

Business Plan for The Raven Inn Community Pub, Glazebury

Prepared by The Raven Inn Community Benefit Society
Limited

September 2022



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1. Executive Summary

This business plan presents a proposal for the operation of the Raven Inn, Glazebury as a community-owned pub. The existing pub's activities will be diversified to create a mixed-use facility.

Our vision is to create a central focal point for village life, which will act as a catalyst to re-ignite the economy and sense of communities of Glazebury and Culcheth. Besides re-opening the pub, as a traditional local village pub serving real ale and sensibly priced wholesome food, we will provide a base for community activities, provide meeting areas and bring in new trade through business network events.

The Raven Inn has been a thriving pub in the past. However, over the last three years it was open, it has declined after its usage was changed from a 'local' pub into a restaurant.

The Raven Inn has now been purchased by local families, in order to save and preserve it as a community pub. The community group have secured a 25-year lease, with no break clauses, in order to protect the community pub. The group will ensure the success and sustainability of the business by returning it to its 450-year heritage as a village pub, also enabling the community to develop the facilities to meet their needs.

Community management will also ensure the business works alongside existing village businesses rather than competing directly with them.

To enable the refurbishment and operation of this facility a Community Benefit Society, for the Benefit of the Community has been formed (FCA registration number 8218). This Society is known as The Raven Inn Community Benefit Society Limited, and is a form of co-operative.

Capital to refurbish the ground floor of the building will be raised through a community share offer. Shares will be nominally £1, and the minimum shareholding will be £250. The maximum individual investment allowed is £25,000.

Purchase of shares would confer 'membership' of the co-operative, giving members control over the business through the election (annually) of a Board of Directors and voting rights on significant issues at regular meetings. All members will have an equal vote, regardless of the size of their shareholding.

Directors (and shareholders) would have the protection of "limited liability".

The aim is to open the Raven Inn as soon as necessary refurbishment and redecoration of the pub (the ground floor of the building), is complete. The target being the end of 2022.

A marketing strategy is presented which will increase usage by local people, visitors staying in the area, and day-trippers.

A risk analysis has been conducted. The high-impact risks would be failure to raise the requisite capital for the renovation, insufficient usage, or increases in operating costs.

2.Introduction

Business Plan Purpose

This business plan has been developed to support development of a community pub for Glazebury and Culcheth villages together with the surrounding area in Cheshire and East Lancashire. The community pub is intended to house local facilities including a public house and meeting areas for the local community. It is intended to safeguard these facilities by retaining a vibrant, economic meeting point between the villages of Glazebury & Culcheth.

Structure of the document

This business plan sets out the proposals for the realisation of this community facility. The plan is divided into the following sections: Section 1 – Executive Summary	Provides a one page summary of the business plan
Section 2 – Introduction	Sets out the purpose and structure of the business plan
Section 3 – Project Development	Gives more detail about the context for the project including the history and development of the project to date, background to the local area, community consultations and need for the project.
Section 4 – The Vision, Aims & Objectives For The Project	States the vision for a new Community Pub and explains the underlying aims and objectives and how these support the local needs identified in section three.
Section 5 – The Project Proposals	Explains the plans for the new Community Pub in more detail and implementation plans.
Section 6 – Building and Renovation	Looks at the main costs for repair, renovation and conversion. including capital costs
Section 7 – Marketing plan	Outlines key activities to encourage use of the facilities.
Section 8 – The share offer	Explains the share offer process and marketing thereof.
Section 9 – Management and Operation	Describes the ongoing management and operating plans for the facility following opening.
Section 10 – Financial Forecasts	Summary five year revenue forecasts for the operation of the Community Pub.
Section 11 – Risk Analysis	Identifies the key risks associated with the project, with avoidance and mitigation strategies designed to prevent and minimise each risk assessed to be a significant threat to the project.

3 Project Development

This section explores the local history and context for the project. It details the local census area statistics, which give a flavour of the composition of the area. It goes on to outline the current difficulties associated with operating a restaurant business between the two villages of Glazebury and Culcheth, at present, and explains the various consultations and community involvement in the development of plans for a renewed pub facility.

3.2. The Background to the Project

The Raven Inn

Despite previously being a thriving local pub in an ideal position between two vibrant villages, the Raven Inn was turned into a restaurant in 2016. Local people, who had been patrons for generations, were being turned away unless they were buying a meal. There are a considerable number of restaurants in the area, with 14 in Culcheth, alone. The entry into such a saturated market was ill advised, as was the abandonment of traditional patrons. The pub was offered to a local developer, who subsequently submitted plans to demolish the Raven Inn, replacing it with ten houses.

As a result of the planning application an initial group of concerned villagers began discussions about how to prevent the permanent loss of the pub and an Open Meeting was arranged to explore the options for saving the facility. This meeting took place with only three days notice on 25th January 2019 and was attended by over 130 residents. The meeting concluded with the formation of a committee to explore the options and resulted in the formation of a Facebook group, initially to oppose the planning application.

The group developed quickly and successfully opposed the initial planning application by persuading the developer to withdraw their initial application. Contact was made with the owners who disclosed they were under contract to the developer to sell, subject to planning permission. At this point the opposition concentrated on trying to persuade the developer to withdraw, abandoning plans to submit a revised planning application. This was successful.

A second Planning application, by a different developer, was also opposed by the community. This developer failed to respond to instructions from Warrington Borough Council (WBC) to correct errors within the application, in September 2021. WBC eventually determining the application had been abandoned.

In March 2022 the Raven Inn was listed for sale by auction. The time period between the first listing of the Raven and the auction date was 15 days.

Two local families (White Knights), who were also represented on the Raven Steering Group, formed a partnership to save and preserve the Raven. They successfully bid on the Raven. Purchasing it for £278K on 31st March 2022.

The Raven Inn was once a thriving pub providing traditional 'pub grub', attracting visitors from Manchester, Liverpool and the surrounding areas as well as serving the local community. There then followed a three year period when the owners changed the pub into a restaurant, this being in an area which is already saturated with restaurants. The bizarre situation arose, on many occasions, where long-standing patrons of the Raven Inn were actually being turned away unless they purchased a meal. This has had the inevitable knock-on effect of it losing custom and failing to make a profit.

3.3

Local Consultation

In the first instance, the community were consulted via the Facebook group. The idea of attempting to purchase the Raven Inn and turning it into a community pub, gradually gathered pace.

At a meeting with local residents on January 25th 2019, villagers were given the opportunity to have their say as to what they would like the pub to be able to provide for them as a community. The aim of this was to create a focus for gathering and acting on suggestions for utilising the pub and the surrounding land.

The majority of people raised their hands when asked if they would support the Raven being a community pub. There is also evidence of support for this idea via a poll on the Facebook group 'Help Save the Raven Inn' where over 100 members of the group express a willingness to buy into the Raven as a community pub.

A more widespread consultation process was launched on 6th May, 2019, to coincide with the annual Culcheth and Glazebury community day. The consultation was conducted by means of a sample questionnaire, utilising the questionnaire designed by the Plunkett Foundation. The questionnaire was handed to people visiting the Save the Raven Inn stall, on community day. It was also made available, electronically, via the Help save the Raven Inn Facebook page, plus two other Facebook pages serving the communities of Glazebury and Culcheth. As such, the questionnaire was made available to over 8,000 local residents.

The main findings of this consultation are: 97.9% of people are in favour of a community pub; 66.2% would use the Raven either daily, 2-3 times a week or once a week; 82.7% of people would prefer 'home cooked pub grub'; 57.7% voted for a pop-up restaurant; 56.6% for live music and other entertainment.

The most popular services would be Dog friendly (36%) Classes / lessons / groups (20.9%) and Traditional pub (16.4%).

There were also suggestions, including themed evenings, beer garden, pub games / entertainment, Fairs / markets / traditional events and OAP centred.

