

Save the Craufurd Arms

SAVE THE CRAUFURD ARMS

15 GRINGER HILL, MAIDENHEAD, BERKSIRE
SL6 7LY

BUSINESS PLAN

Produced and Published by the Craufurd Arms
Society Limited, a Community Benefit Society
registered with the FCA (Registration No. 7437)



www.facebook.com/savethecraufurd
www.cacgmaidenhead.com
craufurdacg@hotmail.com

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1 Introduction to the Craufurd Arms

1.1 The Craufurd Arms is a free house located in Maidenhead, a large affluent town in the Royal Borough of Windsor and Maidenhead, Berkshire, England, on the River Thames. Its population is 67,404. The Craufurd Arms is prominently located on Gringer Hill (A308), in a densely populated residential suburb approximately 1 mile north of the town centre and mainline station. It is approximately a 15-minute walk from Furze Platt Railway Station. Gringer Hill is a main arterial road into Maidenhead linking the Marlow By-Pass (A404) and the Bath Road (A4) and is in easy reach of the M4 and M40 motorways.

1.2 The pub is in the Belmont Ward which has a population of 8,315 and serves the Furze Platt Ward which has a population of 7,393 according to the 2011 census.

1.3 Although the Belmont Ward is near to the town centre, it has very few open spaces or community centres. With the closure of the Farmers Boy in Harrow Lane, the Craufurd Arms is the last remaining pub in north Maidenhead.

1.4 The pub dates back to the late 1800s and was at the edge of the site of Craufurd College, which was a private school for boys, hence the unusual spelling.

1.5 In December 2012 the Golden Harp in Furze Platt (situated a mile north of the Craufurd Arms) was closed and re-developed into a convenience store. Tesco had secured a twenty-year lease on the property without consulting the community as at the time it was not a requirement to do so. The Furze Platt Action Group (FPAG) was formed to lessen the impact of the development on the Furze Platt Triangle Conservation area in which the pub was situated. The loss of the pub coincided with a change in the planning laws that offered more protection to pubs if they were registered as Assets of Community Value (ACV's). In 2015 the licensee of the Craufurd Arms decided he did not want to renew his lease and this prompted the FPAG to register the Craufurd Arms as an ACV with the Borough Council.

On 23rd August 2016 the Council received a 'Notice of Relevant Disposal' from the Wellington Pub Company Plc. Within a week the Craufurd Arms Community Group was formed with the aim of bringing the pub into community ownership.

1.6 The pub currently serves four real ales, keg beer, lager, cider, wines, spirits and soft drinks. Food other than bar snacks is not available.

1.7 The pub is a two-storey extended end of terrace building featuring an attractive mock Tudor central gable. It is mainly of brick construction under part slate and part tiled pitched roofs with a felt covered rear extension. The

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customer car park is to one side with parking for up to 5 vehicles and a single garage. There is a large terraced beer garden to the rear of the building.

1.8 The ground floor consists of a traditionally presented open plan trade area with bar servery to the rear. It has fire places on the side walls, a dart board and ladies and gents toilets. It has a domestic style kitchen and office/utility area and external door to the patio area. There is a bottle storage area and a door to the cellar. The cellar is located under the bar with a delivery drop with access via the car park. The first floor consists of a double bedroom, a single bedroom, a living room and a bathroom.

1.9 The property is in an area administered by Royal Borough of Windsor and Maidenhead. Its current Rateable Value is £4,500. The domestic accommodation is within band B for council tax purposes.

1.10 There are two examples of successful community pubs in the area, the Jolly Farmer in Cookham Dean and the Garibaldi in Bourne End.

Ye Olde Red Lion in Oakley Green is also trying to bring their village pub into community ownership and we are sharing our experiences and providing mutual support.

1.11 The Craufurd Arms has two crib teams, two darts teams and a quiz night, run by the regulars, for teams of local and not so local people. The pub hosts teams from other pubs and clubs for regular tournaments and league fixtures. It is also the only public house in the area that has four sky channels for sporting events that are not free to air. This has meant the pub is always busy with people regularly attending to watch cricket, golf, football and rugby matches. In the large terraced garden behind the pub people can enjoy a beverage of choice, fine company and the best of the British summer sunshine

As a result, the pub is a popular place for locals to go to socialise with family and friends. The pub is dog and child friendly and there is a jukebox for those who like a bit of background music. It has also played host for local birthday parties, BBQs and beer festivals. The pub sponsors two local football teams who meet regularly in the pub and hold prize-giving evenings and other events during the course of the season.

1.12 The pub has live music events, ranging from brass bands through to solo artists and Karaoke evenings throughout the year.

2 Executive Summary

Vision

2.1 We have registered the Craufurd Arms Society Limited, a Community Benefit Society, with the intention of buying the freehold and bringing the Craufurd Arms into community ownership. It is our aim to transform it into a thriving, viable and sustainable local pub with links to the local community. It will be a flourishing business owned by local shareholders and run for the benefit of the communities it serves.

2.2 As its custodians, the shareholders are buying into a community asset, and the job of the directors and the team they employ will be to create a vibrant hub, a real asset to people who live here now, and one that can be passed on to future generations of the region's inhabitants.

The Pub as the Social Hub

2.3 Pubs are great levellers. They bring together people of all ages, of all socio-economic backgrounds from around the area and further afield. They encourage social cohesion, communal activities, music events, fundraising events and participation in games and sports leagues. They provide social environments for people to eat and/or drink on their own, in couples, with family and friends – or with other pub users.

2.4 Pubs are not just providers of safe, supervised drinking environments: they are also hubs for social interaction. The Craufurd Arms is much loved by its regulars and appreciated by its occasional visitors. It has the potential to play an important role in the lives of many more local people if it comes into community ownership. We would look to increase its daytime usage to benefit local charities and community groups. The positive impact on the community of a fully operational, thriving pub can be substantial.

Community Commitment and Engagement

2.5 An initial meeting held in the pub the day after receiving the news of the freehold sale demonstrated that the regulars were very concerned with the uncertainty surrounding the future of the pub and the likely scenario of it being converted to something other than a pub.

2.6 Subsequent weekly planning meetings and a public meeting held on 27th September at St Piran's School have demonstrated continued and sustained support for the project. Questionnaires delivered to households in St Luke's, Belmont and Furze Platt have provided extremely valuable insights into what people want from the pub.

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2.7 We were donated over £3,600 by the regulars and local residents to help with the set-up costs of the Community Benefit Society. We launched our share pledge offer in December 2016 and by the end of January 2017 we had 127 potential investors pledging £112,000 to buy shares in the Craufurd Arms.

