce food and drink miles and fitting the pub out with recycled furniture (see below) will also contribute to net zero goals. We will consider installing an EV charging point in the car park.

Kitchen



We have been advised that the kitchen will not meet current fire, gas, food safety and hygiene standards. Most of the appliances are no longer fit for purpose, flooring needs replacing as do areas of the wall cladding. We have obtained a quote for new kitchen equipment.

We plan to move from gas appliances to electric so we will be using more clean energy. In the longer term we hope that the Conservation

Officer will allow solar panels on the rear, south-facing roof and batteries to store the power generated. To a large extent the kitchen will then be running on renewable energy and our energy costs will be greatly reduced.



8. The Pub Building and its Refit

Furniture, Crockery, Cutlery etc

It is planned that recycled furniture will be used where possible providing it is fit for purpose and can be refurbished satisfactorily. There are businesses online that offer recycled furniture and equipment for pubs and the community has already started to collect items.

Living accommodation

Aside from redecorating, the carpets are very dirty and worn. Once the property has been purchased, it will be possible to see if they can be cleaned to a reasonable state or need to be replaced.

Building Repairs

Douglas Kent, Head of Technical & Research at the Society for the Protection of Ancient Buildings, a surveyor and friend of Ickleton has kindly inspected the pub for us. As you would expect with a building of this age and the recent lack of maintenance, there are repairs to be made, and have been included in our refurbishment costs (Appendix H). There do not appear to be any major structural concerns but the roof needs to be given priority. For example, replacing broken and missing slates and tiles ed, clearing gutters, some possible lead patching and chimney repointing.

As advised, once we own the building, we will put together a prioritised schedule of ongoing maintenance, repairs and improvements over a 10-year period that will be funded as profits, grants and/or future project specific share offers permit.





8. The Pub Building and its Refit

Redecoration



The interior of the pub and the living accommodation need repainting. This will be undertaken by volunteers. The outside would also benefit from being painted but, in view of the height of the building, professionals will be used for this. We have obtained a quote for this work.

Access

The addition of small ramps inside the restaurant to the door from the street and the doorway through to the main bar areas of the pub would provide safe access to wheelchair users and those with mobility problems. In 2017 Greene King submitted a planning application to build a disabled toilet on to the back of the building and making alterations to provide wheelchair access via the back door of the pub. The application was withdrawn.

In the longer term, we see the provision of a disabled toilet as a priority. Step free access could be achieved by adding a conservatory accessible from the car park. The necessary consent and permissions would have to be sought including Listed Building Consent and we would have to have built up sufficient reserves to achieve it (see section 12). We aim to start planning this project in year 3 and carrying it out in years 4 or 5.

Garden

A volunteer village gardening team will manage the garden. The brief will be to increase biodiversity, making the planting attractive to bees and other wildlife. There is space for a patch of herbs that can be used in the kitchen and also for a summer BBQ/pizza oven.





8. The Pub Building and its Refit

The garden will have a small play area for young children with simple items such as a play kitchen and blackboards made of recycled wood. The front of the pub will be decorated with hanging baskets and planters. It will be important that the planting is drought tolerant for ease of maintenance and low water requirements.





9. Investment Plan

Ickleton Community Pub Limited intends to finance the purchase, renovation and start-up operations of The Lion through a combination of share issuance, grants, fund raising events, loan finance and donations.

The Lion is on the market for offers in excess of £475,000. We engaged the services of DABRO & Associates, leisure and licensed property valuers and consultants of York, with 30 years' experience. They inspected the property and have given the following valuations:

	Valuation
Market Value as a Fully Equipped Operational Entity having regard to Trading Potential ("Market Value Trading")	£440,000
Market Value as a Fully Equipped Operational Entity having regard to Trading Potential ("Market Value – Trading – in Default")	£375,000
Market Value of the Empty property having regard to Trading Potential ("Market Value – Closed – in Default")	£325,000

There is a substantial difference between the advertised sale price and the value of the Lion as a closed pub. Our financial projections (section 12) and cost assessment (Appendix H) are on an assumed cost of £400,000. When we come to make an offer, we will of course review the market and negotiate on the purchase price.

Responses to the survey we have conducted (Appendix B) shows 14 people have offered help with building maintenance, 47 with painting and decorating, 56 with gardening and 10 with interior design. We understand from other community pubs that it is likely we will be able to make significant savings on the refurbishment costs

The Lion is an important part of the village and as a community pub, we believe it can be structured not only to bring people together for a social drink and a bite to eat, but that its offering can be enhanced to give far more to the community than it has in the past or that any independent publican is likely to offer in the future. We also believe it will be more stable and sustainable when operated by the community. It is worth far more to the community than if it were to fail and then be converted to housing.

The value of the Lion as a pub is, of course, much less than what it would be if it had change of use. Should the pub be sold to someone who then applies for change of use, this would be fiercely opposed by the Management Committee and, we believe, the local community. Many groups trying to buy a pub for the community have had to face such a situation but have eventually succeeded



9. Investment Plan

in purchasing the pub, sometimes after many years. The Railway Arms in Saffron Walden is just one example.

A prudent cost assessment (Appendix H) indicates that funds in the region of £414,500 may be required to purchase the property, including, legal costs and stamp duty. A further £130,320 may be needed for the renovation and refit, purchase of furniture, kitchen and restaurant supplies, £9,488 to restock the pub and then £70,692 for working capital and reserves so the pub can start trading and does not run out of cash in the initial period. Greene King has opted to charge VAT on the property sale, which we intend to cover by means of a short-term loan until it is refunded following the submission of our first VAT return.

We anticipate raising funds as set out below:

- Community share offer £400,000 - £500,000
- Grants pre-purchase £45,000
- Donations £10,000
- Fundraising events £5,000
- Loan finance £75,000
- Grants post purchase £40,000

Pledges for the purchase of shares totalling £135,000 had been received by 30 June 2024.

Our priority will be to secure the building and the minimum target of £400,000 for the issue of share capital should enable us to do that but it will not give us sufficient funds to complete the refurbishment and reopen the pub. Subject to the level of funds raised, we may have to make some compromises. Options could include:

- delaying the initial renovation and refit while applying for additional grants e.g. to further optimise the refit and improve energy efficiency;
- opening with a reduced food offering until the kitchen refit is completed;
- obtaining loan finance to bridge the gap.

Should the fundraising be close to our maximum target, we will invest those extra funds in further improvements of the building and garden, and to enhance energy efficiency.

We plan to launch the share offering on 10 July 2024 and for this to run until 31 August, leaving a few weeks to prepare a bid to buy the pub in advance of the end of the moratorium period on 24 September 2024.



9. Investment Plan

The share offering is as follows:

- Shares are priced at £1 each;
- The minimum investment is £200;
- The maximum investment is £100,000;
- The offering is open to all individuals aged 18 years and over, companies and other organisations;
- Interest may be paid on shareholdings at a rate of up to 5% per annum or 2% above the Bank of England base rate, whichever is higher. No interest will be paid until after the pub has been trading for 3 years. Any interest payments are at the sole discretion of the Committee;
- Shares are not transferable (except on death or bankruptcy);
- Shares cannot be withdrawn until after the first 3 years of trading by the Society. Any share withdrawals are at the sole discretion of the Management Committee;
- If the offering is oversubscribed the Committee reserves the right to close the offering and/or refuse part or all of applications for shares;
- If the share offer is under-subscribed and the minimum target not raised by the closing date, the freehold purchase of the premises may be delayed or not go ahead. Should the purchase not go ahead, money received for shareholdings will be returned to investors, less any costs incurred.

We are exploring whether investments by individuals are likely, subject to HMRC advance assurance, to qualify for the Seed Enterprise Investment Scheme (SEIS) and/or the Enterprise Investment Scheme (EIS). If given, the shares are likely to qualify for SEIS or EIS and investors, subject to their individual circumstances, could claim 50% or 30% tax relief respectively on any amount invested, to be taken off income tax liability in the year the pub starts trading. If the business qualifies under both schemes, SEIS would be available of the first £250,000 (less any government funded grants) of shares issued after which EIS would be available. There are a number of conditions which have to be met and whether or not an individual would be eligible for tax relief is a matter for them and not the Society.



10. Proposed Services

Reinstating the pub

The Ickleton Lion has always been a traditional pub and that will continue. It has a large number of seats for both drinking and dining – a total of 60 covers inside. There is a large, open, south facing garden which has always been popular with customers and could provide up to 70 covers in summer. The pub is also fortunate to have very large commercial kitchen and cellar facilities.

We intend to keep the drinks offering fairly simple - excellent beer, wines and soft drinks. As a free house, it will be able to sell drinks at lower prices than those charged by pub chains. We will seek a primary supplier as they will provide cellar kit and support but in addition, we will look to local brewers for guest beers.

We plan to have a short menu of really good quality, home cooked, simple food at lunchtimes and in the evenings. With a large and growing office and research population and home workers in the catchment area, the lunchtime trade has, in recent years, been key to the success of the business. Many local pubs have their 'Sunday Roast' offerings sold out weeks in advance. This is an opportunity for The Lion to achieve 200 covers over one day with the right team and reputation, and to showcase the location.

We expect the usual pub events to be hosted in the pub such as BBQ's, beer festivals, quiz and music nights and village groups would be actively welcomed and catered for. We are also working to attract groups that used to meet at the pub to come back once the pub is open. The cricket club (80 members) and the Church Lunch Club have both said they would love to be able to meet in the pub once more. The cricket club regards The Lion as their 'pavilion'.

Our aim is to reopen within 6 months of buying the pub. Should the kitchen refit take longer than we anticipate, we plan to open with a reduced food offering. There are a number of options to buy in sandwiches and cold platters and also make use of local food trucks.