The most popular food for the Raven would be Traditional pub grub, at 88.8%

All of these suggestions could be provided through the community securing a long-term lease of the Raven inn from the local partnership who have purchased the Raven in order to save and preserve it for the community. Considerable renovation of the pub area (the ground floor), will be needed.

A second public meeting was held on the 5th September 2019. Updates were given on the successful registration of the Raven as an Asset of Community Value (ACV), the valuation of the Raven, in August 2019 and the intention to raise community shares. A representative from the Plunkett Foundation was present to help explain the shares issue. Those present were in favour of the shares issue, with a number of people making pledges.

Between September and January, 'drop in' centres were held in Glazebury and Culcheth, to continue the consultation process.

3.4

The Local Community

Culcheth and Glazebury is a civil parish in Warrington, England. At the 2001 UK census, it had a population of 8,534. It has good access to the local motorway network and to Manchester and Liverpool. Before the Civil War, Glazebury was part of Culcheth, and known as Hurst because of Hurst Hall. It was formerly the seat of the Holcroft family.

The village name is unusual as the ending "bury" in English place names usually signifies a fortified place. However Hurst became known as Glazebury in a different way. In the 17th century Civil War combatants were buried in a road which became known as Bury Lane (now part of Warrington Road) and Glazebury is believed to take its name from a combination of *bury* and the word *glaze* from the nearby Glaze Brook.

The Raven Inn is central to the history and heritage of the area. The Raven Inn is said to date from 1562. It is certainly one of Glazebury's oldest surviving buildings. Pevsner, in his 'Buildings of England' states that directly beneath the mock timbers of the pub are the double pile brick walls dating from the early 1700s. The Inn is steeped in history. It is said to have been built as part of the Holcroft family's estate in the area. The Raven, after which the pub is named, is taken from the coat of arms of the Holcroft family. Generations of locals have passed on the story of Scottish soldiers fleeing the Battle of Worcester and finding Warrington bridge held by their opponents. The Reverend Kaye, in his book on Colonel Blood records that 'As late as 1879 relics of the skirmish were found. On widening the road leading from Culcheth to Leigh near the Raven Inn, a mound in an adjoining field was removed, in which were found bones and rusting weapons.' The burying of troops where they fell was common practice during the civil war.

It is true to say that the Raven Inn has been serving the local community for almost 200 years if not longer. The Inn's history forms an important part of the community's historic and cultural identity. According to page 77 of Warrington's Local Plan of July 2014, the Raven is a locally listed building and is therefore classed as a historic asset.

The village of Culcheth was historically part of Lancashire, the area was dense woodland until the Norman conquest, hence the village gets its name from the Celtic for "narrow wood".

The Culcheth family played an important role in shaping village fortunes.

Gilbert de Culcheth was lord of the manor of Culcheth and built its first hall in 1200.

The Culcheths supported Charles I in the Civil War, whilst their neighbours and enemies the Holcrofts backed Cromwell and the Parliamentarians.

The Culcheth name died out with Thomas Culcheth (who died in 1747) being the last. He had no heir, so the hall passed to his cousin Thomas Stanley and then to John Trafford, which is where the family line ends.

The Raven Inn is situated exactly between the villages of Glazebury and Culcheth, being regarded as the demarcation between the two.

3.5 The Current Position

Developing a Sustainable Business

Whilst Glazebury and Culcheth are thriving communities and (as the campaign to save the Raven Inn has demonstrated) have active and motivated volunteers, it is clear that some businesses and services are under threat. It is challenging for any business to survive in a rural location with a limited market and it has become clear during the development of this business plan that co-location of businesses under one roof, with shared overhead costs, offers an innovative solution to the threat of business closure. The Community pub would support the local economy, providing local employment, as well as purchasing local produce, goods and services, supporting local food producers and other service providers. The Raven Inn has a large car park and is easily accessible to elderly and disabled members of the community. It lies on two bus routes with a bus stop within easy walking distance, which broadens the Inn's potential customer base.

To progress this proposal, the steering group, set up in the wake of the revelation that planning permission was being sought to demolish the Raven, in January 2019, have:

- Set up a legal entity, known as the Raven Inn Community Benefit Society Limited.
- Achieved listing of the Raven Inn as an Asset of Community Value, to protect it through the Localism Act's Right to Bid legislation. Listed by WBC on 22.07 2019
- Seeking confirmation from HMRC that investors will be eligible for tax-relief under the (Seed) Enterprise Investment Scheme
- The steering group has been supported in this by the Plunkett Foundation, Borough councillors and Glazebury and Culcheth Parish Council
- The Steering Group have re formed as a Management Committee, to administer and operate the pub.

The Future

There are now over 100 examples of communities that have saved their local pub by taking it into community ownership and offering a different business model, involving either voluntary or professional management. In all of these models the income from the business can be invested back into the pub or other facilities or activities in the locality. For community shareholders, there is the knowledge that their investment is being put to worthwhile causes as well as offering some small financial reward through a dividend (or interest).

Community management of the pub would also offer the possibility of housing additional services. Being ideally situated between the two villages so that the project could be a real catalyst for the economic and social development of both villages, achieving transformative community-led service delivery under one roof.

4. Vision, Aims & Objectives

4.1 Introduction

This section sets out the overall vision for the new Community Pub and explains the underlying aims and objectives for the project. These are linked to, and directly support, the local needs and demand identified in section three.

4.2 The vision for the project

To develop a community pub for Glazebury and Culcheth that will be a central focal point for joint village life, bringing both villages closer together and act as a catalyst to re-ignite the economy and sense of community in both villages.

4.3 Project aims and objectives

The project aims and underlying objectives, which underpin this vision, have been developed based on the local needs identified in section 3. They are as follows:

Aim One: To provide a flexible, multi-purpose community facility that enables participation in social, cultural and leisure activities by the whole community

Objectives:

- a) To provide a community facility equidistant between both villages offering somewhere to go and something to do
- b) To facilitate access to essential services, especially for older people and those who may be less mobile
- c) To provide economies of scale by sharing costs for the building with the white knights, who will run a separate business from the first floor.

Aim Two: To protect essential services for both villages

Objectives:

- a) To protect the entire building as an historical building protecting a valuable part of English Heritage
- b) To provide a location for the development of services, which have been lost to the villages, including, historic themed events (links with Colonel Blood) and revisiting events of the past & restarting them i.e. Boxing Day walk, festivals & baking events.
- c) To support local producers in the area to help maintain a vibrant local economy and generate jobs
- d) To provide meeting areas for community groups eg. cricket club and a space for special events including markets and fairs

Aim Three: To provide a flexible, multi-purpose community facility that is sustainable for the future

Objectives:

- a) To provide a flexible venue that can be used for various activities, and by more than one user group at a time, to enable a diverse range of income generating activities
- b) To provide an attractive space that local residents, groups and businesses are keen to access, increasing the earned income potential of the building
- c) To share overhead costs between the community pub and the white knights, who will run a separate business from the first floor.

5 Business Proposals

5.1 Introduction

This section explores the plans for the new community pub in more detail. It also provides a breakdown of the capital costs of the project.

5.2

The Business Proposals

The vision we have for The Raven Inn is for it to become a focal point between the villages of Glazebury and Culcheth, promoting a joint sense of community through the provision of various services which are:

As a traditional local village pub serving real ale and sensibly priced wholesome food. We want the pub to embrace the community and therefore provide food and facilities for the whole family. Themed nights would help to harness the talents in the villages including music and folk nights, film nights, and themed food nights. We know that The Raven previously was busy early evenings with people dropping in after work, but became much quieter when it was changed exclusively to a restaurant. We aim to change this by returning the Raven to a 'local' public house, having events and activities on as many evenings as possible to give different groups of people in the villages a reason to go The Raven.