The Market

2.8 Although the principal aim is to serve the people of north Maidenhead, we will also be looking to attract trade from a wider catchment area and make the Craufurd Arms a destination pub for visitors to our beautiful riverside town.

2.9 In the past the pub's success has been built on its reputation as a friendly local, with a fine selection of real ale and big screen sports. We will be looking to obtain regional recognition for our real ale and craft ale selections as well as improving our wine list. With a continuing programme to improve the kitchen area and dining facilities, we will also be looking to supply good, locally sourced food.

2.10 The Craufurd Arms has always been a meeting point and a centre for social cohesion but we would like to extend its role in the community. We have had many requests for community led services to be brought into the pub. These include: cookery classes and food education (for youth, elderly, families, unemployed); meet-ups for older people in the community who are isolated, with a local bus/taxi service to bring them to the pub; and mothers and toddler groups, afterschool clubs, coffee mornings, and live music.

2.11 Our regular customers, darts, crib and football teams will always be welcome and the pub will continue to show big screen sports events, as the Craufurd Arms has always been a popular venue for sports fans.

Market Research

2.12 Through our Residents Surveys and recent public meeting we have gained support from local residents to preserve the Craufurd Arms as a family friendly pub - 86% said it was important to have a local community pub. The most popular services include choice of real ale, family friendly garden, catering, live music and big screen sports. Bar food was the most requested type of catering popular with 75% of those polled. The most popular drinks include real ale, lager/beer and wine.

The information received will form the basis of our marketing strategy and our pledge share offer.

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Legal Structure

2.13 Having established the need, desire for, and commitment to bring the Craufurd Arms into Community ownership, the Craufurd Arms Society Ltd was registered with the Financial Conduct Authority (FCA) as a Community Benefit Society (CBS). The Society exists in order to carry on business for the benefit of the community. Assets owned by the Society are locked in the CBS, and must be used solely for community benefit.

Finances

2.14 The freehold of the pub is on the market for **£325,000 + VAT**. The actual price will be subject to negotiation with the owners.

2.15 The aim is to raise a sum of money equivalent to the value of the assets through a share issue, loans, grants, fundraising and donations. We are expecting to raise **£470,000** to purchase the freehold and get the pub ready for opening.

We applied for a More Than A Pub (MTAP) grant/loan from the Power to Change Trust through the Plunkett Foundation and have been awarded a grant of £30,000 with a maximum combined loan and grant of up to £100,000 subject to conditions.

2.16 As for the business, considerable working capital will be required at the beginning. We expect to break even in about two years, after which we expect to be able to pay interest, annually, to investors.

Financial Returns

2.17 The pub will become a community asset, owned by shareholders, and run for the benefit of the community. Profits will be used to invest in and improve the business, pay interest to shareholders, and contribute to activities that benefit the community. In the unexpected event of the business failing, proceeds from the sale of the premises and any other net assets would be used to repay loans and reimburse investors. Any other remaining funds would be used for the benefit of the community or transferred to another asset-locked body for the benefit of the community. However, it is in the interest of the community to make a success of the business and we are absolutely committed to delivering on our vision.

Pub Positioning

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2.18 In positioning the pub's offer, we will include the best from the traditional pub model and add those elements that are relevant to our locals, our town and our aspirations.

2.19 The Craufurd Arms will be a hub for residents of north Maidenhead and a destination pub for people living further afield. It will welcome those stopping by for drinks and a chat as well as those coming for a bite to eat. It will provide delicious bar food, a selection of quality real ales, craft ales and a fine selection of wines. It will be a meeting place, a social hub and a venue for many sports and music events.

2.20 With the popularity of local breweries and the emergence of a good number of micro-breweries in the surrounding area the pub is well placed to offer a unique outlet for locally brewed real ale, craft ale and cider.

2.21 The growth of the craft ale culture and the increasing popularity of micro-pubs are trends that we could use to our benefit by retailing new and fashionable bottled and canned ales and ciders. We would also increase the range and quality of the available wines and look to supply locally produced wines. Initially we will be providing relatively simple bar food to cater for the needs of our customers.

2.22 The Craufurd Arms will accommodate groups and organisations within and beyond our community. It will host events and activities, some as ends in themselves, others as vehicles to build regular trade.

2.23 The Victorian building is full of character and charm – and by tapping into the wealth of commercial and entrepreneurial skills surrounding us, we will turn it into a thriving pub at the heart of our local community.

Communications

2.24 Our marketing campaign started with an Investment Survey, a Residents Survey and a public meeting at St Piran's School. The next steps were to write a Business Plan, an Impact Plan and a Share Prospectus. Once we have the necessary funds and are in the process of purchasing, we will create a marketing strategy and activity plan for the business.

2.25 The plan will cover everything from the food and drink offer, promotions, signage, leafleting, events, seasonal activities, website, e-shots and social media. It will take into account target markets and data capture. It will also cover the use of voluntary support and keeping shareholders and the local communities motivated and engaged.

2.26 The appointment of key personnel will take into consideration experience and expertise in this area.

3 Our Vision

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3.1 The Craufurd Arms will continue to be a flourishing business owned by local shareholders and run for the benefit of the communities it serves. We aim to make it a great place to relax and socialise for those visiting alone, in pairs or couples, with friends, family, work associates or special interest groups. The idea is to make it somewhere that people from different parts of the community feel welcome; where they come regularly and frequently to meet, eat and drink in a safe and pleasant environment.

3.2 As its custodians, the shareholders are buying a community asset. The job of the directors and the team they employ will be to create a vibrant hub, a real asset to people who live here now, and one that can be passed on to future generations of the region's inhabitants.

4 Objectives

4.1 The objectives are:

To buy the Craufurd Arms and its grounds with funding received from grants, loans, donations and a share issue aimed at members of the community and beyond.

To conduct a fast, efficient refurbishment in order to reposition the pub and improve its appeal to the regular and occasional customers as well as the members of our community and those from further afield that will visit in the future.

To check the building in respect of energy efficiency and carry out any remedial work that will reduce its carbon footprint and keep bills as low as possible.

To make improvements to the grounds and car park with the aim of making the pub more attractive and child friendly while retaining the beer garden as a valuable space for the whole of the community to enjoy.

To run a viable, thriving and sustainable pub business with a friendly, welcoming, community focus, and a food and drink offer that is good enough to attract people from the local area, including visitors to the town and those who are willing to travel to experience the best real ale pub in Maidenhead.

To be in a position to pay annual interest to investors after two years and to invest in further improvements and additions to the pub to achieve our aim of creating a true, and fully functioning, community centre.

5 Management Structure

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5.1 The Shareholders will own the pub. The Management Committee will run it on their behalf.

5.2 All shareholders will be members of the Craufurd Arms Society Limited. The Society will provide them access to all information and accounts, a voice in the running of the society and the opportunity to be elected to the Management Committee.