A study by Ignazio Cabras ([link](#)), Professor of Entrepreneurship and Regional Economic Development at Northumbria University showed that parishes with a pub had more community events than those without a pub or those with just sports or village halls. Pubs had a positive, statistically significant impact on social engagement and involvement among residents, increasing community cohesion.



10. Proposed Services

Marketing the Pub

There are pubs in our neighbouring villages of Hinxton, Duxford and Great Chesterford. One specialises in Thai food but others are traditional pubs. In order to maximise profitability and thus the potential for reinvesting in our community, we know we will need to attract customers from outside the immediate locality. We have therefore considered ways in which we could provide an appealing service to our local community as well as differentiating ourselves from other local hospitality businesses to become a 'destination' that people are willing to travel to.

We will aim to get as much publicity as possible, particularly when the pub first opens and in its first few months of trading. We will use our social media channels including Facebook, the village WhatsApp group, our website and the village magazine to spread word locally. It will be important to get wider publicity through, for example, local news outlets and even regional TV. We believe the opening of a community pub in our immediate vicinity will be newsworthy. A simple blackboard outside showing when the pub is open will keep passers-by informed, including tourists and cyclists. When people search online for the pub, we will ensure that there is a 'pop up' with the opening hours.

We will advertise to the new community of up to 1500 dwellings in the expanded Wellcome Genome Campus as the homes are built and occupied.

We are keenly aware that reputation is all important. We need to be a destination pub as well as a local. Just doing things well may not differentiate The Lion from other pubs but a warm welcome, a clean site which is always tidy, excellent products and food, and things going on, make it worthwhile for people to visit and to come back. Word of mouth cannot be underestimated.

Different types of events that have not been done in the past or elsewhere, can attract new clientele. For example, the pub is well placed to offer food and refreshments after Air Shows at IWM Duxford (which always attract thousands of visitors), and themed events in the garden. A fish and chip van comes to the village one day a week, usually on a Monday. Although we expect Monday to be a day off for the manager and chef, fish and chips could be incorporated into a volunteer run pub night.

Ickleton has a long-standing Social Club. The building is quite small with a bar, function room and a room upstairs containing 2 snooker tables ([link](#)). It has no garden or kitchen. It is run by trustees and volunteers and is open on a part-time basis. It has traditionally offered a bar, darts matches and snooker. Since the pub closed it has added additional events but still on a part-time basis. The



10. Proposed Services

offering at The Ickleton Lion will be very different and we do not see The Lion as competing with the Social Club. The Social Club has existed alongside pubs in the village for many years.

New Services

The Community survey asked about a number of potential services that could be provided and also had space for other services and activities to be suggested. Since then, interest in the project and commitment to it has grown and more and more ideas for ways in which the pub could expand its offering and benefit the community have emerged. We have divided these into groups as shown in the lists below.

It is not going to be possible to provide all of these and at our community events we are asking people to choose their priorities. We then need to consider if these are feasible without adversely impacting the main pub trade.

To be considered as part of the refit

- quiet area;
- a community fridge where left overs, properly labelled with ingredients and dated, could be left by the chef or residents, to be used by those in the community in most need;
- as the pub is on a national cycle route, facilities for cyclists such as stirrup pumps, good bike racks;
- art exhibitions – art by local artists could be exhibited in the pub;
- noticeboards giving information about services and activities in the local area;
- changing display of material from the village archives;
- warm hub in winter.

Expanding the pub offering

- café providing good coffee, tea and cakes;
- weekend breakfast/brunch;
- using local suppliers;
- smaller portions, tapas, single platters;
- themed nights and events (BBQ; gastro, cocktails, wine tasting);
- vegan/gluten free, take-away;
- set menu;
- loyalty card;
- funeral/wakes;
- carers' and dementia lunches.



10. Proposed Services

Amongst these ideas, are some that would help meet our aim of being inclusive, promoting social cohesion and reducing social isolation and loneliness and will appeal to a wider range of customers supporting our aim of becoming a 'destination' e.g. small portions (not called 'pensioners' lunch), platters for singles, vegan food.

Our ambition is to source as much produce locally as possible, though of course, being mindful of price and reliability of supply. We are collecting details of local suppliers of artisan breads, locally roasted coffee beans, locally grown asparagus and other vegetables etc. We will also aim to reduce plastic consumption as well as food miles and support local jobs in the supply chain.

Other community services

- after lunch club for games such as bridge, dominoes, mah-jong, etc
- community garden;
- children's breakfast club in school holidays, 'kids' tea';
- a 'man shed'/repair shed in the garden where small items such as bird boxes, bug hotels planters etc. could be made, and repairs to small household items;
- craft groups, chatty café, 'knit and natter';
- baby clothes exchange;
- digital inclusion – help with online applications and other administration for those who are not so computer literate;
- a mobile Post Office;
- pétanque tournaments;
- an occasional market of artisan produce in the garden;
- co-working space;
- sports events;
- pool table;
- dementia friendly times.

Meeting the needs in our community

Employment

Reopening The Lion will provide local employment and training opportunities, which will appeal to young people looking for temporary work or starting out in their career as well as those looking for flexible employment to fit around caring responsibilities. Furthermore, local jobs for local people are better for the environment as people are able to walk or cycle to work.

As a community pub, there will also be a range of volunteer opportunities, from support with social media and communications, to building and garden



10. Proposed Services

maintenance and hospitality and management roles. Volunteering benefits people in many ways; developing skills, building confidence, reducing isolation and getting people back into work.

Reducing Loneliness and Social Isolation

Most people will feel lonely at some point in their lives. However, research shows that some personal characteristics, social and structural factors, and certain life events can be risk factors for loneliness ([Link](#)). Young People, older people, those who are living alone or caring for a partner, living with a disability, or on a low income, the LGBTQ+ community, transgender and gender diverse people, ethnic minorities, people with poor mental health, those who are neurodiverse, single parents, parents of young children and those new to the area may all find it difficult to connect with other people for a variety of reasons.

The 2021 census data for the village shows that there is very likely to be a need to address loneliness and social isolation in Ickleton. Of those people who are economically inactive, 15 are looking after long-term sick or disabled people and 20 are looking after home or family. As noted in section 5, we have above average numbers of school age children and residents aged 65+, and 26% are one person households. Non-drivers cannot easily get to many venues.

Loughborough University has published a study *Open Arms: The Role of Pubs in Tackling Loneliness* ([link](#)). A key finding is that pubs play a very valuable role in different forms of social interaction and that the regular social contact provided by regular pub visits is recognised as playing a significant role in allowing people to feel active and connected with the outside world.

Thoughtful planning and careful design at the initial stages of our project, together with high quality training for bar staff, will ensure we create a space and atmosphere that is intentionally comfortable and will fulfil our aim of becoming a welcoming home-from-home for all our visitors. Furthermore, activities such as a drop in café, a repair shed, weekday lunch clubs with smaller portions or breakfast clubs for children in school holidays will encourage social interaction and help build new friendships across generations and between groups of people that may not ordinarily meet and connect with each other.

Community Cohesion

The large number of new dwellings being built in our area will bring in people of all ages and backgrounds. Those living on the Wellcome Genome Campus are likely to be relatively young scientists but they may have partners who are not working and are looking after young children. While facilities will be available on the Campus, these do not include a pub. It will be important to provide a



10. Proposed Services

way in which they can, if they so choose, integrate into the wider community. This will benefit both themselves and the existing community. A range of new services at the pub which can be accessed via a pleasant walk through the Wetlands from the Campus, could be attractive and helpful to new residents.

Dementia Support

Ickleton has, and will in the future have, residents who suffer from dementia. According to the Alzheimer's Society ([link](#)), social isolation can increase a person's risk of dementia by about 60%. It is related to marital status with studies showing that lifelong single people are more likely to develop dementia than those who are married. Widowed people are also slightly more likely to develop dementia. Engaging in social activities may help people build up their brain's ability to cope with disease, relieve stress and improve mood. Just having a conversation with someone can exercise a wide range of mental skills.

A key aim is to help people live well and live independently and the pub can play a role in achieving this. We believe The Lion can achieve the University of Stirling's Dementia Services Development Centre (DSDC) certification ([link](#)), which is backed by the Government. This involves making a small number of adaptations so the pub is more accessible to people with conditions such as dementia and Alzheimer's and they can enjoy going out with their families and carers. There is already a clear line of sight to the bar, quieter tables are available in the restaurant, easy to read menus could be provided with suitable type face and photos, and the right type of lighting. We could take advantage of online training available for staff. Carers' lunches could be popular and, on quieter days, dementia friendly sessions and memory cafes. This would allow us to feature on a Google map showing all dementia-friendly facilities across the UK, which will draw in new customers in addition to providing a valuable service the residents of our local communities.

Facilities for Visitors

Although it is a small village, Ickleton regularly attracts visitors from further afield. St Mary Magdalene Church not only boasts a series of rare and beautiful wall paintings (see section 5), but also a set of very fine bells which bring bands of visiting bellringers from as far afield as Kent and Oxford. Ickleton is positioned on both the Icknield Way, attracting ramblers and also on National Cycle Route 11, which connects Cambridge and Saffron Walden. It is less than 4 miles from the Imperial War Museum at Duxford that welcomes over 400,000 visitors a year. With suitable marketing, there is great potential to draw in these visitors with the promise of good value food and refreshments. The Visitor Book in the Church records 76 entries over the last 12 months including 4 separate sets of visitors from Australia, one from the Virgin Islands and a group of MSc students.



11. Management Model

Introduction

This section covers how the pub will be managed and run.