We aim to start off offering simple bar snacks, such as cold sandwiches, toasties, pie and peas or sausage sandwiches (priced around £5 to £5.50). The plan is to recruit a chef - to offer a range of traditional pub foods.

Restaurant

We plan to refurbish and stock the kitchen, in order to provide the 'home cooked pub grub', identified by 82.7% of the community.

We would also explore the possibility of a Pop Up restaurant. Many chefs open a pop-up restaurant as a way to showcase their talents to a wider audience, perhaps drawing in investors for a restaurant in the future. Other pop-ups are a test run by would-be restaurateurs who are thinking of opening their own restaurant. This would provide a fantastic opportunity for the community to help budding chefs and restaurateurs to establish themselves in an environment that is already conducive to their business. At the same time providing patrons with the potential for a wide and varied cuisine. We would also be interested in offering the kitchen facility to local colleges to give their students the chance to gain valuable experience.

Re-engaging with the pub sports teams (especially football and darts) and having a regular quiz night would also help engage the community and bring trade through the door.

The pub would serve the local community and passing visitor trade as well as supporting other local businesses. There is a huge potential market comprising people who travel along the busy Warrington Road, which was lost when the pub became a restaurant.

As a place to meet / daytime venue for village residents who currently do not have anywhere specifically dedicated for them to meet, hold events and chat. Community groups can arrange to book The Raven Inn either for one off events or regular weekly or monthly activities.

As a venue for business network meetings. The Raven Inn is superbly situated, within minutes of both the M6 and M62. It is even closer to the UK's first purpose-built intercity highway, the A580 East Lancs Road. We will encourage business network meetings offering free wifi. We believe that the Raven Inn, with its character and unique heritage will be a competitive venue when compared to other venues, which can be bland and uninspiring.

Community supported agriculture – the owner of Fowley Common, directly opposite the Raven. Will open some of their land to be utilised for a Community supported agriculture scheme.

As a resource for visitors, we want the building, not only to meet the needs of local people, but also travellers who currently pass through the area. The pub is situated on the very busy Warrington Road. We would hope that by offering good quality but reasonably priced food and providing a welcoming venue and attractive venue for walkers (including dog walkers) and cyclists, especially at the weekends we can build up a good outdoor clientele.

There is a network of walking routes between the two villages along with the opportunity to open up renewed interest in the heritage of the Inn, going back to the story of Colonel Blood and his failed attempt to steal the Crown Jewels. We would hope to incorporate some of the Inn's history in the internal decor, as in the past, when the story of Colonel Blood was written on the walls of the pub in gold lettering.

Coffee facility providing tea / coffee facilities, would help attract customers who might not, otherwise use the Raven, as well as additional refreshment for those we will attract to the premises, such as dog walkers. We would also make provision for the dogs, providing free biscuits and water.

Utilising the car park

The Pub also owns a good parking space, which we could use as somewhere cyclists can safely leave their vehicles for the day in return for custom.

We would explore the possibility of allowing tourists with caravans or camping cars to park, overnight, in return for them eating at the Raven.

As a resource for regeneration of both villages, attracting more visitors to the villages can only be a good thing as it will provide more income and employment for the community.

Business Model

We believe that the best way of achieving our aims for The Raven Inn is secure it via a long term lease from the white knights and operate it as a community pub. We have formed a co-operative, which is able, through a share offer, to manage the pub for the village and members of the co-operative. A Community Benefit Society (CBS) – The Raven Inn

Community Benefit Society Limited - has already been established as a legal entity to enable this to happen.

The benefits of this are:

- The long term future of the Raven Inn would be secured
- The community will have a stake in the pub, via the shares in the CBS
- People will feel more committed to the facilities offered by the pub
- Setting up a co-operative may allow us to attract grant aid
- Purchasing shares may provide a modest annual return by way of interest payable to members
- This approach is based on replicable model, which has been implemented over 100 times around the country.

Future options

As the building will be secured via a long-term 25 year lease, the community will have the option to develop the range of services to meet their needs. Given that proposed business is viable within its current form (see financial forecasts), additional services could be added later at low risk. Suggestions include:-

- Quiz nights
- Curry nights (and other themed food nights)
- Themed nights - 50s, 60s, 70s etc
- Charity events
- Darts, dominoes, pool teams
- Bridge club
- Small scale arts and music festivals
- Craft / art exhibitions for local crafters/artists
- Book lending facility
- Wine tasting events
- Cocktail nights
- Beer festivals
- OAP lunches
- Cookery lessons
- Games / jigsaw clubs
- The bar would also offer coffee, cake etc, with facilities for cyclists, walkers, dogs etc
- Tourist information point
- Farmers markets on adjacent car park
- Dry cleaning drop off and collection point

These opportunities are limited only by the space available and demand for the service and will continue to be explored by the management team.

6. Building & Renovation

6.1 Introduction

This section sets out some of the key headings for repair, renovation and conversion costs. A survey of the building was undertaken in August 2019. Since the white knights purchased the building on 31st March 2022, the building has been thoroughly examined and surveyed.

In October 2021 lead was stolen from the gable end of the building. Consequently water has been entering, through that section of the roof.

A number of the roof purlin's need to be replaced, as do all windows.

The white knights will cover this cost, so it does not feature within this document.

All public house fixtures and fittings were removed by the previous owners.

The building was unoccupied for over two years. During that time metal and wiring were stolen.

Work has been conducted, by community volunteers, to remove damaged ceilings, stud walls and plaster.

Main bar. The main bar area has been stripped of fixtures and fittings. This area will need to be completely refurbished.

Kitchen. The kitchen has been stripped of fixtures and fittings. This area will need to be completely refurbished, together with any improvements to ensure that food can be produced compliant to current food hygiene standards.

The kitchen will be extended, at the rear, to encompass the current boiler house.

6.2

Immediate Works Required

The following are areas of work, which need to be completed before the pub can open, subject to funds. In addition to funds from a share offer, potentially including grant funding or via volunteer input, allows:

Toilets. Considerable work required to repair / replace broken toilets and urinals, also to bring them up to standard.

Current disabled toilet will need some attention.

Electrics. The building will need to be rewired. The community pub being responsible for the electrical fittings costs of the ground floor.

Plumbing and heating. Plumbing will need to be upgraded. New central heating will need to be installed for the entire building. The community pub being responsible for the plumbing costs of the ground floor.

Roof and windows. As previously outlined, the roof requires repair, all windows need to be replaced. This cost will be met by the white knights.

Bellying in part of front wall. The cost of securing / repairing this section of wall will be met by the white knights.

External paintwork. The building will require painting.

Repairs. General routine maintenance work (e.g. gutters to be cleared)

Funding opportunities will continue to be explored to fund repairs and refurbishment.

6.3 Capital and revenue costs

Item	Cost
Insurance	3,000
Refurbish main Bar area	100,000
Refit Kitchen	50,000
Repairs and general maintenance	5,000
Update plumbing	2,000
Furnish the pub	5,000
Stock the pub and kitchen for three months	15,000
Day-to-day working capital for three months	30,000
Internal decoration (assumes volunteers)	1,000
Refurbish toilets	4,000
Contingency for unforeseen works	10,000
Total	£225,000

7. Marketing Plan

7.1 Aims

The marketing plan for the The Raven Inn is based on three fundamental aims:

1. To increase the number of customers using the facilities (building the customer base)
2. To increase the frequency with which customers use the facilities (building customer loyalty)
3. To increase the value of each visit made (building customer value)

The target market segments that we hope to attract through the marketing proposals are: -

Local people, including families, young people, older people, school parents – both from Glazebury and Culcheth, together with the wider communities of Leigh, Croft, Glazebrook and Winwick.

Day visitors to the area, particularly walkers, dog walkers and cyclists taking advantage of the spectacular local scenery.