5.3 The Management Committee will be 6-10 individuals who will be collectively responsible for establishing the strategy for the business and overseeing performance. One or two members of the Committee will oversee closer supervision of the business, initially on a daily basis until trade is established.

5.4 All members of the Management Committee will be democratically elected by members of the Society, with one vote per member regardless of investment size.

5.5 An interim Management Committee has been appointed to serve until the first Annual General Meeting. At this meeting all members of the committee will stand down and elections will be held for the new Management Committee. The initial Management Committee comprises four local founder members:

Mark Newcombe – Chair



Mark studied at Desborough School and did a Technical Apprenticeship with Rolls-Royce in Derby where he achieved an H.T.C. in Mechanical Engineering. He has worked as a Project Manager in the Automotive Industry for over 20 years. Mark was the Chairman of the Furze Platt Action Group which helped lessen the impact to the community when Tesco took over the Golden Harp and converted it into a convenience store. During this time he became involved with the local CAMRA branch and is now Branch Contact and Pub Protection Officer for Slough, Windsor and Maidenhead. Mark is married with five children and enjoys swimming and Tae Kwon Do.

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Tony Dixon CPFA - Vice Chair

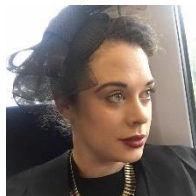


Tony is an accountant by background and Director of Finance in local government during his working career. He is Chair of the Board of Governors of East Berkshire College of Further Education since 2012, and is a director of Windsor Theatre Ltd., a non-profit making company limited by guarantee. Tony has been involved in various NHS roles since 2002, including lay membership of primary care trusts which preceded clinical commissioning groups. He is currently Vice Chair & Audit Chair of Chiltern Clinical Commissioning Group and a Lay Audit member of Aylesbury Vale Commissioning Group.



Steven Pritchard ACMA CGMA BA – Treasurer

Steve is a qualified accountant and an Associate of the Chartered Institute of Management Accountants. He was educated at Coventry University where he was awarded a degree in economics. Steve has worked in the industry for over 25 years and is currently EMEA Managing Director for US Robotics Corp. Steve has lived in Maidenhead for 10 years and is very concerned about the rampant closure of pubs in the area which he believes has an adverse impact on community spirit. In his spare time Steve enjoys badminton, yoga and pretending not to be a Leeds United fan.



Emily de Fraine - Secretary

Emily has lived in Maidenhead for most of her 33 years, going first to St Luke's and then on to Newlands Girls School. After her GCSE's she spent a year in the US and then lived in Reading, before returning to her home town. Working as a PA for a local audio production company takes her around the country, to various Doctor Who and Sci-Fi conventions. Emily is active in her local CAMRA branch, plays in the darts team and captains the Craufurd Buccaneers crib team. She also supports Arsenal. Emily lives with her partner Michael and his son Lennon.

5.6 One third the new Management Committee will serve a two-year term, one third will serve a three-year term and one third will serve a four-year term. Subsequently all terms will be three years. This provides continuity as it prevents all members of the committee retiring at the same time and new members of the committee will serve alongside those with more experience.

5.7 Any shareholder is eligible to be on the Management Committee, having been properly nominated under the Model Rules.

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5.8 The Management Committee will appoint a Chair, Vice-Chair and Treasurer from amongst themselves. They will appoint a Company Secretary and a firm of accountants and other professionals as required.

5.9 The Management Committee will appoint the manager of the pub, who will have the responsibility for the day to day running of the pub and the delivery of annual financial targets set by the Management Committee. He or she will be answerable to the Committee. The Committee will also, together with the manager, appoint the staff who will have the responsibility for the profitable operation of the bar and for the food and safety standards.

5.10 The success of the venture will be largely dependent upon:

Finding commercially astute, experienced, operations committee members who have time to devote to the project and are prepared to do so in a voluntary capacity.

Careful recruitment of an experienced, reliable, commercially astute and socially skilled manager and members of staff. The manager and staff must have high standards in all aspects of the business, and be motivated by the desire to create a really special pub that is treasured by the community and attractive to those from further afield.

6 The Market

The Pub Market

6.1 There are now fewer than 48,000 pubs in the UK. Roughly 20% of these are managed pubs, 40% are non-managed (tenanted and leased) pubs and the remaining 40% are independent pubs.

6.2 Combined turnover is over £21 billion giving an average across the country of £437,500 per establishment, but this average is driven up significantly by the managed pub sector. For example, Greene King's managed pubs average turnover is £933,000 per pub and Young's £1.1million per pub. The independent sector averages £260,000 per pub. Our business plan aims for a turnover of around £225,000 a year for the Craufurd Arms to break even, and £250,000+ in order to provide enough profit for reinvestment and a return for the investors. The independent sector is generally outperforming the non-managed, and showing greater resilience in terms of closure rates. Attention to high standards and a spirit of entrepreneurship abound among independents.

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6.3 We do not underestimate the scale of the challenge, not just to buy and refurbish the Craufurd Arms, but to keep it open in the long term. Pubs are still closing – at a net rate of about 21 per week according to the Campaign for Real Ale (CAMRA). These closures are driven by a number of factors, the principal ones being:

Realising asset value (with properties being of higher value when designated as residences rather than public houses).

Weak planning laws offering very little protection to community assets.

Changing lifestyles and patterns of food and drink consumption (connected to a whole host of socio-economic factors).

Comparatively cheaper supermarket beer, wine and spirits. Pubs pay full VAT on everything whereas supermarkets pay no VAT on food so they can cross-subsidise their special offers on drinks.

Business rates are an unfair tax on pubs. Pubs minister Andrew Percy has revealed that 13,000 pubs could be eligible for complete small-business rate relief in this year's the Autumn Statement.

Excessive Pub Company and Brewery rents.

6.4 In 2014, for the first time, UK sales of beer in the off-trade overtook those in the on-trade. People are choosing more often to drink at home. Significantly, the take-away and fast food market has grown to a colossal £30bn. While costs of eating and drinking in the on-trade is without doubt a key factor in the changing balance, the loss of pubs within communities also plays an important part in the overall decline in pub drinking. If you don't have a pub within easy walking distance, you are less likely to use the pubs so often.

6.5 It's not just off-trade that is taking the leisure pound. There are now 20,000 coffee shops in the UK – and sales rose to £ 7.9bn in 2015, 10% higher than in previous years.

6.6 M&C Allegra values the total UK eating out market at £85.4bn for 2015, with a growth rate of 2.9% and a market comprised of 332,000 outlets. Findings from our own research show that over 50% of the respondents would like to see food available throughout the week in the pub. Growth nationwide is driven largely by breakfast and lunch – suggesting these opportunities are worthwhile exploring, even though the local community has not necessarily identified this as the most important demand.