Our main activity will be trading as a pub. That has to be profitable otherwise other community activities cannot take place. The pub will provide a welcoming space where people can come together to meet, socialise, and enjoy good quality food and drinks at reasonable prices. Community groups and committees will be welcome to meet in the pub as they did before it closed and there will be a variety of events as well as new facilities and services.

Manager/Chef

As noted in section 7, a manager will be responsible for operating the pub business on a day-to-day basis. Ideally, we will recruit a manager/chef couple who will live in the accommodation in the upper 2 storeys of the pub. We will take great care when appointing them, to ensure that they share our community ethos and values and will work with us to provide some community activities.

The flat above the pub is large by pub standards, having 4/5 bedrooms and its own kitchen. It would be suitable for a family following a light refurbishment. This would be provided rent free to the management couple as part of an attractive remuneration package. We believe that the best way to do this would be a strong salary combined with the accommodation package as well as a profit share arrangement. The latter would ensure their success and hard work is rewarded and we are proposing a 50/50 share of any post tax profits realised above £40,000 per annum.

A member of the Management Committee will provide line management through which any concerns about the pub trade or staff will be raised. We currently have a member of the Management Committee who currently runs a successful hospitality business, we have been given advice by a resident who has run 2 pubs in the past and by Bernard Lee who has not only run a successful pub in the next village but has also advised several community pub groups. We will need to ensure that we continue to have experience of the hospitality trade on the Committee.

The manager will be responsible for recruiting and managing other staff (of which some may be volunteers). The Management Committee will set a budget and monitor the financial position of the business. The Management Committee, representing the Society, will ultimately be responsible for all employment matters relating to the manager and other staff and ensuring that associated legislation is adhered to. This will be done through a sub-committee



11. Management Model

(see section 7) which will include the manager's line manager as a member. In particular the line-manager, supported by the sub-committee will:

- enter into employment contracts. We expect these to be written by a third party;
- cover all HR, Health and Safety and environmental issues for which a full list of policies and forms will be provided;
- provide back-office support, book-keeping, payroll services including holiday pay, sickness pay, and pensions, VAT and tax matters. We expect most of these services to be provided by third parties;
- set up IT for the pub e.g. Wi-Fi, website, card payments and till roll;
- advise and support the manager on complaints, accidents, disciplinary and capability issues, etc.

Other staff

In addition to the manager and chef we expect there to be 45 hours of work initially – 2 people front of house and 1 in the kitchen. The 45 hours of work could be split between more than 3 people but there would be at least 5 jobs at the pub. The number of hours, shifts and people employed will increase as the business grows.

Our aim is that all staff working behind the bar, in the kitchen and waiting on tables should be paid. We will be a living wage employer and will encourage the manager to recruit local staff and to provide valuable experience for local residents, particularly young people. We will ensure that all staff have training plans in place to optimise individual staff members productivity as well as ensuring all Health and Safety and food hygiene are to a 5-star standard. The manager will also need to ensure the team has the skills to cover for the manager's holidays and any periods of sickness.

If the manager/chef couple do not wish to live in the flat then we would look to provide living accommodation to other staff, ensuring someone is living on site (for the security of the building and the availability of someone to take deliveries etc).

We have also considered the advantages and disadvantages of using community volunteers to fill roles as bar, kitchen and waiting staff. The financial position of the business may make this necessary in the first period of trading while the business is being built up and our financial projections show a plan to use volunteer staff if necessary.



11. Management Model

Having volunteer staff could give a greater feeling of community involvement in the pub but, staff will still need to be trained, be up to the job and they might tire of it over time. This will have to be carefully managed to ensure continuity of service. Again, we will seek to provide experience for local young people.

Financial Management

The current Treasurer of Ickleton Community Pub Limited is a Chartered Accountant and will ensure that an appropriate online accountancy package is in place to manage the finances of the pub and its business. At least one other member of the Management Committee will have access to the online package and the Treasurer will be expected to present reports from that package to the Management Committee, monthly in the first period of trading.

Management Arrangements – options we considered

As will be clear, we have concluded that a manager should run the pub. We have carefully considered whether we should have a tenant instead. There are advantages and disadvantages to both models.

A tenant would relieve the Management Committee of Ickleton Community Pub Limited of direct involvement in the running of the pub. The tenant would run it and it would be their business. It is possible that the tenancy agreement could contain clauses giving the Management Committee options and protections for additional community services. These could be seen as being in return for a relatively low rent and additional profit resulting from the lack of a brewery tie. However, the Management Committee would have far less control over what happens in the pub and it could lead to tensions between the Committee and the tenant. It could be difficult to change arrangements in the future.

The main attraction of the manager model is that it would enable members of Ickleton Community Pub Limited and its Management Committee to influence and develop other community facilities and services provided in the pub.

It is possible that we could move to a tenancy arrangement at a future date. This might happen if having a manager proved too onerous for the Management Committee in terms of involvement in the business, or a manager wished to become a tenant. Great care would be taken to ensure that community facilities and services were preserved.



12. Financial Projections

Here we aim to show that we are a sound investment, and key to this is the ongoing viability of The Lion.

The Financial Projections have been prepared by members of the Management Committee, including a Chartered Accountant and individuals with vast experience in running pubs and hospitality businesses. We have underpinned forecast revenue and expense with evidence, relying on a mix of expert advice, experience from other pubs and hospitality businesses, costs of actual services and products, and differences between community pub costs and those of the tied model. We have obtained quotes where possible, and for estimates, have sought advice from qualified and experienced individuals and businesses.

Profit and Loss Forecast

Profit & Loss	Year 0 2024	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029
Total sales	-	325,000	416,667	458,333	500,000	536,667
Cost of Sales	-	105,625	135,417	148,958	162,500	174,417
Gross Profit	-	219,375	281,250	309,375	337,500	362,250
Overheads	4,377	219,806	249,003	255,726	272,895	295,468
Operating Profit	(4,377)	(431)	32,247	53,649	64,605	66,782
Interest	1,924	5,381	4,797	4,212	11,965	11,240
Depreciation	5,193	11,986	11,986	11,986	11,986	8,589
Total - interest and depreciation	7,117	17,367	16,783	16,198	23,951	19,829
Donations	15,000	-	-	-	-	-
Amortisation of capital grants	2,967	8,900	8,900	8,900	8,900	6,233
Total - other income	17,967	8,900	8,900	8,900	8,900	6,233
Profit before tax	6,473	(8,898)	24,364	46,352	49,554	53,186
Tax	(1,653)	1,104	5,215	9,393	10,200	10,969
Profit after tax	4,820	(7,794)	19,148	36,958	39,355	42,218

Cash Flow Forecast

Cash Flow	Year 0 2024	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029
Funding – shares/donations	465,000	-	-	-	(20,000)	(20,000)
Grants received	85,000	-	-	-	-	-
Trading cash flow	(7,510)	22,084	66,281	93,600	110,768	109,159
Capital expenditure	(557,250)	(101,752)	-	-	-	-
VAT	-	89,016	(37,553)	(42,887)	(48,210)	(52,827)
Corporation tax	-	(1,653)	1,104	(5,215)	(9,393)	(10,200)
Cash movements	60,240	2,432	21,936	37,601	25,269	18,236
Balance b/fwd	-	60,240	62,627	84,608	122,209	147,478
Balance c/fwd	60,240	62,627	84,608	122,209	147,478	165,714



12. Financial Projections

Balance Sheet Forecast

Balance Sheet	Year 0 2024	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029
Fixed Assets	459,183	535,323	523,337	511,351	499,386	490,777
Current assets	154,324	62,672	84,608	122,209	147,478	165,714
Current liabilities	(1,653)	(8,098)	(15,696)	(21,149)	(31,874)	(33,432)
Deferred capital grant	(82,033)	(73,133)	(64,233)	(55,333)	(46,433)	(40,200)
Loan	(75,000)	(69,736)	(61,840)	(53,944)	(46,048)	(38,152)
Net Assets	454,820	447,027	466,175	503,134	522,488	544,706
Capital and reserves						
Share capital	450,000	450,000	450,000	450,000	430,000	410,000
Profit & Loss reserves	4,820	(2,973)	16,175	53,134	92,488	134,706
Shareholders funds	454,820	447,027	466,175	503,134	522,488	544,706

The detailed baseline Profit and Loss account is at Appendix J.

Key Assumptions

The financials are underpinned by the following assumptions:

1. The optimum share target of £450,000 will be met.
2. The purchase price of £400,000 is an assumption (the asking price is £475,000). We will negotiate the price in due course, taking full account of our valuer's recommendations.
3. Renovations of the pub will take place over 4 months from October 2024 to February 2025.
4. Renovation costs include a contingency of 10%.
5. Kitchen refurbishment be completed by February 2025.
6. The pub will start to trade, at below capacity, in February 2025.
7. The level of trade will gradually increase over time to the forecast level of income by July 2025 when sales will reach £7,700 per week (£2,900 wet and £4,800 food).
8. Average gross profit margins will be 67.5%.
9. Capital costs will be covered by a community share issue (£450,000), a bank loan of £75,000 and grants and other fundraising of £100,000.
10. Year 1 and revenue costs will be funded out of the initial funds raised of £625,000.
11. Interest on share subscriptions will be paid at 2% only after 3 years from the start of trade.



12. Financial Projections

12. The financial budget for share withdrawals of £20,000 per annum after the first three years of trade. Share withdrawals will also provide an opportunity for new members to invest and join the Society.

Revenue

The forecast estimates of monthly revenue are based on a number of sources. Initial estimates were prepared by a member of the management committee, working alongside a member of the community. These individuals both have vast experience in running pubs, restaurants and catering businesses. These forecasts were tested against information available in the community regarding the performance of the pub before it closed. Finally, we commissioned an independent report on the potential trading performance. All such sources supported the estimates that have been using in the financial plan.