To enable the steering group to gain a full understanding of what facilities the local community required in The Raven Inn, two a very well attended public meetings were held, in 2019, to encourage the community to put forward their ideas of what facilities they wanted in The Raven Inn. This was followed-up by a sample survey of the population of Glazebury and Culcheth. As a result, a total of 115 proposals were put forward. The proposals were all recorded and sorted by activity, e.g. traditional pub, dog friendly, classes/lessons/groups, themed evenings, post office etc. The proposals were then sorted by most popular and it is these most popular ideas that will be considered for viability and sustainability during the initial months of opening. Ideas not considered suitable or viable at the initial stage may be considered for inclusion at a later date i.e. stage 2

Drop in centres were held in the villages of Glazebury & Culcheth, between September & January 2019, to further consult with the community.

Proposed methods for achieving the marketing objectives in the early days of operation of the business are outlined below. The marketing plan will be updated regularly in conjunction with the management team as the business grows and develops.

7.2

Increasing the number of customers

The first part of the marketing strategy relies on raising awareness of the new Community facility and the services on offer. This will be done through an extensive outward facing marketing campaign incorporating all forms of media including:

7.2.1

Print media

Articles in the run up to the launch of the new facility will be placed in local print media, for example, Warrington Worldwide and The Warrington Guardian (where there are also an on-line versions), plus others to ensure good coverage across both the Manchester and Liverpool areas. Additionally, the management committee can rely upon a team of local volunteers to carry out periodic leaflet drops to every home within the villages. This will ensure a regular update to all residences about events and activities. The aim of the marketing campaign will be to create awareness and interest in the facilities, by emphasising the community aspect of the project - the first of its kind within the local area. The ultimate goal of the activities will be to convert readers from a general awareness to active interest in visiting.

There is a proposal from the proprietor of Warrington Worldwide for supporters of the Raven to encourage local businesses to advertise with them. For each such engagement Warrington Worldwide will donate 20% of that fee to the Raven for marketing purposes.

7.2.2

Social media

Mirroring the print media campaign, the social media campaign will help raise awareness amongst a potentially different demographic to the printed word, generating awareness and interest amongst a younger, and more geographically diverse audience. Website articles (on our own, and others' websites) will be used, along with a Facebook group, YouTube page and specific marketing articles to special interest groups such as cyclists and walkers. The 'Friends of the Raven' Facebook group currently has in excess of 1,200 members. The collection of email addresses given by people who have expressed an interest in being informed about the project as well as from customer feedback will enable email shots to be carried out again to maintain awareness in events and activities and offer incentives. The Facebook page will be developed to be a storytelling page, keeping stakeholders up to date with events via invites and improving awareness by promoting 'likes'.

The website will be easily navigable for whatever service or activity the end user is interested in. A monitored contacts page will ensure that any enquiries are dealt with efficiently.

7.2.3

Local businesses, groups and clubs

We will work with local businesses, groups & clubs to raise awareness of the project amongst their customers, users and visitors. This will be done via business network events, leaflets/posters within local businesses, and through talks and presentations to local groups.

7.2.4

Beer Garden

There is unused land to the East of the building, which will be used to form a beer garden. In addition to utilising the land, the beer garden will be visible to people using the busy Warrington Road. Thus providing the opportunity to 'advertise' the Raven to passers by, with the possibility of attracting customers in to the Raven, who might not, otherwise patronised the pub.

7.3

Increasing the frequency of visits

7.3.1

Creating a welcoming and attractive atmosphere

Having attracted customers initially through the door, our main marketing tool will be to create a great impression and build a positive reputation to encourage repeat visits. To do this we will offer favourable terms and conditions to staff and ongoing training to enable them to provide a great customer experience. We will invest in the fabric of the pub on an ongoing basis to provide the kind of environment that our customers will expect. We will serve all our customers promptly, with a friendly manner and any complaints will be dealt with to reach a satisfactory outcome for the customer.

A regularly changing food menu and drinks offer using where possible locally sourced ingredients and real ales will also help to retain customer interest, attracting repeat visits on an ongoing basis.

7.3.2

Events & Activities

A series of activities and events aimed at engaging *all* sections of the local community, as well as visitors will be developed, including regular day and evening events, hosting business and network events, book clubs, darts / pool competitions, quiz nights and cocktail nights. Future options include a parcel drop off and collection point and a tea/coffee service. Additionally, larger one-off events such as seasonal markets, May Day parade, bonfire night, cocktail night, wine tasting, and speciality food evenings and beer festivals. Each event and activity, whilst designed to meet a local community need, will also increase the frequency of visits by a wider customer base.

7.3.3

Promotions / Loyalty Cards

One off promotions will be used to generate interest, especially at off-peak / traditionally quiet times. These will be developed in conjunction with the facilities staff / management to gain their feedback and knowledge on the most appropriate form of promotion.

Loyalty cards offering discounts or freebies are being considered to entice users to return on a regular basis.

7.3.4

Trip advisor and other online travel forums

Maintaining a watching brief on review websites such as Trip advisor will enable the Pub management to respond to any negative reviews / comments quickly and directly, showing the wider potential customer base that we are engaged and committed to improving services. All comments will be reviewed and where appropriate replied to. If corrective action is deemed necessary, this will be taken. The aim will be to achieve a rating of 4/5 within 6 months.

7.4

Increasing the value of each visit

7.4.1

Increasing the facilities available under one roof

Prior to its closure in September 2018, The Raven Inn functioned only as a restaurant business, serving food. This limits the revenue generation opportunities, as well as the audience likely to enter the building. By co-locating a number of services and facilities, under one roof, we aim to attract a wider audience to the pub, increasing the revenue generated from each visitor. For example, those that may not otherwise visit the pub may be encouraged to do so by first visiting as a business networker, dog walker or member of cycling or scooter clubs. There has already been an enquiry from a local scooter club, who would wish to utilise the Raven as a meeting point. Thus converting into a customer of the pub through a better understanding of the facilities on offer.

7.4.2

Increasing the time spent in the Community Pub

One way to increase the value of each visit made by customers is to increase the amount of time spent in the facility; people popping in for a drink may be persuaded to stay for a meal or snack by prominently displaying an eye catching and tempting menu, as part of a cycle or scooter club may be enticed to stay for a bite to eat after smelling the freshly brewed coffee. Newspapers and second hand books could be used to encourage longer visits. Good wifi connections can also encourage visitors to stay longer, particularly those who do not have access to this elsewhere e.g. tourist visitors. Glazebury and Culcheth benefit from excellent fibre broadband services. Creating a comfortable and pleasant environment which meets the needs of the customer, will encourage longer, more valuable visits.

8. The share offer

To enable the refurbishment and operation of this facility a Community Benefit Society, has been formed (FCA registration number 8218). This Society is known as The Raven Inn Community Benefit Society Limited, and is a form of co-operative.

Capital to refurbish the ground floor of the building, along with initial start-up costs, will be raised, primarily through a community share offer, in accordance with model rules adopted from The Plunkett Foundation Guidelines

Buying shares gives membership of The Raven Inn Community Benefit Society Ltd. Involvement can be as much or as little as a member chooses. All shareholders (who must be over 16) can vote at Annual General Meetings, stand for election to the Board of Directors, inspect the share register of the society, volunteer skills for the refurbishment or just give the Raven their custom and support. Each member will have one vote no matter how many shares they own.

The cost of each share is £1 but, for practical purposes, the minimum amount, which can be invested will be set at £250. There will be a maximum investment of £25,000 per member.

After a minimum period of three years, investors can withdraw their shares (effectively selling them back to the Society for the price they paid for them). This time period is to ensure the business an initial period of financial stability. Shares cannot be sold or transferred to another person. Where there are extenuating circumstances the Directors have the discretion to release funds earlier, or to delay sale.

It is our intention that Investments from the minimum of £250 up to the maximum will pay interest at 5%, in year three of trading. The Society has the right to amend these rates of interest if trade surpluses fall below projected levels.