6.7 The good news is that many pubs are thriving. According to a Barclays survey carried out in 2015, average pub turnover has increased 23% in the three years since March 2012, with growth driven by younger operators

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entering the trade. The number of pub operators of 25 to 34 years old has increased by nearly 25%.

6.8 The beer and pub trade is beneficial to the UK economy, contributing £22bn to the GDP annually and generating £13bn in tax revenue. It supports almost 900,000 jobs of which 46% are 16-24 year olds. On a local level, pubs boost local economies by an average £100,000 each per year.

Our Market Opportunity

6.9 We understand the risks, and will be taking every possible step to mitigate these, but we also see many opportunities, and will be taking every possible step to exploit them.

6.10 We enter the process with the advantage of:

A fantastic local pub in a densely-populated area of Maidenhead, a thriving town with major railway connections to Reading and London.

A local community inspired by, and committed to, the successful running of a much-loved pub.

Access to a wide range of industry data and analysis – including operational and financial specifics from other community acquired and run pubs.

A dedicated team of professionals with a wide variety of commercial and managerial skills.

A fabulous number of award winning breweries and micro-breweries in the surrounding area.

6.11 The opportunities include:

Interest in real ale and craft beer, has grown in the past few years. According to statistics released by accountancy group UHY Hacker Young on 2nd October 2016 a new brewery opened every three days in the UK in 2015, taking the total number of breweries to almost 1,700 largely thanks to the popularity of craft beer.

There is a genuine opportunity to establish the Craufurd Arms as the local real ale/craft beer haven.

The interest in wine is also key to success – and we will look to stock a good selection, across a wide range of tastes and prices.

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Without the buying power of the pub chains we may not be able to compete on price across a whole menu, but we will ensure that there are special offers that provide great value for money, and we will offer locally sourced bar food at a competitive price. In time we will look to develop our kitchen facilities so that we can offer freshly cooked food that differentiates us from the vast majority of managed pubs. We will aim to make the pub renowned for excellent and unique pub food.

Spirit choices, especially gin, will help ensure that the occasion-led and younger ends of the market are well catered for.

Premium soft drinks and excellent quality coffee and tea will be key to embracing the whole community. We expect customers who are drivers, non-drinkers or only occasional drinkers to be just as well catered for as those who are choosing an alcoholic drink.

Events will be critical to the building of custom, the bringing together of the community and the driving of sales. Examples include tutored wine tastings, master classes in beer tasting, real ale festivals, special occasion parties and charity events. There are endless opportunities to do something special that marks the Craufurd Arms out as the place to be to have fun.

Continued sponsorship and hosting of matches for the crib, darts and local football teams are encouraged.

Market Survey Summary – See Appendix 6.12-6.22

6.12 – 6.22

Competitors

6.23 With the recent closure of the Farmers Boy, the Craufurd Arms is now the last pub in North Maidenhead. In recent times it has attracted the ex-regulars of the Golden Harp, which was converted to a convenience store two years ago. As every spare bit of land in Belmont and Furze Platt are earmarked for private development there are no plans to build any new pubs.

The town centre has a number of pubs and restaurants that are within walking distance but none of them have the same appeal as the Craufurd Arms which is one of the last local pubs in Maidenhead. From Furze Platt, it is a 30-minute walk into the town.

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Our Marketing Strategy for the Pub

6.24 The Craufurd Arms carried out very little marketing in the past. Much more active marketing will be needed to attract new customers and increase the footfall. The marketing plan will be developed by the Management Committee.

We will use traditional methods, social media platforms and innovative marketing to publicise our pub. With the help of local brewers, breweries and CAMRA we will look to become a destination pub of some note, while continuing to increase our involvement and support for local groups and charities.

6.25 The marketing strategy will take into account target markets and data capture. It will also cover the use of voluntary support and keeping shareholders and the local communities motivated and engaged.

7 The Potential to Succeed

7.1 There are a number of reasons why the Craufurd Arms has the potential to succeed where others have failed:

It is ideally placed as an Asset of Community Value for the Belmont and Furze Platt wards.

It is already well supported by its locals and has the potential to attract many more regulars from the surrounding area.

It has the reputation of being a friendly and welcoming pub with a fine selection of real ales and a meeting place for locals.

It has two crib teams and two darts teams, and it sponsors and hosts two football teams.

It has potential to increase its food and drink offerings to satisfy local demand.

It has the potential for improvement on present facilities, especially the outdoor area.

Once free to develop its own stock, there is significant potential to develop its real ale, craft ale and wine offerings.

It has always run at a profit.

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Having a community pub will create a local atmosphere as well as creating the loyalty factor from 'community shareholders'.

It has the potential to become an important meeting space for local community groups and charities.

We hope to have regular social, music and charity events including real ale and cider festivals.

We hope to attract customers from other establishments further afield who want a change from their own pub that might not be offering everything they want or who simply want an occasional change.

There is a good opportunity to attract passing trade including visitors to Maidenhead, walkers and cyclists.

There are several business parks and schools in a two mile radius to whom we can offer a daytime meeting place. Visitors will be able to enjoy a coffee, a drink or a bite to eat (with Wi-Fi access).

The pub can be used for family parties, karaoke, and holiday celebrations.

We hope to attract holiday makers, tourists and beer aficionados from further afield.

7.2 Taking these factors into consideration and with steady development, there is a great opportunity to grow the turnover to make the pub commercially secure. As the pub will be run by the Craufurd Arms Society Limited the majority of the surplus funds generated will be re-invested in the business.

8 The Property

Overview

8.1 The ground floor consists of a traditionally presented open plan trade area with bar servery to the rear. It has fire places on the side walls, a dart board and ladies and gents toilets. It has a domestic style kitchen and office/utility area and external door to the patio area. There is a bottle storage area and a door to the cellar. The cellar is located under the bar with a delivery drop with access via the car park. The first floor consists of a double bedroom, a single bedroom, a living room and a bathroom.

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8.2 There is scope to build a second-floor extension and increase the trade area downstairs. The addition of a conservatory could also increase the potential for a 'quiet zone' suitable for a dining area.

8.3 We have asked the Royal Borough of Windsor and Maidenhead Council to investigate the possibility of a car parking bay south of the pub on Gringer Hill. We will be looking into purchasing some land from the De Beers Group to increase the size of the car park as we understand part of the existing site is due for redevelopment.