From this baseline level of trading, we are forecasting that revenue will increase by 10% of the initial baseline each year. The increase in revenue is based on the assumption that the pub will be busier as the reputation improves and that we will gradually be able to introduce longer opening hours. This 10% increase also includes inflations which is assumed to be running at 2.5% – 3.5%.

Gross Profit Margin

The ever-important gross operating profit margin has been established by initially consulting the group members with experience in the sector. Further work was carried out to obtain quotes from local breweries and setting expected selling prices. When considering selling prices, we have considered local competition as well as the broader needs of the community. We have carefully considered the balance between achieving a profit whilst also offering a competitive range of food and drinks with offerings that are affordable to the whole community. Whilst margins will vary from product to product, we are comfortable that 67.5% is achievable as an average, whilst also allowing competitive pricing.

Overheads

The most significant overhead will be salary costs. We have budgeted for a full time manager and chef, with a combined cost of £80,000 per annum plus National Insurance and Pension Contributions. Living accommodation may also be provided for these roles. Experience of the local market conditions gives confidence that we will be able to attract talented employees at this level of remuneration.

We will also need to employ casual labour at these costs have been established by one of the Committee preparing a shift diary for front of house, back of house and kitchen porter roles. As the pub is forecast to get busier, we have



12. Financial Projections

made allowance for additional members of staff covering a greater number of shifts each week. We have used an estimated hourly rate of £13 per hour. Provision has been made for some volunteer labour from the community in the first 6 months of trading.

Where possible, we have obtained quotes for other overheads. Where this is not possible, we have made estimates. The Chartered Accountant has experience of working with hundreds of clients and other committee members have the knowledge of running their own catering businesses. We feel well placed to make sensible estimates of the business overheads.

We have assumed that overheads will rise in line with inflation at a rate of 2.5% – 3.5%.

Summary

Based on our projections, the pub will start to make a profit after trading for 9 months. We are forecasting that the trading activities of the pub will gradually increase over a number of years. We expect that the reputation will build in the village, local communities and further afield, which will result in higher levels of revenue and profit.

In our initial funding requirements, we have budgeted to raise sufficient capital to carry out the immediate capital improvements to the building to allow us to open as a functioning pub and kitchen. The initial funds are also sufficient to fund the losses which will be incurred in the initial stages of trade and to allow with cash reserves to be maintained for any unforeseen circumstances or downside variations in the trading performance.

Bank balances are forecast to fall to £50k in early 2025.

The balance sheet and cash position is expected to increase over the forecast period by approximately £100k. At this stage no detailed plans have been made for surplus funds to be invested into further improvements to the building but our priority is to provide a disabled toilet. Step free access could be achieved by adding a conservatory accessible from the car park. The necessary consent and permissions would have to be sought including Listed Building Consent. We aim to start planning this project in year 3 and carrying it out in years 4 or 5. Grants might be forthcoming to help provide disabled access.

We believe strongly that our financials show that The Lion can be a thriving business for the long-term, and merits the confidence of the community.



13. Key Risks

1. Risk: Insufficient interest in a community owned pub.

Mitigation: Good communications and strong engagement with the local community; well thought through plan; community input into the offerings of the pub and its role within the community.

Status: High interest in a community pub; survey conducted; pop-up pub launch event attracted several hundred residents and members of adjacent villages; website launched; social media and local press communications initiated.

2. Risk: Share offering raises insufficient funds to purchase pub.

Mitigation: Strong business plan and share prospectus; well thought through financials; clear description of benefits to the community and to shareholders; good website, communications and engagement with local community and businesses.

Status: Business plan and share prospectus complete, with support from Plunkett Foundation; website launched; pop-up pub launch event highly successful; initial pledges of £135,000 to invest in shares.

3. Risk: Sufficient grant funding may not be available in the required timeframe to support purchase and refurbishment of pub.

Mitigation: Maximise applications for grants that are available, especially now that the Community Ownership Fund has been withdrawn for now; maximise approaches to local businesses and organisations to invest or donate; explore loan finance options.

Status: Range of grants and loans under exploration, with support from Plunkett Foundation and others who have 'been there'.

4. Risk: Seller rejects community offer to purchase pub.

Mitigation: Maximise support for community purchase amongst residents and local businesses; maintain pub's status as an asset of community value (ACV) – potential planning hurdle for any future change of use and development for residential purposes.

Status: Strong local support for community pub; pub's registration as an ACV is up-to-date; residents would strongly oppose change of use and development for residential purposes.



13. Key Risks

- 5. Risk: Unable to identify a suitably experienced pub manager.**
Mitigation: Strong business and financial plan with clear vision and mission that is attractive to an experienced pub landlord; attractive financial package including profit share.
Status: Business plan including vision for the pub is complete; financial model includes salary, rent-free accommodation and attractive profit share for manager.
- 6. Risk: Restoration, renovation and refit costs may be greater than projected; re-opening of the pub may require more work and more funding than anticipated.**
Mitigation: Survey to inform potential costs; renovation and refit to be phased according to budget.
Status: Informal survey undertaken by a Chartered Surveyor. Building/Structural survey to be commissioned once an offer to buy has been accepted.
- 7. Risk: Business fails to operate at forecast level of turnover.**
Mitigation: Business Plan based on prudent assumptions, including potential number of restaurant covers and other costs, on data from other community pubs, and the experience of others in the catering sector locally; recruitment of an experienced pub manager willing to operate the pub with a combined vision of profitability and community ethos.
Status: Business plan complete; prudent financials.
- 8. Risk: Business fails completely; unable to refund shareholders.**
Mitigation: Robust and realistic financial plan; value of property and its potential re-development value for residential property purposes anticipated to cover shareholder outlays.
Status: Business and financial plans completed; property and no red flags.



13. Key Risks

- 9. Risk** **Sudden departure of the manager/chef**
- Mitigation Comprehensive remuneration package offering good opportunities for manager/chef alongside community benefit. Percentage bonus scheme. Regular meetings between the sub-committee (see section 7) and pub team will build relationships, identify problems at an early stage. Ensure living accommodation is a welcoming and comfortable and it would be hard to leave/replace. Ensure transferrable skills within the management and volunteer team. Upskilling pub team.
- Status Vice-chair of the Management Committee has a personal licence. Review in advance of first members' meeting when Committee will stand down (may stand for re-election).
-
- 10. Risk** **Loss of a key member of the Management Committee**
- Mitigation Multiskilling the management team. Establish a formal programme of training. Succession planning.
- Status Current team is multi skilled. Could cope while someone was co-opted from the membership.
-
- 11. Risk** **Supply chain disruptions leading to lost trade**
- Mitigation Ensure we do not rely on only one supplier (not all our eggs in one basket). Establish relationships with multiple suppliers to ensure continuity of supply. Establish database of new and upcoming artisan suppliers.
- Status Have begun to make contacts. Ramp up once offer to purchase pub accepted.
-
- 12. Risk** **Compliance failures leading to fines, legal action**
- Mitigation Ensure we have the correct policies and procedures in place and standards met. Management team will be 'fleet of foot'. Regular reviews will ensure early identification and resolution of issues.
- Status Action once offer to purchase the pub has been accepted
-
- 13. Risk** **Reputation damage due to poor service, lack of cleanliness**
- Mitigation Establishment of Key Performance Indicators with the manager/chef linked to bonus scheme. Regular reviews to identify issues. Staff and management training.
- Status To be in place in advance of opening.



14. Management Team

Rachel Radford - Chair

Rachel is a retired senior civil servant. She represented the UK on International committees at the OECD, and project managed the Budget and Finance Bill process in HMRC, through from the production of documents and draft legislation, support for Ministers in debates, to delivering operational changes. She is Chair of the Ickleton Society, the village amenity society, which works to preserve and protect our village environment, amassing a huge archive about village history for future generations.

She has lived in Ickleton for over 20 years. She feels passionately that a pub is an essential part of village life and, without it, life in the village would be diminished.

Simon Cheney – Vice Chair

Simon moved to Ickleton in 2004. After 20 years in IT and Telecoms businesses as a Programme Director, he left to open the eatery Bread & Meat in central Cambridge in 2014 with his wife Michelle. The business continues to thrive and is very much part of the Cambridge independent food scene.

Simon is passionate about the British pub culture.

Jonathan Ward - Treasurer

Jonathan moved to the village in 2017 and was a regular in The Ickleton Lion prior to its closure. As treasurer of the Village cricket club and as assistant scout leader with the local cub pack. He is a keen supporter of community-based activities, fully understanding the benefits to wellbeing through social cohesion and engagement.

As one of three directors that run a local Chartered Accountancy practice, Jonathan's experience in providing accountancy services to local businesses will be put to good use in advising the group on taxation, accounting and general business matters. He is excited by the prospect of bring the pub back into use as a thriving hub of the village, with the CBS business being able to sustain this key community asset for generations to come.

Katherine Denman-Johnson - Secretary

Katherine has lived in Ickleton for 23 years and brought up her children in the village. She has been involved in organising and raising money for a range of successful community and charity projects for over 30 years. She believes that a village pub is an essential part of community life, not just for the villagers of Ickleton, but also the wider community.

Katherine started her working life as a biochemist, then ran a business from home whilst her children were small and is now employed to advise the Family Courts.



14. Management Team

Eric Burrows

Eric held leadership positions around the world in International Marketing. This was followed by Board and Partner roles in management consulting in Strategy, Marketing and Change Management. He was a pioneer in Change methodology. He has been a charity trustee, director of a Think Tank, and Organisational Development head of Europe's largest engineering project. "Let The Lion roar again!".