Through the (Seed) Enterprise Investment Scheme, as long as you are a UK tax payer, you are eligible for tax relief on your investment, subject to HMRC rules on eligibility, as long as you leave your shares in the Society for at least three years.

We have applied for advance assurance from HM Revenues and Customs (HMRC) that the shares in the Raven Inn Community Benefit Society Limited are eligible for tax relief under the Seed Enterprise Investment Scheme (SEIS) and the Enterprise Investment Scheme (EIS) which are both government-backed schemes designed to encourage investment in smaller enterprises.

Community managed businesses like The Raven Inn Community Benefit Society Limited are eligible for this tax relief.

Under the SEIS, the first £150,000 raised by the share issue will attract tax relief at 50% of the sum invested. So, provided you are a UK taxpayer, you will be able to recover up to one half of the amount you invest from HMRC in the year after The Raven Inn Community Benefit Society Limited starts trading, i.e. when the society starts earning revenue.

After £150,000 has been raised, further investment in shares in The Raven Inn Community Benefit Society Limited will attract EIS tax relief of 30% of the sum invested.

The actual amount of tax relief you can claim will depend on your personal tax circumstances.

8.1

Marketing the share offer

Links have been made to a Crowdfunder site, through which the share offer will be administered, and to social media sites such as Facebook and Twitter. The Crowdfunder site won't be live until the share offer begins.

The share offer will be marketed by four means:

1. By holding a local 'launch event' prior to the offer going live
2. By leafleting every household in the villages of Glazebury and Croft (8,534 residents, as of the 2001 UK census). This will advertise both the launch event and the share offer, at the same time.
3. Via the current 'Friends of the Raven' Facebook page, which currently has over 1,200 members.
4. Via local media and press. There exists extremely good and supportive links with the local media, which expands the catchment area to all of Warrington and all surrounding villages.

9. Management & Operation

9.1 Introduction

This section describes the ongoing management and operating plans for the Community Pub following opening.

9.2. The Raven Inn

The community asset will be leased by the Raven Inn Community Benefit Society Limited. We have chosen this legal model because it emphasises the social benefit of the project, whilst giving directors the protection of limited liability. It guarantees an "asset lock" that ensures the assets of the society will be used for the benefit of the community and cannot be disposed of for the private profit. The Co-operative rules have been approved by the Financial Conduct Authority and are available separately.

9.3

Legal Structure

The community pub will be operated by the Raven Inn Community Benefit Society Limited. We have chosen this legal model because it emphasises the social benefit of the project, whilst giving directors the protection of limited liability. It guarantees an "asset lock" that ensures the assets of the society will be used for the benefit of the community and cannot be disposed of for private profit. Profits will be retained within society and used to further its activities.

The Co-operative rules have been approved by the Financial Conduct Authority and are available separately.

The strategic management of the venue will be overseen by the directors of the Raven Inn Community Benefit Society Limited (The management committee), which has been set up

specifically for this purpose. Our intention is to establish a broad membership drawn from across the local community through the purchase of community shares.

The Members (shareholders) will elect a Board of Directors, to form the management committee, at its Annual General Meeting.

9.3.1

Organisation and Governance

Fit for purpose:

- By adopting the model rules of The Plunkett Foundation, we are confident that the Raven Inn Community Benefit Society Limited, will be fit for purpose.
- The Management Committee will identify and communicate to members and shareholders any significant rule changes and ensure they are consistent with the purpose of the society and a community shareholding.

9.3.2

Organisational Structure:

- The Management Committee will operate in accordance with the model rules of The Plunkett Foundation.
- There will be monthly committee meetings and management reviews with our employed manager.
- Regular communication to members will be made.
- No investment will be made in a subsidiary enterprise by the Management Committee in a way that would compromise the terms of the share capital.

The chair of the management committee will be the point of liaison between, the Management Committee and the manager. To ensure clarity and avoid the potential for 'management by committee'.

The chair of the management committee will also be the line manager of the pub manager.

The current Management Committee (MC), currently comprises ten members. It was formed from some members of the former Steering Group, together with the addition of members of the local community to cover specific roles, such as Treasurer and Compliance.

Specific competencies covered include; Company ownership, company management, Pub ownership, pub management, financial consultancy and management, IT skills including web design & management, Facebook, twitter etc design and management, media liaison, fundraising, leadership and personal development expertise.

(Please see appendix 1 for management committee members).

The MC is, therefore reasonably fresh and equipped with specific skills. It is accepted that there will be a churn of MC members, over time. Some may want to see the Raven up, running, successful and profitable, then hand over to someone else.

We expect a considerable number of members, via the share offer. There will be the opportunity for other members to stand for the MC at future AGM's.

9.4

Community / Member involvement

The business plan for the Raven is based upon the 2019 survey, public meetings and consultations, feedback and discussion via the Facebook membership and continual discussions with members of the community, working as volunteers inside and outside the Raven. There is a continuing dialog with the community reflecting the requirements, hopes and aspirations for the Raven. At the same time taking account to new and changing ideas, as appropriate.

That comprehensive consultation and feedback is fed in to the management committee and broadly reflected in the vision, aims and objectives stated in section 4 of this business plan. Where appropriate the committee member, with the necessary expertise / background will progress identified issues.

Having consideration of vision, aims and objectives, together with continual feedback, the management committee will implement a continuing strategy for the operation of the pub. That strategy, together with any current issues, will be communicated to the manager by the chair of the management committee, thus ensuring one point of contact. That communication will form a two-way flow of information, both from and to the management committee.

The community has been heavily involved via the various public consultations, previously outlined.

It is important to have a strategy for engaging members in the governance of the society. To this aim we will continue to engage with members via all existing and previously outlined means. Encouraging members to engage in activities and offer suggestions to improve competitiveness and develop relationships with other stakeholders.

In addition members will be encouraged to provide email addresses to enable mail shot notifications of developments and to encourage members to consider participation in the management committee. At each AGM members will also be so encouraged.

Our specific strategies for engaging members in the society include:

- Elected board (currently 10 members). Every board member has a job.
- Standing sub-committees will be formed, when necessary. These may include: Finance, Events, Field and HR, Events, and Field sub-committees, which would contain non-board members as well as board members.
- Other time limited sub-committees or working groups as needed, including board and non-
- board members.
- Staff team What's App group led by the manager
- Shop volunteers group led by a board member
- Members' surgeries before every board meeting to which any member can bring any issues
- Suggestion box
- Website, regularly updated

- Facebook page regularly updated
- Monthly articles in the Culcheth Life magazine
- Regular e-mails to members keeping them informed
- Encouragement for people to volunteer to help with tasks running the pub or organising events and activities. In any year we would hope for there to be about 40 volunteers.
- An annual General Meeting of the Society will be held to communicate the performance of the society.
- Any member of the Management Committee can stand down from the Committee at any point.
- After three years' service members of the Management Committee must stand for re-election to the committee (except in the case of start-up procedures).
- The sub-committee members will be expected to operate in the same way, including in relation to the start-up procedures.
- From time to time the Management Committee may co-opt any appropriate person to the Committee to fill two spare committee positions or to join the sub-committees.
- We want to ensure new ideas and enthusiasm are brought into the Raven Inn Community Benefit Society Ltd.

9.5 Day to day operation

It is envisaged the pub will open from 10am to 11pm from Monday to Thursday, 10am to 12am on Friday and Saturday, and 12pm to 11pm on Sunday. Whereas the actual 'pub' hours will commence at 12 noon, the building will open at 10am, weekdays to serve coffee & cake.

The Society has appointed a manager, from the local community who understands why the pub is important to the community, and who can preserve its identity and introduce new ideas sensitively. She has extensive experience in pub management.

It was important to have involvement from an experienced individual as we plan the refurbishment. In that way we can 'build in' the infrastructure required to facilitate the fitting out of the pub and kitchen.