Key Structural Survey Findings

8.4 A preliminary building survey has been carried out. A brief summary follows:

Generally, the building was found to be poorly maintained with only enough being done to allow the business to continue trading in the short term. A valuation survey will need to be carried out to establish the true market valuation. An exploratory conversation is needed with the freeholder to establish if offers will be accepted subject to survey which is normal in this type of transaction or whether a full structural survey will be required prior to making an offer. This being the case, the additional services of a chartered quantity surveyor will be carried to establish the cost of any defects.

The building services are generally in a poor state with the electrics in particular having the appearance of been added to and altered by amateur persons with little experience of current electrical regulations and although generally functioning in some parts should be considered unsafe until an electrical survey shows otherwise. The plumbing is a mixture of copper and plastic pipework which, again while functioning, is poorly fitted and in need of rectification. The drainage appears to be functioning correctly. The building requires complete re-decoration both internally and externally.

The main roof is in sound condition other than a few missing tiles and some lead work that requires re-fixing. The flat roof over the gents WC is watertight but could do with being replaced due to its age. The flat roof over the kitchen is unsalvageable and needs to be replaced. The office roof is watertight but will need work in the future and will be replaced should it be used for access to the upper flat.

The garage will require testing for asbestos and will probably end up being dismantled and removed as part of the re-development of the garden area.

Any structural works that are required will need to be signed off by building control and to that end we will employ the services of an accredited inspector.

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The kitchen will require stripping out and replacing with commercial grade appliances after lining the walls and replacing the flooring to meet current food hygiene standards necessary for the preparation and serving of food to the required Industry and Health and Safety standards.

Refurbishment and Repairs

8.5 A sum of £88,000 + VAT has been included in the financial analysis for refurbishment and repairs. Apart from some essential repairs and service testing, some remodelling is required to improve the interior and grounds in order to create the right sort of ambience for both drinking and eating. A detailed plan will be drawn up by the Management Committee once the pub is brought into community ownership. We will carry out a public consultation and seek advice from our community shareholders as to how best to improve and develop the Craufurd Arms to ensure that it meets the needs of our patrons and our community.

9 Society Summary

9.1 We have formed a Society, the Craufurd Arms Society Limited, which is a Community Benefit Society. The Society will be accountable not only to shareholders but to the community as a whole. The Society will be run in a way that listens to the wishes and concerns of local people irrespective of whether they are shareholders. Major decisions on investment and development will be widely consulted on.

Ownership

9.2 The Society will be owned by a broad range of investors, hopefully with over half living locally. The Management Committee has decided that no individual shareholder can own more than £25,000 worth of shares, with the possible exception of Big Society Capital, who may invest up to £100,000 under the Crowd Match Fund scheme. The pub will be run to make a profit. The profits will be reinvested in the pub itself, shared with the hired staff in the form of pre-set achievement bonuses and distributed to the shareholders via interest payments. The Society will hold an annual general meeting for all shareholders and have further meetings during the year to discuss plans and progress.

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Assets

9.3 The Society will own the freehold of the pub. It is assumed that the purchase price will include the furniture and fittings. Trading stock will be purchased separately. Over time the growing reputation and profitability will become further assets.

The Wellington Pub Company Plc has put The Craufurd Arms on the market at £325,000 + VAT.

An initial valuation survey has shown the building to be in reasonable condition, but has identified remedial work that is required. We anticipate renovation will be required, to the toilets and kitchen, as well as changing the internal layout and decorating. Estimates of the cost have been received to the total of £88,000 + VAT. This work may be phased in as funds allow.

Allowing for the cost of acquisition (purchase, legal fees, SDLT etc) we have calculated a total capital requirement of **£433,725**.

As a result of the Localism Act 2011, the RBWM Council has listed the pub as an Asset of Community Value (ACV). Under the Act's provisions the vendors can't sell the pub for a six-month period (ends 23rd February 2016), except to an organisation registered for the benefit of the community. Wellington Pub Company is not obliged to sell the Craufurd Arms to such a group, even if offered the open market value.

We are seeking to raise **£305,000** of this capital requirement from a share issue, including any investment from BSC Crowd Match Fund.

The share offer will be launched on the 10th February 2017, and will remain open until 10th March 2017.

We intend to apply to Big Society Capital for their Crowdfunder Match Fund, as we have received Advance Assurance for SITR (see paragraph 13.5). If accepted, this will match the funds raised, up to a maximum investment by Big Society Capital of £100,000.

We applied for a More Than A Pub (MTAP) grant/loan from the Power to Change Trust through the Plunkett Foundation and have been awarded a grant of £30,000 with a maximum combined loan and grant of up to £100,000 subject to conditions.

10 Financials

10.1 This section sets out the projected costs of acquiring the freehold of the Craufurd Arms and running it as a community pub. Figures have been taken

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from accounts, as well as cross-referencing the accounts of other community run public houses. The full details are shown as an Appendix to the document.

Capital Costs

Acquisition Costs		Start-Up Costs	
Freehold Purchase	325,000	Working Capital	2,000
VAT on above	*65,000	Opening party	1,000
Fixture & Fittings	15,000		
Valuation Survey	1,175		
Stamp Duty	3,250		
Solicitor	2,000		
Cost of fundraising	18,300		
Publicity	1,000		
Total	430,725	Total	3,000

*Note: the VAT shown above is reclaimable.

10.2 The minimum needed to be raised is therefore **£433,725**. Allowing for a higher level of working capital increases the total to £470,000. This will be raised by:

More Than A Pub Grant	£30,000
More Than A Pub Unsecured Loan	£70,000
Bank Secured Loan	£65,000
Share Offer*	£305,000
Total	£470,000

*including up to £100,000 Big Society Capital Crowd Match Fund from

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Profit and Loss Account

Under previous ownership

10.3 Previous years accounts are not available but the pub has been trading successfully for over 30 years. The current turnover is over £5,000 per week compared to an average of £3,500 to £4,000 per week over the previous tenancy.