Lucy Davidson

Lucy had visited Ickleton since she was a child, and moved to the village 15 years ago. She was involved in fundraising for a new playground, and is currently a parish councillor. Her working background is Business Affairs in the advertising sector.

Graham Fagg

Graham has lived in South Cambridgeshire for more than 25 years – in Hinxton and in Ickleton – following some 20 years in Switzerland and the USA, as part of a career in the biomedical science industries. Prior to retirement, he was a partner in a venture capital firm investing internationally in the biotechnology sector. He has been Chair and a member of Hinxton Parish Council, is an avid supporter of local businesses and organisations, and is an enthusiastic proponent of community ownership of The Ickleton Lion, making it a vibrant community hub.

Joanna Hancock

Jo spent the first ten years of her career in the food industry, developing new products for clients including M&S, Waitrose and Pret a Manger, before moving into the charitable sector, where her remit includes volunteer recruitment, fundraising and research and campaigns. She is a trustee of two local charities and over the last 20 years has been involved in fundraising for a variety of community projects, receiving a community achievement award in 2016. She is passionate about building community cohesion and equitable access to services in rural locations, and is excited to be part of The Ickleton Lion team.

Lizzie Molloy

Lizzie studied music and her working life was spent in music education. Working with children, from diverse backgrounds, in a wide variety of educational settings over many years emphasised, for her, the importance of 'community' and 'belonging' to a person's well-being. Since retiring seven years ago and moving to Ickleton, she has enjoyed village life and welcomes the chance to strengthen links between people through the opportunities that having a community pub will present.



15. Our Partners

We have been greatly assisted by the Plunkett Foundation which has provided us with a great deal of support, advice and guidance. Through them we have received a series of support packages given by their expert advisors. These have taken us through the various stages of our project so far. We are very grateful for Plunkett's assistance.

In May we received a grant of £5000 from the Cambridgeshire and Peterborough Combined Authority towards start-up costs for which we are very grateful. This has enabled us to become a member of the Plunkett Foundation, pay the FCA fee to register Ickleton Community Pub Limited as a Community Benefit Society, and pay for initial start-up costs of the project such as meeting room fees and printing.

In May we also submitted an Expression of Interest to the Community Ownership Fund. This was successful and we were working at speed to put together an application to the Fund in its final window which was due to open in June 2024. Unfortunately, the General Election has meant that the Fund has been suspended until after the election and it seems unlikely to come back or, if it does, not in the same form.

We are continuing to work with Plunkett UK and other organisations to explore further sources of capital and revenue funding for the project.

We are gradually forging partnerships with local suppliers with whom we might trade once the pub is up and running. We are grateful to them for supporting our efforts to save The Lion for the community.

The Ickleton Society has a very large archive of photos, documents and other historical information about the village and the pub. It is happy to share copies of these to display in the pub and we are keen to tell the history both of the village and the pub.

Our local shop has been very supportive and has helped us by distributing tickets for our events and accepting completed questionnaires and pledge forms.

We have been helped by other community owned pubs, in particular, Guilden Morden Community Pub Limited, The Harlton Pub Community Interest Company, Saffron Walden Community Pub Limited, The Helions Bumpstead Community Benefit Society Limited, Littlebury Community Pub Limited, Miners Arms Community Pub Limited and The Hull Community Pub Society Limited. We are grateful to them for answering our questions, sharing documents and more. We are also very grateful to Bernard Lee for all the advice and help he has given us.



15. Our Partners



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY



**Cambridgeshire
Community
Foundation**





Appendix A

A Short History of The Ickleton Lion

Source: The Ickleton Society

Now Ickleton has just one pub but within living memory there were six in the village – The White Horse, Jolly Butchers and the Red Lion (now The Ickleton Lion) on Abbey Street, the Duke of Wellington (previously the Chequer) on the Green, the Beehive on Frogge Street and the New Inn on Brookhampton Street. There was also the Greyhound at the turn into London Road, Great Chesterford. This area was part of Ickleton parish until the 1960s when it 'moved' into Great Chesterford. Going further back, in 1592 there was a pub called the Bell, and in the same century there was an inn that may have been called the Rose. The Three Horse Shoes and the Horse Shoes may have been one and the same and become the White Horse. The White Lion had been on the site of the Duke of Wellington but burnt down.

The Victoria County History records that there was a pub in Abbey Street called The Lion by 1728. This may well be the same as the Red Lion which was recorded in 1800. Since then, if not before, it has been owned by a brewery and run by a tenant.



The first recorded brewery owner was Hawkes Bird and Woodham (recorded on the Enclosure map of 1810). In 1877

Hawkes was sold to James Wigan and then on to Benskins in 1898. In 1916 the Hawkes brewery closed and in 1957 Benskins was bought by Ind Coope. Finally, the pub passed to Greene King.

The Ickleton Society has a complete list of landlords from 1780 to closure in 2023 ([link](#)).

In January 1940 Douglas Bader, the famous flying ace who had lost both his legs in a flying accident, was posted to RAF Duxford (now the Imperial War Museum, Duxford). He and his companions are reputed to have drunk in The Lion. Residents who were children and young teenagers during the war, also recall Bader's 'Duxford Wing' of aircraft assembling in the skies behind Ickleton.

From 1943 to the end of the war, the United States Army Air Forces used RAF Duxford and other nearby airfields. Derek Plumb, who was a boy at the time and lived almost adjacent to The Lion, recalls in his memoir, *Little Un's Story*, teasing the 'Yanks' who came to drink at The Lion. On one occasion he and his



Appendix A

friends slightly loosened the seats, brake blocks, and back wheels on their bicycles. After a drink or two the Yanks would be riding off to another pub or back to base when their bikes would collapse. They soon learnt that a bottle of lemonade or a packet of crisps was enough to ensure they could proceed safely. The Yanks also seemed to have a never-ending supply of chewing gum, nylon stockings, and cigarettes.



In 1965 an article in the local press described the Red Lion as "A straightforward English pub with no gimmicks, but instead the attraction of a warm, friendly atmosphere. A popular and well-known feature of the pub is the use made of it by the Traction Engine Club." The club had a room decorated with photographs of engines. With several traction engines in the village, the group met regularly to discuss their hobby and also held a rally at

the pub on Christmas Day and Boxing Day 1964. "Also popular at the pub are the parties which are done in fine style."

In the 1980s the Red Lion was renamed The Ickleton Lion and long-time Ickleton resident and lover of the pub, Molly East, unveiled the new sign. The Lion has continued to be at the centre of much social life in the village. It has been used for meetings of a number of village groups including, for example, the cricket club; for parties, family and work lunches, music, wakes and much more. After events in the next-door Village Hall or on the recreation ground, it has been a convenient stopping off point for a drink.





Appendix B

Community Survey

This is a summary of the key responses.

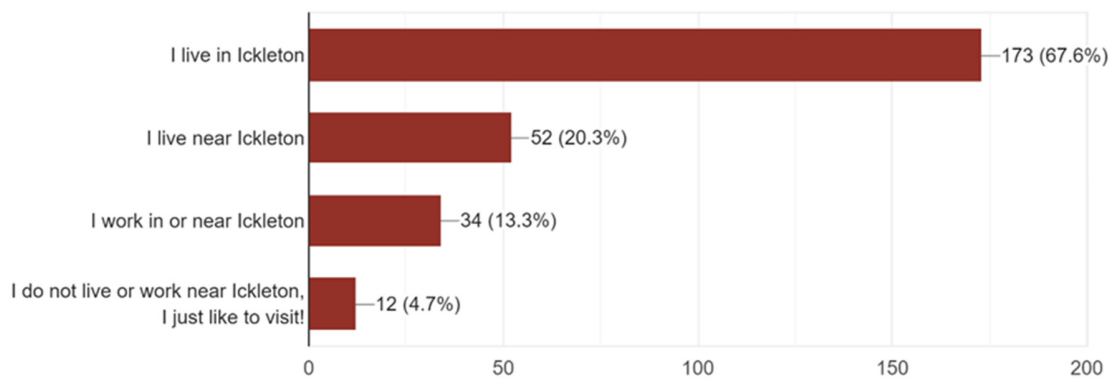
Respondents

As of the 27th June 2024 a total of 258 responses had been submitted in response to the questionnaire.

The majority of the responses were from local residents, and support for the idea of a community run pub was overwhelmingly positive:

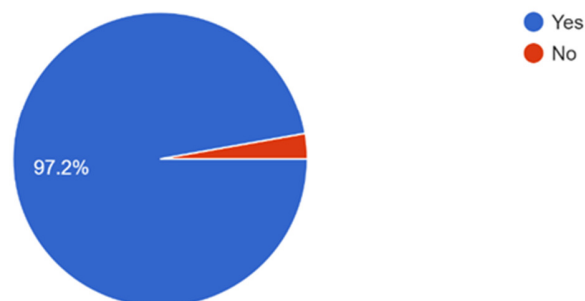
Do you live and/or work in or near Ickleton? (Tick all that apply)

256 responses



Do you think a pub run by the community, for the community, is a good idea?