She will act in a consultancy role during the refurbishment period. Being appointed manager in time to recruit staff and set up the pub.

It is envisaged that a total of 11 members of staff will initially be engaged: four chefs six bar / waiting staff (Multi skilled) and a kitchen porter. Four of those staff will be full time, six part time. Thereafter the staffing levels will be demand led.

The manager will be responsible for engaging the staff.

The coffee only facility, from 10am to noon, weekdays, will be staffed by volunteers.

Volunteers will also be sought for cleaning duties.

We feel it is important that the bar and waiting staff are trained employees. However there

will be a pool of volunteers to cover, in case of short notice absences.

Subject to open and fair recruitment practices, it is intended to give work opportunities to local people who can appreciate the ethos of the pub and who need a chance in life.

It is intended to open the Raven (pub) early in 2023. The projected opening of the kitchen is intended for April 2023. This will allow a phased opening of the entire establishment, along with two months to recruit and train kitchen staff. It is also recognised that January and February are likely to be quieter months for catering, following the festive period.

9.6 Environmental Sustainability

We take environmental sustainability very seriously. We have tremendous opportunities to 'build in' such features as we renovate the Raven. We will take that forward to the operational Raven Inn.

We have a member of the Management Committee with specific responsibility for environmental sustainability. We also have a separate policy on environmental sustainability. **(please see appendix 3).**

10. Financial Forecasts

10.1 Introduction

This section outlines the anticipated income and expenditure forecasts for a three-year period following opening. This is consistent with industry standard revenues for a rural aspect pub plus forecasts for café revenues based on equivalent actuals.

10.2. Capital

10.2.1

The primary means of securing funds to renovate and open the Raven is via a Community shares offer.

Minimum	Optimum	Maximum
£184K(£170K)*	£243K(£225K)*	£275K

This business plan assumes the optimum share funding of £225K @ 5% interest from mid-November, will be reached.

*The above figures, (in brackets) represent the amount required to refurbish and restock the Raven. The accompanying higher figure is the amount needed to be raised to accommodate fees levied by the Crowdfunder platform, who will be administering the share offer.

In the event of only the minimum being reached, the kitchen refit would be delayed (£50K), and the contingency fund would be reduced by £5K from the current £10K to £5K.

In the event of reaching the maximum, the kitchen refit would be revisited. The present costing assumes considerable pre used equipment. New equipment could be considered. Any other share income above the optimum will be used to increase the operational profitability of the pub.

A number of local business people have pledged share purchases towards the upper end of the maximum limit.

On the advice of Crowdfunder, they would be invited to purchase shares before the offer was 'launched' so as to show substantial capital invested, at the start.

By leafleting our local population, now in excess of 8,500 and engaging our Facebook group of 1,200 members.

10.2.2

Other grants are being explored, in particular the Community Ownership Fund (COF). Our expression of interest has been accepted and a formal bid has been made before the round two deadline on 19th August. The result of this bid is expected in November 2022.

10.2.3

In conjunction with the share offer documentation, a proposal for a 'Kickstarter' venture is also being prepared. Should the share offer fall short, consideration will be given to launching a Kickstarter campaign.

10.2.4

There will be a 'supporters wall', constructed out of wooden (brick size) blocks, which supporters will be invited to sponsor. Their name will then be burnt into the block. These will be relatively low cost contributions of £25 per block. Designed not only to raise, in the region of £5,000 but to cater for local people and people who, maybe, cannot afford £250 for shares.

10.2.5

Discussions have taken place with Warrington Voluntary Action, with regard to local funding.

This is in its early stages but, in principle, there is scope for funding assistance.

10.2.6

In kind donations: materials and time from volunteers, professional and trade services.

These 'donations' can be used when calculating 'match funding' to obtain future grants.

10.2.7

Community fundraising: There have been numerous community fundraising events since the fight to save the Raven started in January 2019. Those events, such as quizzes, and tabletop sales, will continue.

In addition, a Snowdon Challenge has been organised, to take place in September 2022. The target being £2,500.

10.3 Income and expenditure forecasts

The financial plan consists of a daily P&L, which has been constructed on trading assumptions pertaining to the number of patrons, number of sittings per table per day, diners vs beverage patrons and expected expenditure per patron. The financial plan is

weighted for seasonality throughout the year, quieter versus busier periods during the week (weekday vs weekends) as well as giving consideration to the expected layout of the pub. This P&L has then been summarised on a monthly and annualised basis and covers expected income and expenditure. IN addition, a Balance Sheet and Cash Flow have also modelled. Community members with financial planning in conjunction with those with hospitality experience have collectively input into this plan. The consensus is that this is a comprehensive and moderate expectation of what a pub of this size, location and support could deliver. **(Shown at appendix 2).**

11. Risk Analysis

We have considered the key risks for the proposed community management of The Raven Inn:-

- The capital is not raised. The refurbishment does not go ahead and all monies are returned in full to people who have bought shares.
- A catastrophic failure of the business for the Raven Inn. The Raven Inn would be closed and any money recovered from sale of equipment / stock used to refund shareholders as far as possible. We cannot hide from the fact that this is an 'at risk' investment and people might lose some or all of their money.
- A catastrophic failure of business for one of the white knights, resulting in the necessity to withdraw from ownership of the building. In which case a second share offer would be considered in order to 'buy out' that interest in the building. If that were not possible, it would be necessary to revert to the action outlined in the immediately preceding risk.
- 'Wet' sales are lower than anticipated. We think we have been conservative in our assumptions. But if bar sales were lower than anticipated, then we would seek to promote the Raven more strongly through leafleting the village, the Facebook page, the website and local media. We would try to encourage more events on the quietest evenings. If necessary we would close on the quietest evening to save money. We would look at using more volunteer bar staff.
- The manager does not work out. We would replace the manager.
- The manager leaves with little or no notice. We intend that one of the committee will hold a personal license to be able to cover such a situation for a short period of time. Where this is not the case, we will identify a personal license holder who would be willing to step in at short notice.
- When we introduce food sales, they don't work. We would assess whether this was due to the chef and if this seemed to be the case, we would find another chef. However, we could go back down to basic bar snacks.
- The 10% uptake on volunteers is not achieved. We will begin further canvassing of the local community. If necessary, we will consider financial incentives as a reward for the volunteer work (discounted food bills for non-busy period dining at the Raven)

Appendix 1

Management Committee members

Meet the Raven Management Committee

Chair & Communication – Peter Sturman

Responsibilities include: arranging and recording meetings, overseeing CBS documentation, acting as the point of liaison between the MC and the manager, line manager for pub manager, designing and implementing the media liaison strategy, issuing news releases and fostering good relationships with local media outlets.

Peter says:

'I am a retired senior Scotland Yard detective. For the last four years of my service I was in charge of the Accelerated Promotion Scheme at the National Police College. I also spent time as a media liaison officer for the police.

I am also a qualified lead assessor for the International Organisation for Standardisation.

My wife and I moved to Culcheth 11 years ago, having previously spent a lot of time visiting relatives in the area.

I was dumbfounded when I learnt of plans to demolish the Raven and joined the movement to 'Save the Raven' early on.

I became part of the steering group and I have been able to utilise my media liaison training and experience to help publicise the fight to save the Raven.

As chair of the steering group and now the management committee, I have been able to rely upon a considerable amount of experience both as an operational leader in the police service and my leadership and development role at the Police Staff College.

As we move toward operating the Raven as a community pub I am excited about all the possibilities we have before us. Our local community have been and continue to be incredible with what has been achieved, so far. I consider myself lucky to be a part of it.'

Deputy Chair & Environmental Sustainability – Fraser Hampson

Responsibilities include: to act as chairperson, in the absence of the chair.

Responsibilities for overseeing the environmental sustainability policy within the Raven and its surrounding grounds. Monitoring and responding to new initiatives within this area.