10.4 It is apparent that the current owners have invested very little in the Craufurd Arms for a number of years.

10.5 Using comparable figures from last year's accounts from the Antwerp Arms in Tottenham we have produced the following financial plan:

Profit & Loss

	2017 (9 months)	2018	2019	2020
Based on Gross Wet Sales/Week	4,000	4,500	5,000	5,100
Net	3,333	3,750	4,167	4,250
Sales	129,857	196,950	218,833	243,210
Cost of Sales	51,943	78,780	87,533	97,284
Gross Profit	77,914	118,170	131,300	145,926
Gross Margin	60%	60%	60%	60%
Overheads	80,844	74,640	76,426	78,270
EBITDA	-2,930	43,530	54,874	67,656
Capital Cost	94,623	12,155	11,997	11,831
Operating Profit before tax	-97,553	31,375	42,877	55,825
Other income*	30,000			
Corporation Tax	0	0	1,340	11,165
Operating Profit/ (loss) after tax	-67,553	31,375	41,537	44,660

*Other income includes:
More Than A Pub Grant £30,000

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Cash Flow Forecast

10.6 An increase in turnover is anticipated based on the proposed changes and the introduction of food

	2017	2018	2019	2020
Operating Profit/(Loss) - Before Tax *	(9,553)	31,375	42,877	55,825
More Than A Pub Unsecured Loan	70,000			
More Than A Pub Grant	30,000			
Bank Secured Loan	65,000			
Share Issue	205,000			
BSC Crowd Match Fund	100,000			
Purchase of Freehold Property	-325,000			
Purchase of Freehold Property - VAT	-65,000			
Purchase of F&F's	-15,000			
Purchase of Working Capital	-2,000			
Freehold Improvements + VAT	-105,600			
VAT net (payments)/reimbursements	82,600			
Corporation Tax Paid	0	0	0	-1,340
More Than A Pub Unsecured Loan - Capital Repayment	-9,008	-12,768	-13,691	-14,681
Secured Loan Capital Repayment	-3,012	-3,163	-3,321	-3,487
Share Capital Repayment	0	0	0	-7,350
Change in cash during period	18,427	15,444	25,865	28,968
Cash at beginning of period		18,427	33,871	59,736
Cash at end of period	18,427	33,871	59,736	88,703

* After adjusting for depreciation and capital allowances

Running Costs

10.7 The major fixed running cost is staffing at £39,949 which can be offset by an accommodation fee of £6,000 (£500/month).

10.8 The business model assumes employing a bar manager and partner. There will also be additional costs for cleaning and gardening. Allowance has been made for sickness and holiday cover. We hope to employ staff who have worked in the Craufurd Arms before and are known to the regulars or have good links with the community.

10.9 The model is based on the current opening hours: 12-Midnight Monday-Thursday; 12-1am Friday & Saturday; 12-Midnight Sunday.

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Establishment Costs

10.10 The following have been included in the establishment running costs (approx. £38,000)

Water rates	Web site	Flowers
Insurance (PL etc.)	Broadband & Phone	Menus
General Maintenance	IT Equipment	Transport
Manager Bonus	Consumables	Kitchen Basics
Cask Marque	Security	Cleaning Materials
Staff Training	Accountancy Fees	Management System
Recruitment	Bank Charges	Laundry
PPL License	Correspondence	Kitchen Consumables
Electricity	Window Cleaning	Firewood
Gas	Breakages	Advertising
Business Rates	Bottle Gas	Cleaning
Sky/BT TV	Stationary	Events
Waste Disposal	Stock Taking	PDQ Costs

10.11 It has been assumed that we will be paying Full Business Rates £4,000 although it is most likely the cost will be zero due to Business Rates Relief.

Grants

10.12 There are various grants available for capital and refurbishment projects for community groups as well as the possibility of a rate reduction.

For the Full Financial Report – See Appendix one

11 Share Offer & Ownership

11.1 The Society is seeking to raise **£305,000** by the issue of 6,100 shares with a value of £50 each. If there is significant demand, a **maximum** of 6,560 shares with a value of **£328,000** may be issued, which will be used for capital investment and to improve the existing facilities. The share offer will open on the 10th February 2017, and is expected to close on the 10th March 2017, although it may be extended by 4 weeks at the discretion of the Management Committee.

The **minimum** number of shares that the Society will issue is 5,400 shares to the value of **£270,000**. Together with **£165,000** by way of grants and loans this will cover the purchase price of the pub, the acquisition costs, initial stock and limited working capital. The target share offer will provide sufficient working capital to fund any shortfall while the pub is re-establishing itself and building up additional clientele.

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Share Offer

11.2 The share offer will run for four weeks and is designed to give investors the opportunity to contribute financially, on a long-term basis, to the business known as the Craufurd Arms Society Ltd. We expect most shareholders to come from the local community but welcome contributors from further afield.

- The value of each share will be £50, with a minimum subscription of 5 shares (£250) and a maximum subscription of 5,000 shares (£25,000).
- The optimum amount we wish to raise from this share offer is **£305,000**, with a maximum amount of **£328,000**.
- When the Management Committee considers the money sufficient both to stimulate the funding match with Big Society Capital and proceed with the purchase, negotiations will commence with the Wellington Pub Company Ltd. When an agreement in principle has been made, money will be drawn down (no sooner than 7 working days after the closing of the Crowdfunder share offer) and held by our Solicitors until the sale goes through.
- If within a reasonable timeframe we cannot raise sufficient share capital or agree a price with the owner the scheme will be deemed unsuccessful and potential investors' money will not be drawn down from their accounts. Any funds collected by the Society as cheques or cash will likewise be returned in full.
- The fees payable to Crowdfunder are 5% (6% including VAT) of whatever is drawn down via the Crowdfunder platform (which includes the BSC Crowd Match Fund). The fee will incur VAT, which may be reclaimed by the Society once the business is up and running.
- Shares will be allocated on a first come, first served basis.

11.3 We have received advance assurance from HMRC that our business will qualify for Social Investment Tax Relief (SITR). This allows investors to reduce their tax liability by 30% of their investment, provided the shares are held for three years. For example, if you invest £2,000 you will be able to claim back £600 from the taxman, so your investment will only cost you £1400. However, you do need to hold your investment for three years to qualify.

Potential investors should address any questions about claiming relief to their own tax office (in writing) or telephone the Helpline.

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Interest Policy

11.4 The Society is obliged to re-invest part of its profits for the benefit of the community, but it is also allowed to pay interest to its investors based on the amount invested.

11.5 The interest rate will be proposed by the Management Committee to the Membership at the AGM and voted on, taking into account the trading profits of the society,

11.6 We have assumed that interest at the rate of 3% will be paid on shareholdings over £500 from 2018.

Benefits of Ownership

11.7 The following benefits apply for our shareholders:

- They will be part of a truly local and much loved pub right in the heart of the community.
- They will be playing their part in ensuring the long-term survival of the pub.
- They will have the right to vote on the election of the directors and on all resolutions put to the shareholders by the Management Committee. (One vote per qualifying shareholder).
- They can become an elected member of the Management Committee.