253 responses





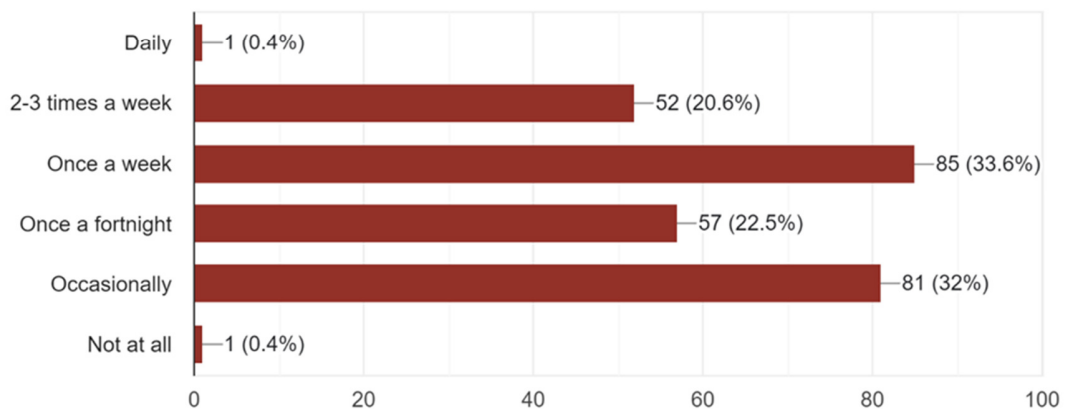
Appendix B

Usage and Catering

Respondents indicated that they would make regular use of the pub, with over half stating that they would do so at least once per week.

If the Ickleton Lion pub was saved and run by the community, how often would you or any member of your household use it? (Tick all that apply)

253 responses



The vast majority of respondents (254 out of 258) indicated a preference for at least one form of catering, indicating overwhelming support for both lunch and dinner sittings throughout the week. Note that there were relatively few respondents from the many local businesses in the area, as far as can be determined from the data, and therefore it is reasonable to expect that the number of people who would frequent the pub for lunch is likely to be substantially greater than indicated below.

(Only the highest frequency responses are shown below)

What kind of catering would you like to see from the pub? (Tick all that apply)

254 responses





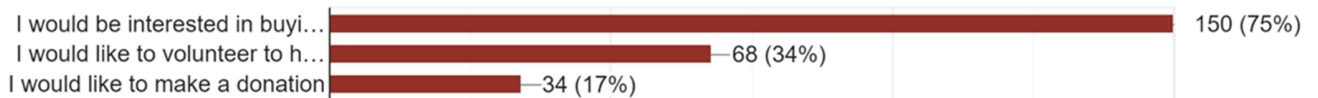
Appendix B

Financial Involvement

Almost 60% of respondents indicated that they would be interested in buying shares in the pub, and 13% (34 individuals) indicated that they would like to make a donation.

Would you be interested in being involved? (Tick all that apply)

200 responses

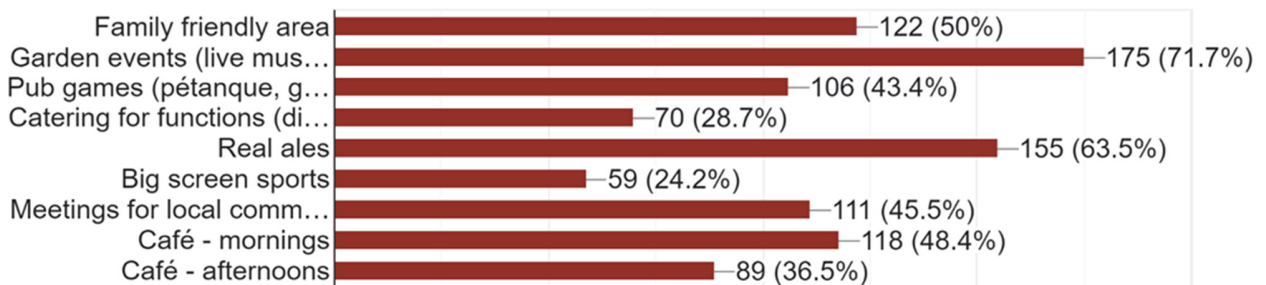


Amenities and Engagement

An impressive number of ideas and requests for specific amenities were submitted, with the highest frequency ones shown below. Common themes included: support for families; a meeting space for village groups; dog friendly; and a welcoming, inclusive atmosphere.

What additional services would you most like to see the pub offer? (Tick all that apply)

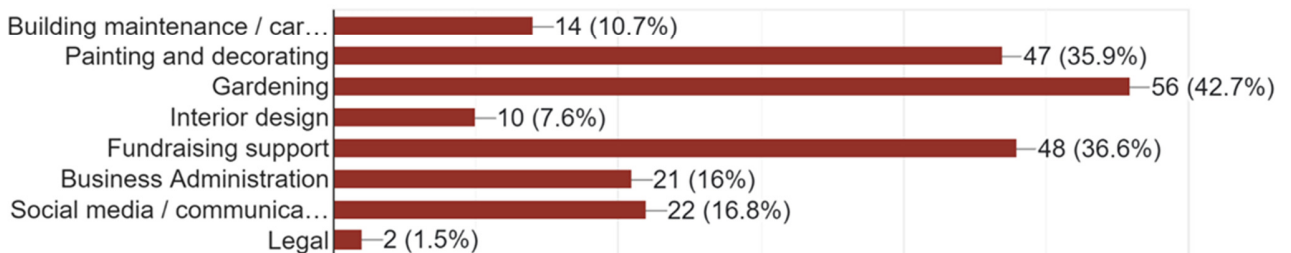
244 responses



Further evidence of the positive local community spirit comes from the many offers of time and skills (highest frequency responses shown below):

Investing financially is not the only way you can get involved in reopening the pub. Your practical support is just as valuable as it will significantly reduce costs. Please tick the skill(s) you are willing to share:

131 responses





Appendix C

Letters of Support



Anthony Browne MP
Member of Parliament for South Cambridgeshire
House of Commons, London, SW1A 0AA
Tel: 0207 219 8089

15th May
2024

Dear Sirs,

Re: Community Funding Application for Ickleton Lion Community Pub

I write in support of the application by Ickleton Lionhearts to the Community Ownership fund. As the Member of Parliament for South Cambridgeshire, I believe that pubs make an important contribution to our community and the Ickleton Lion holds a unique position, serving as the sole pub in the village of 750 residents.

Transitioning the Ickleton Lion into a community owned establishment would restore the pub to its former glory as a hub for the community. Its location within walking distance of local businesses positions it as an ideal lunch destination, while its proximity to a national cycle route presents an opportunity to attract cyclists seeking respite.

Furthermore, the expansion of the Wellcome Genome Campus, coupled with the construction of over one thousand homes in the vicinity, underscores the need for accessible social venues. The Ickleton Lion stands poised to meet this demand, offering a welcoming space for celebrations and fostering local cohesion among residents and workers alike.

I urge you to consider Ickleton Lionhearts' application to the Community Ownership fund. By investing in this project, we can safeguard a cherished community asset and create a thriving social hub to be enjoyed for generations to come.

Thank you for your attention in this matter.

Yours sincerely

Anthony Browne MP

Constituency Office:

Broadway House, 149 – 151 St Neots Road, Hardwick, Cambridge, CB23 7QJ
Tel: 01223 603677 **Email:** anthony.browne.mp@parliament.uk
Website: www.anthonybrowne.org



Appendix C



Letter of Support in relation to establishing the Ickleton Lion as a Community Pub

Ickleton Parish Council gives its full support to the application for establishing the Ickleton Lion Public House as a community pub.

The Ickleton Lion is the only pub serving the village of Ickleton and is located centrally. As well as being an important venue for residents, there is potential to attract visitors from neighbouring villages, which are currently seeing significant development, and those using the national cycle route. In addition, there are a number of local businesses which would benefit from having a local venue nearby.

When open, the pub served as the primary venue for many formal and informal village activities: a place for Ickleton residents to mark events of national significance, as a gathering place for sports teams (particularly football and cricket) using the recreation ground, hosting entertainment events with music and other performances, as a venue to come together to watch major sporting competitions, a location for family parties and celebrations, a lunch stop for employees working at nearby businesses, and a venue for older and isolated individuals to regularly come together.

In short, it was very much the social hub of the village and its loss is felt across many different groups in our immediate and wider community.

Ickleton Parish Council applied for the Ickleton Lion to be registered as an asset of community value in May 2019 and in recognition of the principal use of this asset furthering the social well-being, or cultural, recreational or sporting interests of the local community and it being realistic to believe it will continue to do so the nomination was accepted in July 2019.

The Council will support the newly established Community Interest Group in its endeavours to secure funding to ensure this historically and culturally important venue is available to for future generations.

Mr S Heaney

Chair

Ickleton Parish Council



Appendix C

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South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA
www.scambs.gov.uk



Lizzie Molloy
Ickleton

Our ref:
Your ref: Ickleton Lion

Contact: Cllr Peter McDonald
Email: cllr.mcdonald@scambs.gov.uk
Mobile: 07912 669092

May 21st 2024

Ref: Ickleton Lion Community Pub

Dear Lizzie

I am writing in support of the great work you are all doing in trying to secure a Community Pub.

The Lion is the only village pub of 750 people. Re-launching as a Community pub it is an opportunity to thrive again. Its presence in the heart of the village is important. It is on a national cycle route and the forthcoming development of the Genome Campus means many more local people will be looking for pubs to visit.

As Cabinet member for Economic Development we are hugely supportive of pubs in general and community pubs in particular.

We wish you well in securing any external funding and are here to offer advice and guidance where required.