Fraser says:

'I have been in sales and business development for over 10 years and most recently Product Owner and Inventory Management the last 5 years helping to create and start up cinch.co.uk the online car buying platform. I feel my skill set along side the other members of the MC we will help us to successfully re open, manage and sustainably run the Raven Inn as a community pub restaurant for the present and future.

I have lived between the villages of Glazebury and Culcheth my whole life and know the area and the community very well. I have also been a part of this group from the very beginning and have a great drive and determination to see the Raven re opened and successful community pub restaurant, with a strong focus on being environmentally sustainable.

Treasurer – Matt Smith

Responsibilities include: overseeing share offer, reconciling bank statements, managing cash flow, signs off expenditure for or by the manager, liaise with accountants, book keeping.

Matt says:

Matt Smith FCA / FCIM

'I am a Fellow member of both the Institute of Chartered Accountants and Chartered Institute of Marketing, with almost 25 years' experience working across the respective industries.

From a finance and marketing perspective, there is little I've not seen or experienced. Having trained at PwC and worked with leading entrepreneurs both domestically and internationally, I was inspired in 2017 to spearhead a Management buyout of my current business BDB (www.weareb2b.com). I then sold the business in 2021 to become a 100% employee-owned business, remaining active in my strategic role as CEO. Egalitarian ownership, collaboration and business transformation are close to my heart, and something I am passionate about, reflected in my Board role with the Employee Ownership Association.

Having moved to Culcheth in 2016 and now made a home and many friends in the community, I hope to be able to apply my full skillset and experience, to help the Raven team realise their aspirations of operating a successful community pub'.

Deputy Treasurer - Suzanne Smith

Responsibilities include: to liaise with FCA re annual returns, assist treasurer as necessary
Suzanne says:

I am a Chartered Accountant (also trained at PwC) I am the Chief Finance Officer of a northwest public company listed on the London Stock Exchange. My expertise lies in building business models (cash flow forecasts in particular) in order to raise finance and appraise investments.

Secretary – Carole Watson

Responsibilities include: ensuring that AGM is properly held, annual return submitted, accounts are audited (if necessary), oversee register of members.

Carole says:

'As secretary I feel I have the necessary organisational skills to ensure the smooth running of the management committee. I always stick to deadlines and would ensure timely reminders are sent out when tasks require completion by other members, offering support and advice if necessary.

I have been involved in the fight to save the Raven right from the beginning and am passionate about reopening it as a community facility which would bring people together, offering a wide range of opportunities for social cohesion and promoting the wellbeing of all members of our local communities'.

Project planning and delivery – Austin Hutchinson

Responsibilities include: to oversee the renovation planning and delivery. Oversee the continuing project planning, such as the beer garden. Also representative of the owners.

Austin says:

'I feel I bring a wealth of business and management skills to the management committee having set up and run a successful financial services firm, overseeing funds approaching £1bn.

I also have significant project management experience having developed numerous commercial and residential projects. I am also a director of a property development business,

*bringing the benefit of my contacts and experience to the Raven.
I live close by and am delighted to be helping bring back my local!*

Compliance – Joanne Grundy

Responsibilities include: H&S policies, environmental health, fire safety, food safety and licensing.

Jo says:

'I have lived in Glazebury for 25 years, moving here from Liverpool after meeting my husband who has lived here all his life.

We live in the Avenue directly behind the Raven and it has been a part of all of our family's lives for many years.

I have worked in the pub industry for 32 years, the last 27 of which I was a General Manager for various Pub Companies including Yates's Wine Lodges, Greene King Pub co, Spirit Pub Co I have been involved in the Compliance side of running these types of business in all aspects including Health and safety, Fire Safety, Food Safety and Licensing.

Working within the industry for so long has given me the experience needed to carry out this role for the Raven Management Committee.

I will bring my experience to the table and be able to support the appointed Manager and the shareholders in keeping us safe, legal and compliant.'

Volunteers coordinator – Sue Leather

Responsibilities include: compiling and maintaining a volunteers register. Volunteers will include – coffee shop, stand by volunteers to cover short notice staff absence, 'No one alone' transport volunteers, gardening, plumbers, odd job people and window cleaners.

Sue says:

'I have lived in the village of Glazebury all my life. My family have farmed on Chat Moss behind the Raven for 5 generations and still continue to do so.

I have been involved in lots of community events and fund raising throughout my life from village carnivals, tractor festivals, to building a new scout centre, and have been on the committees that have co-ordinated to make these things happen.

Living in the village for so long gives me the advantage of knowing many people who I can hopefully call on to help with volunteering their time and skills.

Village Liaison – Maureen Parkinson

Responsibilities include: personal contact with groups and individuals in Glazebury and Culcheth. Both keeping people updated, but importantly fostering relations with groups who could use the Raven, eg scooter club, walking groups etc. Seeking out groups and individuals who could benefit from what the Raven Inn Community pub will have to offer.

Mo says:

'I feel I have a lot of skills relevant to the Village Liaison role. I have worked in management running my own business and am very experienced at helping people, liaising with people and solving problems. I am very outgoing and a good communicator. I find it easy to talk to people from all sections of society, in fact I thrive on contact with people. I am also very resourceful, creative and have great ideas regarding potential community events involving different groups of people.

I was one of the people who initiated the 'Save the Raven' campaign back in January 2019. I

live just behind the pub and it has been my local for many years so I am determined to see it return to a thriving community facility. I will do everything I can to ensure the success of this community project’.

Website, social media and IT – Steve Wood

Responsibilities include: (dependent on the level of input from the manager into the website, but as a minimum) maintaining the website, ensuring it is as ‘visible’ as possible to internet searches etc. Overseeing social media and IT systems.

Steve says:

‘As an owner and director of a small IT consultancy business for the past 30+ years I have developed software, designed complex systems and managed small to extremely large IT infrastructure for local and global clients such as IBM, Astra Zeneca, Lockheed Martin, Lidos, Manchester Airport Group, Royal & Sun Alliance, MTV Russia and Copper Dragon Brewery.

The years working within this industry has taught me a broad range of skills on building and managing IT systems, from writing the software to improving SEO and utilising 3rd party search systems to increase rankings on various search engines and improving social interaction/engagement.

We have also supported clients in a range of community and charity projects, most recently helping European Metal Recycling build and promote a recycling education site aimed at schools, in partnership with Curry’s along with building and building/maintaining the government back websites for the Council For Sustainable Business, also in partnership with European Metal Recycling’

Professional Advisor

Deborah Guest

Deborah is a pub manager of over 16 years’ experience, who will initially act in a consultancy role to advise on the internal design and layout of the pub area, the kitchen and the cellar.

Appendix 2

Income / expenditure forecasts

And Cash flow

	DAILY FORECAST			MONTHLY FORECAST		
	Dec-23	Dec-24	Dec-25	2023	2024	2025
DATE	31/12/23	31/12/24	31/12/25			
DAY	Sunday	Tuesday	Wednesday			
CLOSED / QUIET / BUSY	busy	closed	quiet			
	high	high				
LOW SEASON / HIGH SEASON	season	season	high season			
Kitchen open / closed	YES	YES	YES			
Number of tables	12	12	12			
Number of sittings per day per table	3	0	3			
High season volume increase	150%	150%	150%			
Total number of sittings per day	54	0	54			
Dining covers	18.9	0	18.9			
Beverage-only covers	35.1	0	35.1			
Dining patrons	56.7	0	56.7			
Liquor patrons	105.3	0	105.3			
PROFIT & LOSS				£	£	£
SALES						
Dining	1,021	-	1,021	134,719	185,749	257,872
Liquor	1,450	-	1,450	211,979	263,882	366,341
Total sales	2,471	-	2,471	346,698	449,631	624,213
DIRECT EXPENSES						
Dining	(408)	-	(408)	(53,888)	(74,300)	(103,149)
Liquor	(797)	-	(797)	(118,004)	(145,135)	(201,488)
Total direct expenses	(1,206)	-	(1,206)	(171,892)	(219,435)	(304,636)