Marketing Strategy

Craufurd Arms Society Limited's marketing strategy aims:

- To raise awareness of the organisation and its work
- To create a positive and supporting feeling in the community in and around the Craufurd Arms
- To recruit potential investors; big and small

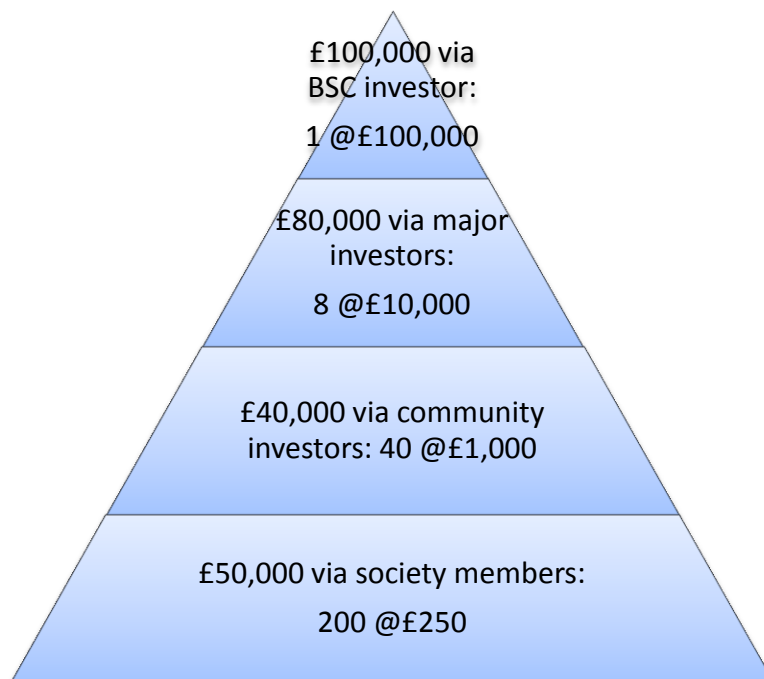
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As a Community Benefit society, Craufurd Arms Society Ltd has distinctive values, which will be highlighted in marketing:



Craufurd Arms Society Ltd has identified the target groups that marketing needs to reach

- Community members who regularly, or occasionally, use the pub.
- Influencers who have the power to encourage more social or charitable use of the pub.
- Investors (Small community investors, Large investors, Non-local investors – see below)
- Potential members with skills and time to offer.



The Investor Pyramid:

In identifying the marketing strategy for investors, it is useful to divide them into varying levels, and to approach them differently.

To reach the minimum £270,000 target, a small number of investors could provide over half of the funding, and would require individual, targeted approaches.

The investment would also be suitable for a much larger number of community investors and members, who would be reached via more general communication, as individual targeting is too resource intensive.

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The channels available to reach these groups include:

Online

- Website (including share offer .pdf)
- External websites: Coops.uk, Crowdfunder, CAMRA,
- Email / direct correspondence.
- Social media: twitter, Facebook, LinkedIn.

Hard copy

- Leaflets
- Posters
- Share offer document
- Local press coverage

Relationship

- Presence at events
- Speaking at events
- Building individual relationships
- Links to investors (solicitors and accountants, Rotary, Chamber of Commerce)

Share Liquidity

What if a shareholder wants to sell their shares?

11.8 We hope that shareholders will buy shares in the Craufurd Arms as a long term investment, keeping the pub safe for future generations. However, it is possible that if financial circumstances change, shareholders might wish to withdraw their money from the Society.

11.9 Under the rules of the Community Benefit Society shareholders will not be able to withdraw their capital in the first three years. This is to ensure that the Society has time to make a profit and build up some financial reserves. After the first three years shareholders can apply to the Management Committee (who are elected by the shareholders) to withdraw their money. If match funding is received from Big Society Capital, then they will have priority for repayment of capital over other members.

11.10 The Committee will consider all such requests, but they are obliged to consider the financial security of the Society. If there is enough money in the bank, shareholders might be able to withdraw their money. However, if

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withdrawing their money would leave the pub unable to meet its financial commitments, and result in inadequate level of financial reserves, the Committee will not be able to buy back their shares. This does not preclude the possibility of a future application succeeding, if more cash has become available.

11.11 We hope that we will be in the same position as the Sorrel House in Shottisham, where the share issue was oversubscribed and there is a waiting list for people who want to own shares.

What if the pub fails?

11.12 In the unlikely event of the pub failing as a viable business, then it will be put up for sale. Investors will get their original investment back in full, so long as the (net) sale price is sufficient to cover this. Any shortfall will mean the amount returned to each shareholder will be scaled down pro rata to match the selling price. If the selling price exceeds the share capital value, then the excess has to be used for the benefit of the community as a whole under the CBS rules.

11.13 The Society rules do not allow its assets to be distributed to its members on dissolution. The rules state that on dissolution the assets should be transferred to one or more community organisations that support the objectives of the Society chosen by Members at a Members' meeting, which may include any society, charity, CIC etc. for the purpose of the creation, promotion and development of community-owned enterprises.

12 Risks

12.1 Anyone considering investments should think carefully about the risks involved. **The Society is unregulated and not covered by the FCA.** Potential investors should discuss the risk with their own advisors.

12.2 Risks could come from a number of areas. The identification of key risk areas enables the Society to take action to minimise the risks or their impact. The following areas have been identified as potential areas of risk, with comments in italics as to how these have been, or could be, mitigated:

The Property: if the building has serious structural faults or other major defects requiring high levels of investment – *Professional surveyors report to be secured.*

The Land: In case title to the land is challenged or unidentified restrictions arise – *Professional advice and searches completed.*

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The Market: If turnover declines to a level at which losses occur – *Community engagement to drive new initiatives and secure increased business.*

Pub Manager: The individual or couple appointed to manage the business will be crucial. Poor business skills, lack of experience of the Pub Trade or professional friction with the management board could jeopardise the whole project. – *This will be addressed through a rigorous selection process with the necessary skills already present on the management board.*

Staff: Loss of key employees – *Incentive schemes will be proposed to reward performance. However, staff turnover is inevitable and efficient replacement schemes need to be put in place.*

Cash Control: Lack of management control causes losses – *Modern till reconciliations and external accountancy oversights.*

Failure to raise sufficient Funds: *The business and share offer will be structured to take advantage of the SITR tax relief. If the purchase cannot go ahead then all funds deposited will be returned in full.*

13 In Conclusion

13.1 This is a rare opportunity to invest in a community pub alongside many others who value the traditional English pub atmosphere and like to spend time with people who enjoy food and drink and chat that helps hold a community together.

13.2 21 pubs are closing a week, and community ownerships is a way to buck the trend and save our much-loved local from being permanently lost - once it is gone it is gone forever.

13.3 The future Craufurd Arms will be a thriving, friendly community pub. It will welcome everyone whether dropping in for a coffee and cake, a simple pub meal or a special occasion with friends or family. Anyone can pop in for a quiet pint after work, or with a group of friends for a fun Saturday night listening to live music or watching live sport. Children and well behaved dogs will be welcome. Regular events will be held and clubs, teams and societies will have a venue for their meetings and matches. Most importantly, the business will be responsive to what we, as the customers, want.