Regards

DocuSigned by:

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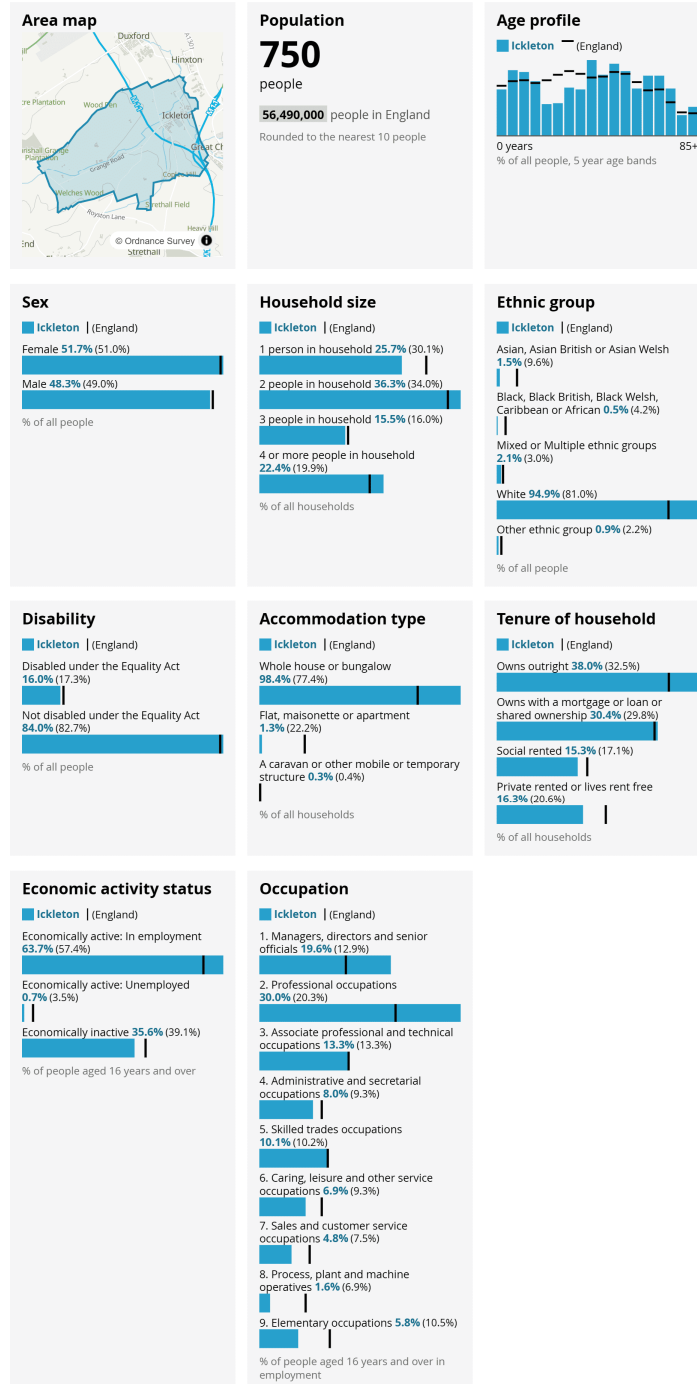
Cllr Peter McDonald
Local Member and Cabinet Member for Economic Development



Appendix D

2021 Census Data for Ickleton

Ickleton



Source: Office for National Statistics - Census 2021



Appendix E

Communication Plan

Objective:

To ensure clear, consistent, and engaging communication throughout the process of buying and refurbishing a community pub, fostering support and involvement from all stakeholders.

1. Stakeholder Analysis

Primary Stakeholders:

- Local residents
- Potential investors
- Community groups
- Local government and regulatory bodies
- Media

Secondary Stakeholders:

- Suppliers
- Pub employees
- Local businesses

2. Key Messages

For Local Residents:

- We're preserving a local treasure and creating a welcoming space for everyone.
- Here's how you can get involved and support our effort.

For Potential Investors:

- This is a unique investment opportunity with community benefits.
- Discover the financial and social returns of supporting this project.

For Community Groups:

- We can work together to enhance our community.
- Join us in making the pub a central part of our neighborhood.

For Local Government:

- We're committed to following all regulations and contributing positively to the area.
- This project will bring significant community and economic benefits.



Appendix E

For Media:

- Here's an inspiring story about community collaboration.
- Help us share our journey and engage the public.

3. Communication Channels

Direct Communication:

- Public meetings and forums
- Newsletters (email and print)
- Social media platforms (Facebook, Twitter, Instagram)

Indirect Communication:

- Press releases to local newspapers and radio stations
- Posters and flyers in community centers and local businesses
- Dedicated website for the pub purchase initiative

4. Communication Tactics and Timeline

Phase 1: Awareness and Engagement (Months 1-3)

- Kickoff Meeting: Host an initial public meeting to introduce the project, outline the benefits, and gather feedback from the community. Ensure transparency about financial goals, plans, and timelines.
- Social Media Campaign: Launch a social media campaign to raise awareness and encourage community involvement. Create dedicated social media pages for the campaign to regularly post updates, event announcements, and community stories. Share engaging content like historical trivia about the pub, testimonials from residents, and progress milestones.
- Newsletters: Distribute monthly newsletters with updates and ways to get involved to keep the community informed about upcoming events, volunteer opportunities and fundraising progress. Distribute printed newsletters to reach residents who may not be active online.
- Community Boards and Local Media: Post updates and event flyers on community bulletin boards at libraries, community centers, and local shops in village and the surrounding area. Partner with local newspapers, radio stations, and TV channels to feature stories about the campaign and highlight community involvement.



Appendix E

Phase 2: Fundraising and Commitment (Months 4-6)

- **Public Meetings:** Hold regular meetings to update on progress, fundraising initiatives, address concerns, share financial goals, celebrate milestones and keep the momentum going
- **Investor Outreach:** Conduct targeted outreach to potential investors with detailed investment plans.
- **Fundraising Events:** Host a kickoff launch event with food, music, and games to introduce the campaign and generate excitement. Organise themed nights, such as Quizzes, karaoke, or live music, at temporary venues to keep the community involved and entertained.
- **Community workshops and Focus Groups:** Conduct workshops on topics like local history, pub culture, and community building to educate and engage residents. Form small focus groups to delve deeper into specific ideas or concerns, ensuring all voices are heard.
- **Local Business Partnerships:** Seek sponsorships from local businesses in exchange for recognition and promotional opportunities. Collaborate with local businesses to host joint fundraising events or offer special promotions where a percentage of sales goes to the campaign.
- **Milestone Celebrations:** Host small celebrations for reaching fundraising milestones to maintain enthusiasm and recognise the community's efforts.

Phase 3: Acquisition and Transition (Months 7-12)

- **Progress Updates:** Provide regular updates on the acquisition process through newsletters, social media, and public meetings.
- **Stakeholder Engagement:** Maintain open communication with all stakeholders, addressing concerns and celebrating achievements.
- **Media Coverage:** Ensure continuous media engagement to keep the public informed and interested.
- **Volunteer Days:** Organise volunteer clean-up days at the pub site or surrounding area to build a sense of ownership and community spirit. Invite local tradespeople to contribute their skills (e.g., carpentry, painting) in refurbishing the pub.

5. Feedback Mechanisms

- **Surveys and Polls:** Distribute online and paper surveys to gather input on what the stakeholders want from the pub (e.g., types of events, food and drink preferences, amenities).
- **Feedback Forms:** Provide easy access to feedback forms online and at community events. Use social media and community boards to conduct polls on various aspects of the pub's future, encouraging active participation. Place comment boxes at events and local businesses for



Appendix E

residents to share their thoughts and suggestions. Use the feedback collected to refine and adjust engagement strategies, ensuring they align with community interests and needs.

- Focus Groups: Organise focus groups with diverse community members to discuss concerns and suggestions.

6. Evaluation and Adjustment

- Monthly Reviews: Hold monthly review meetings with the communication team to assess progress and adjust tactics as needed.
- Stakeholder Satisfaction: Monitor stakeholder satisfaction through feedback mechanisms and adjust communication strategies accordingly.
- Final Report: Compile a final report detailing the communication efforts, successes, and lessons learned.

Conclusion

This communication plan aims to ensure a smooth, transparent, and inclusive process for buying a community pub, fostering strong community support and involvement throughout the journey. Regular updates, active engagement, and open feedback channels will be crucial to the success of this initiative.



Appendix G

Ickleton Community Pub Limited's FCA Registration



12 Endeavour Square
London
E20 1JN

Tel: +44 (0)20 7066 1000
Fax: +44 (0)20 7066 1099
www.fca.org.uk

Co-operative and Community Benefit Societies Act 2014

Registration of new society

The following society has today been registered by us under Co-operative and Community Benefit Societies Act 2014 as a Community Benefit Society:

Society: **Ickleton Community Pub Limited**

Registration number: **9308**

Registration date: 28 May 2024

Address: 63 Abbey Street, Ickleton, CB10 1SS

Financial year-end date: 31 December

Date: **28 May 2024**



Registered as a Limited Company in England and Wales No. 1920623. Registered office as above.



Appendix G

Energy Performance Certificate for The Ickleton Lion

Energy performance certificate (EPC) recommendation report	
Ickleton Lion 9 Abbey St, Ickleton CB10 1SS	Report number 2565-9823-1402-9663-6697
	Valid until 9 June 2032

Energy rating and EPC

This property's current energy rating is C.

For more information on the property's energy performance, see the EPC for this property.

Recommendations

Make these changes to improve the property's energy efficiency.

Recommended improvements are grouped by the estimated time it would take for the change to pay for itself. The assessor may also make additional recommendations.

Each recommendation is marked as low, medium or high. This shows the potential impact of the change on reducing the property's carbon emissions.