GROSS MARGIN						
Dining	612	-	612	80,832	111,450	154,723
Liquor	652	-	652	95,390	118,747	164,854
Total gross margin	1,265	-	1,265	176,222	230,196	319,577
GROSS MARGIN %						
Dining	60%	60%	60%	60%	60%	60%
Liquor	45%	45%	45%	45%	45%	45%
Total gross margin %	51%	#DIV/0!	51%	51%	51%	51%
OVERHEADS						
<u>Direct labour</u>				(97,075)	(125,897)	(174,780)
Less Community shifts				24,269	31,474	43,695
Manager salary				(40,250)	(42,263)	(44,376)
<i>FTC equivalent of paid staff</i>				4	5	8
<i>FTC equivalent of volunteer staff</i>				1	1	2
<u>Sales-driving events</u>						
Machine profit				3,000	3,000	3,000
Ongoing donations & fund-raising				10,000	10,000	10,000
Live entertainment				-	-	-
Sky				-	-	-

Controllable costs

Security	(600)	(600)	(600)
Cash Discrepancy	-	-	-
Cleaning	(3,000)	(3,000)	(3,000)
Consumables - Toilet rolls etc	(1,000)	(1,000)	(1,000)
CC & Bank Charges 2% of Sales	(6,934)	(8,993)	(12,484)
Gardening	-	-	-
Laundry	-	-	-
Refuse	(2,500)	(2,500)	(2,500)
Staff Training & Recruitment	-	-	-
Staff Welfare	(1,000)	(1,000)	(1,000)
Stationary, Post, Printer	(1,000)	(1,000)	(1,000)
Telephone & internet	(1,000)	(1,000)	(1,000)
Till & Stock System - Service & Programming	(500)	(500)	(500)
Annual Stock Take - Volunteer Appointed	-	-	-

Fixed costs

Electricity	(12,000)	(14,000)	(16,000)
Gas	(5,000)	(6,000)	(7,000)
Water	(5,000)	(5,500)	(6,000)
Rates	(17,000)	(17,000)	(17,000)
Rent	(15,000)	(15,000)	(15,000)
Licencing	(900)	(900)	(900)
Performing Rights Licence (PRS)	(1,000)	(1,000)	(1,000)
TV Licence	(300)	(300)	(300)
Insurance	(3,000)	(3,000)	(3,000)
Depreciation	(15,975)	(16,750)	(16,105)
Repairs and Maintenance	(4,000)	(4,000)	(4,000)

Total Overheads		(196,766)	(226,727)	(271,849)
Net profit		(20,544)	3,469	47,727
BALANCE SHEET		£	£	£
Fixed assets				
Opening balance		-	171,025	164,275
Additions		187,000	10,000	10,000
Depreciation		(15,975)	(16,750)	(16,105)
Total fixed assets		171,025	164,275	158,170
Current assets				
Stock		15,000	18,000	22,000
Debtors		-	-	-
Cash	225,000	18,431	25,650	75,482
Total current assets		33,431	43,650	97,482
Current liabilities				
Creditors		-	-	-
Total current liabilities		-	-	-
Net assets		204,456	207,925	255,652

Reserves				
Share capital	225,000	225,000	225,000	225,000
Profit for the year		(20,544)	3,469	47,727
Share capital	225,000	225,000	225,000	225,000
Profit for the year		(20,544)	3,469	47,727
Reserves			(20,544)	(17,075)
Total reserves		204,456	207,925	255,652
CASH FLOW FORECAST		£	£	£
Profit excl. donations		(30,544)	(6,531)	37,727
Add back depreciation & amortisation		15,975	16,750	16,105
Donations / fund-raising		10,000	10,000	10,000
Capital expenditure		(187,000)	(10,000)	(10,000)
Movement in working capital		(15,000)	(3,000)	(4,000)
Share raises		-	-	-
Net cash in/(out)flow		(206,569)	7,219	49,832
Opening cash position		225,000	18,431	25,650
Net cash in/(out)flow		(206,569)	7,219	49,832
Closing cash position		18,431	25,650	75,482

Appendix 3

Environmental Sustainability Policy

Environmental Sustainability Policy

The interior of the Raven has been stripped back, ready for renovation. This allows us to build in low carbon initiatives.

The heating of the property will be via underfloor heating, thus being more energy efficient. The boiler has to be replaced, energy efficient options are being studied.

The well, situated in the grounds will be reopened and utilised, potentially as ground source heat pump, possibly eliminating the need for a boiler.

All lighting will be LED.

The refurbishment will adopt a minimalistic approach, leaving brickwork and wooden beams exposed. We will incorporate energy saving initiatives in the refurbishment.

We will explore solar power. The rear roof of the building faces South, which means there is a large roof area to accommodate solar panels.

We will undertake a Community Supported agriculture scheme for local residents. Utilising land opposite the Raven which will be available for this purpose. the land belonging to one of the joint owners of the Raven. As much fresh fruit and veg, as possible, will be grown and used in the kitchen, thus removing the transport carbon footprint.

The fruit bearing shrubs in the grounds of the Raven have been 'liberated' from the overgrown weeds and will supply seasonal fruit.

We will utilise a rainwater harvesting scheme for both the Raven Inn and the garage situated in the car park.

All bio degradable waste will be composted and used within the community supported agriculture scheme.

Where the agriculture scheme cannot provide the required produce, we would use local suppliers.

We will seek to use local suppliers for beer, spirits and soft drinks.

We would eliminate the unnecessary use of plastic. An obvious one being drinking straws.

By locating a community pub, coffee shop and social facilities, all under one roof we will reduce the necessity for people to drive to a number of different venues.

Recycling containers will be located on the car park and patrons, along with local residents encouraged to use them.

Taking our lead from the Charity Commission environmental sustainability policy we will assess the environmental impacts of our project and set objectives and targets in order to improve our environmental performance. We will regularly review these targets.

We will:

- Promote responsibility for the environment within our Community Benefit Society and communicate and implement this policy at all levels within the workforce of the Raven Inn;
- Reduce the use of energy, water and other resources;
- Minimise waste by reduction, re-use and recycling methods;
- Comply with all relevant environmental legislation/regulation;

- Ensure that our policies and services are developed in a way that is complimentary to this policy;
- Not prioritise funding needs ahead of sustainability requirements;
- Inform and educate our patrons of our commitment and encourage them to commit to the sustainable development philosophy;
- Identify and provide appropriate training, advice and information for staff and encourage them to develop new ideas and initiatives;
- Provide appropriate resources to meet the commitments of this policy; and
- Promote and encourage involvement in local environmental initiatives/schemes.

The commitment to environmental sustainability will be part to the job description and responsibility of the pub manager.

There is a member of the management committee with responsibility for environmental sustainability.

We will be mindful of local wildlife, erecting nesting boxes and bird feeding stations within the grounds.

We will encourage staff patrons and neighbours to participate in the annual RSPB ornithological survey.

We will also be mindful of hedgehogs, particularly in the grounds of the Raven. There are certain areas that will be left wild as a wildlife sanctuary and habitat.

We will initially use two tools to measure the environmental impact of the pub.

Firstly a life cycle analyses of the operation of the pub. Examining energy and water use, choice of energy efficient equipment, processes and procedures.

We will encourage patrons to cycle, when they would otherwise use a vehicle. That is in addition to firmly encouraging patrons, who are consuming alcohol, to walk.

We will adopt an input - output analyses, liaising with other pubs to determine best practice amongst other pubs. We already have access to such shared information, via the Plunkett Foundation.

This will allow us to measure our environmental impact against that of other pubs.

By adopting these two tools we will firstly measure our own operation, then compare it to that of others to ensure continual improvement and reduction of the pub's environmental impact.