Changes that pay for themselves within 3 years

Recommendation	Potential impact
Replace 38mm diameter (T12) fluorescent tubes on failure with 26mm (T8) tubes.	Low
Improve insulation on HWS storage.	Low
Consider replacing T8 lamps with retrofit T5 conversion kit.	Low
Add optimum start/stop to the heating system.	Medium
Introduce HF (high frequency) ballasts for fluorescent tubes: Reduced number of fittings required.	Low
Some walls have uninsulated cavities - introduce cavity wall insulation.	Medium

Changes that pay for themselves within 3 to 7 years

Recommendation	Potential impact
Some windows have high U-values - consider installing secondary glazing.	Medium
Add weather compensation controls to heating system.	Medium
Some loft spaces are poorly insulated - install/improve insulation.	Medium
Some solid walls are poorly insulated - introduce or improve internal wall insulation.	Medium
Carry out a pressure test, identify and treat identified air leakage. Enter result in EPC calculation.	Medium
Some glazing is poorly insulated. Replace/improve glazing and/or frames.	Medium

Changes that pay for themselves in more than 7 years

Recommendation	Potential impact
Consider installing building mounted wind turbine(s).	Low
Consider installing solar water heating.	Low
Consider installing PV.	Low



Appendix H

Cost Assessment – purchase, renovation and start-up

Item	£ ex VAT	£	Description and Evidence
Buying the pub	400,000		The pub is on the market for offers in excess of £475,000. We will negotiate with agent in due course.
Legal costs	5,000		
Stamp Duty Land Tax	9500		SDLT on £400k
Purchase costs		414,500	
Kitchen refit	30,000		Based on an actual quote
Floors and walls	5,000		Flooring £130m ²
Small utensils	2,000		Estimate
Food processor	1,500		Based on current costs
Sundries and larder	5,000		Estimate
Total Kitchen refit		43,500	
Tables £100 x 14 = £1400 Chairs £55 x 55 = £3025	4,425		Eastbourne Catering Equipment Sussex
Crockery £5.10 x 100 x 3	1,275		Based on current costs
Cutlery £0.50 x 100 x 3	125		Based on current costs
Glasses £1.50 x 500	625		Based on current costs
Sundries, condiments etc	1,000		Estimate
Total furniture, crockery etc		7,450	
Redecoration of exterior		4,000	Quote received for £3600 excluding materials Interior redecorated by volunteers
Living accommodation		10,000	Replace carpets throughout. Cleaning and redecoration done by volunteers.
Garden and car park		0	Done by volunteers
Structural works		40,000	A review of the building by a Chartered Surveyor, identified that the roof needs attention, including tile replacements, possible lead patching needed along with small areas of chimney pointing and replacement of perished bricks. Repairs are needed to windows and window glass and some more minor, yet important jobs that need to be completed.
Electrical testing and updates	2,000		Also identified by the Surveyor, this includes reviewing and updating electrical systems, repairs to flooring, plasterwork and plumbing, chimneys to be swept, boiler, fire alarm and sprinkler systems serviced. These costs won't be certain until we have taken ownership of the property. At this stage we have made sensible estimates for them. Some labour costs may be able to be covered by volunteers.
Plumbing	1,000		
Beer cellar works	500		
Fire safety assessment/fire safety equipment	2,500		
Flooring repairs, floorboards	500		
Plastering	250		
Lighting	250		
Other repairs	6,500		
Total other building repairs		13,500	
Contingency		11,870	10% of refit and repair costs to cover any variations on the above refit and renovation projects.



Appendix H

Wet stock 5 barrels, 4 of each = £2000 Wines at £7 each - £1008 Spirits £20 x 24 = £480 Soft drinks £1000 Sundries £3000		7,488	Based on quotes obtained by local breweries
Stock - food		2,000	Estimate
Trading losses – month 1 – 8		17,075	We are forecasting that the pub will be cash flow negative in the initial months of ownership. This is a provision to fund this cash deficit.
Working Capital		53,617	In order to ensure that the project does not fail as a result of running out of cash, we are forecasting that the cash balance should not fall below this level
Total costs		625,000	

Greene King has chosen to charge VAT on the sale price. Our assumption is that we will obtain a loan to cover this until it is refunded on submission of our first VAT return.

South Cambridgeshire is an area of relatively high property prices, and this appears to be reflected in the high price asked for the pub. As a result, we may have to make some compromises with the refit. However, our community events have confirmed that we have many qualified tradespeople and experienced amateur DIY enthusiasts in the community who are willing to help with the refit. Other community owned pubs have also told us that the post purchase refit is likely to cost far less than we anticipate because of volunteer help and the availability of grants. We have confirmed that, once we have purchased the pub, it will be possible to apply for further grants towards refitting the pub and making it more energy efficient. Should the fundraising be more successful than targeted, we will invest those extra funds to further improve the refit and garden, and improve energy efficiency.



Appendix I

Fundraising Plan

This is a summary of our plans to raise the money;

1. Objective:

- Raise **£625000** to purchase and refurbish the local community pub within five months.

2. Target Audience:

- Local residents and business owners and their employees;
- Former patrons of the pub;
- Community organisations;
- Local investors and philanthropists.

3. Value Proposition:

- Preserve a beloved community gathering spot;
- Create a hub for local events and a range of activities, making it 'more than a pub';
- Support local employment and businesses and provide training opportunities for young people;
- Improve energy efficiency of the building.

4. Strategies:

a. Community Engagement:

- **Village Hall Meetings:** Host meetings to drop-in events to discuss the plan and gather support;
- **Surveys:** Conduct surveys to understand community needs and preferences for the pub;
- **Competition:** hold a competition to design a new logo for the pub;
- **Volunteering Events:** Organise volunteer days to clean up and prep the pub site once purchased.

b. Social Media Campaign:

- **Content Creation:** Share stories, historical photos, and updates about the pub on Facebook, Instagram, and website;
- **Hashtag:** Create a catchy hashtag, e.g., #SaveTheLckletonLion #RoarForTheLckletonLion;
- **Influencers:** Partner with local influencers to reach a broader audience.



Appendix I

c. Local Media Outreach:

- **Press Releases:** Send press releases to local newspapers, radio stations, and TV channels;
- **Interviews:** Arrange interviews with key organisers to discuss the initiative.

d. Events and Fundraisers:

- **Launch Event:** Host a kickoff event 'pop up pub' on the recreation ground behind the pub;
- **Pub Nights:** Organise themed nights at temporary locations to keep the community engaged;
- **Day Events:** Organise day time events to include all members of the community.

e. Partnerships:

- **Local Businesses:** Partner with local businesses for sponsorships and joint events;
- **Community Organisations:** Collaborate with local nonprofits and community groups for broader reach.

f. Crowdfunding Campaign:

- **Platform:** Launch a campaign on a platform such as GoFundMe;
- **Incentives:** Offer rewards for different donation levels, such as name plaques, named beer/wine glasses, and event tickets.

5. Timeline:

- **Month 1:** Launch community engagement;
- **Month 2-3:** Ramp up social media and local media outreach;
- **Month 2-4:** Host major fundraising events, share campaign and continue community activities;
- **Month 5:** Final push and closing of the fundraising campaign.

7. Evaluation:

- **Regular Updates:** Provide regular (at least monthly) updates to the community and stakeholders;
- **Feedback:** Collect feedback after events to improve future efforts.

Progress Tracking: Monitor funds raised against the target and adjust strategies as needed.



Appendix J

Baseline Profit and Loss Account

This profit and loss account represents an established trading example year. The data from this baseline was used to populate the 5-year forecast in section 12.

Account	Year	Model assumes 52 covers as a takings baseline, open 5 days/week, 52 weeks per year
Turnover		
Wet sales	150,000.00	577 drinks per week @£5 each, or 11 drinks sold per cover each week
Food sales	250,000.00	321 meals per week at £15 each, or 6.2 meals per cover each week
Total Turnover	400,000.00	Weekly net revenue £7692
Cost of Sales		
Drink- Cost of sales (67.5% GP Margin)	48,750.00	A sensible margin has been applied by industry experts
Food- Cost of sales (67.5% GP Margin)	81,250.00	A sensible margin has been applied by industry experts
Employer Pension contribution (3%)	2,400.00	May vary if younger staff employed or government change of policy
Salaries- Cost of sales	80,000.00	Assumes one manager and one chef, preferably a couple to live in
Salary NI	8,280.00	May be less if part time staff or volunteers
Variable Wages	56,784.00	Based on a standard 5 day rota able to take this revenue.
Volunteer labour	0.00	Set as zero for purposes of baseline P&L
Total Cost of Sales	277,464.00	
Gross Profit	122,536.00	



Appendix J

Administrative Costs

Accounting	2,000.00	Estimate from qualified accountant
Bank Service Charges- Other	1,000.00	Commercial banking charges far exceed domestic/personal banking
Broadband - Telephone	600.00	Single BT business broadband subscription
Building Insurance	2,926.31	Estimated from other commercial property charges
Gas and Electric	25,000.00	Estimated by industry experts
Maintenance and Repairs	5,000.00	Budget for general repairs
Marketing	1,000.00	A basic marketing budget
Cleaning products/non consumables	10,400.00	Cleaning products have risen greatly in recent months
New Equipment	4,000.00	This is the equivalent on one or two broken plates per day
Loan interest	6,000.00	£75,000 @ 8%
Office Supplies & printing	1,600.00	Menus printed on site, paper, ink etc. Some banners and boards
Payroll expense	1,500.00	A basic charge for up to 10 employees
PDQ charges	4,800.00	1% of gross sales
MISC	6,000.00	Estimated additional cost budget from normal trading
Rates	7,020.00	Rateable value of £14,000
Staff Training	1,600.00	Minimum food safety level 2 and first aid
Staff Uniforms	500.00	Aprons/uniform
Subscriptions	1,620.00	Till software £100 pcm, PRS/PPL £35 pcm
Waste Removal	5,000.00	Commercial removal appropriate for this revenue
Water- Utilities	2,000.00	
Packaging	2,000.00	Includes napkins etc. etc.
Computer equip and tech	1,500.00	Basic laptop, printer, till
Total Administrative Costs	89,566.31	
Operating Profit	32,969.69	