13.4 Becoming a shareholder will give investors a voice in the Society and a say in the pub's future. The minimum investment is £250. Interest will be paid to all shareholders, according to the Society Rules, so long as profits allow.

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13.5 We will be seeking eligibility for Social Investment Tax Relief (SITR), if successful shareholder's investment may qualify for 30% tax relief. We will also be applying for the Big Society Capital (BSC) Crowd Match Fund. Investors should be aware that BSC will be offered priority in withdrawal of capital should that be possible.

13.6 As with any financial investment there may be risks, but they are low and will be mitigated where possible. We believe this to be a safe and ethical way to invest money in the long term and at the same time contribute to the well-being of the local community.

13.7 Our thanks go to all who have helped and supported the project so far. These include the team from Our Community Enterprise, the RBWM Council and the Campaign for Real Ale (CAMRA) particularly the Slough, Windsor and Maidenhead branch members. The Plunkett Foundation has provided invaluable support and advice. Thanks also to the teams from the Red Lion (Oakley Green), Duke of Marlborough (Somersham), and the Antwerp Arms (Tottenham). Most of all a big thank you to the local community for their support!

14 Contacts

Chair:	Mark Newcombe
Email:	markb.newcombe@btinternet.com
Address:	13 Gardner Road Maidenhead Berkshire SL6 7PR
Mobile:	07715 551 070
Vice Chair:	Tony Dixon CPFA
Treasurer:	Steven Pritchard ACMA CGMA BA
Secretary:	Emily de Fraine
Website:	www.cacgmaidenhead.com
Email:	craufurdacg@hotmail.com
Twitter:	@SaveTheCraufurd
Facebook:	www.facebook.com/savethecraufurd

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15 Addenda & Links

Appendix one Financial Forecasts 2017 - 2024

Appendix two Market Survey Summary

Here are some useful links if you want some more information:

Our Campaign website www.cacgmaidenhead.com contains lots of useful documents and links, including the Model Rules governing the Society and the Craufurd Arms Society Limited Seal.

Our Facebook page www.facebook.com/savethecraufurd

Invaluable support has been provided by The Plunkett Foundation:
www.plunkett.co.uk

The Plunkett document 'A Better Form of Business' explains the principles of community ownership: <http://www.plunkett.co.uk/better-business-reports>

Community Benefit Societies are regulated by the FCA
Details of the Co-operative and Communities Benefit Act 2014 can be found at www.fca.org.uk

Guidance from the HMRC about SITR Tax Relief can be accessed at:
<https://www.gov.uk/government/publications/social-investment-tax-relief-factsheet/social-investment-tax-relief>

CAMRA is working to protect pubs from closure and the local Slough, Windsor and Maidenhead Branch has supported our campaign throughout:
www.camra.org.uk www.swm.camra.org.uk

We received support and guidance from Our Community Enterprise Ltd.
www.ourcommunityenterprise.co.uk

Pub is the Hub helps pubs to diversify: www.pubisthehub.org.uk

For information about community shares go to www.communityshares.org

Our funding platform is www.crowdfunder.co.uk

For more information on the Crowdfunder Match Fund visit
www.bigsocietycapital.com

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Appendix One: Financial Forecasts 2017 - 2022

Craufurd Arms Society Ltd. – Balance Sheet

	2017	2018	2019	2020	2021	2022
Fixed Assets						
Freehold Property	325,000	325,000	325,000	325,000	325,000	325,000
Fixtures and Fitting	15,000	15,000	15,000	15,000	15,000	15,000
Freehold Improvements						
	340,000	340,000	340,000	340,000	340,000	340,000
Current Assets						
Stock	5,000	5,000	5,000	5,000	5,000	5,000
Cash in Hand	1,000	1,000	1,000	1,000	1,000	1,000
Cash at Bank	17,427	29,006	51,929	80,284	98,983	125,689
	23,427	35,006	57,929	86,284	104,983	131,689
Current Liabilities						
Creditors	3,000	3,000	3,000	3,000	3,000	3,000
Corp Tax Due	0	0	0	10,753	11,285	11,749
	3,000	3,000	3,000	13,753	14,285	14,749
Net Current Assets	20,427	32,006	54,929	72,531	90,968	116,940
Total Net Assets	360,427	372,006	394,929	412,531	430,968	456,940
Long Term Liabilities						
Plunkett (CCF) Unsecured Loan	60,992	48,224	34,533	19,852	4,110	0
Bank Secured Loan	61,988	58,825	55,504	52,017	48,355	44,511
Total Long Term Liabilities	122,980	107,049	90,037	71,869	52,466	44,511
NET ASSETS	237,447	264,957	304,892	340,662	378,232	412,429
Financed By :-						
Share Capital	305,000	305,000	305,000	297,650	290,080	277,282
Retained Profit	-67,553	27,510	39,953	43,120	45,141	46,994
Retained Profit B/fwd		-67,553	-40,043	-108	43,012	88,153
	237,447	264,957	304,892	340,662	378,232	412,429

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Craufurd Arms Society Ltd. – Profit and Loss Account

	9 mths					
	2017	2018	2019	2020	2021	2022
Gross Wet Sales per week:	4,000	4,500	5,000	5,100	5,200	5,300
Net:	3,333	3,750	4,167	4,250	4,333	4,417
Sales						
Wet Sales	128,571	195,000	216,667	221,000	225,333	229,667
Other Sales	1,286	1,950	2,167	2,210	2,253	2,297
Food Sales				20,000	20,400	20,810
Total Sales	129,857	196,950	218,833	243,210	247,987	252,773
LESS: Cost of Sales						
Purchases	51,943	78,780	87,533	97,284	99,195	101,109
Gross Profit	77,914	118,170	131,300	145,926	148,792	151,664
Gross Margin%	60%	60%	60%	60%	60%	60%
LESS: Overheads						
Wages 14 hours p/day @ £7.50)	28,350	39,090	39,870	40,670	41,480	42,310
Less Accomodation fee (£500 P/M)	4,500	6,000	6,000	6,000	6,000	6,000
NI Costs (32325-16224@13.8%)	1,612	2,328	2,435	2,546	2,657	2,772
	25,462	35,418	36,305	37,216	38,137	39,082
Start-Up Costs (see below)	23,675					
Other Overheads (see below)	31,708	39,222	40,121	41,054	41,901	42,765
Total overheads	80,845	74,640	76,426	78,270	80,038	81,847
Earnings before interest, tax, deprn (EBITDA)	-2,930	43,530	54,874	67,656	68,754	69,817
Interest Expense - CCF Unsecured Loan	3,467	3,865	2,942	1,952	891	48
Interest Expense - Bank Secured Loan	3,156	3,005	2,847	2,681	2,507	2,324
Dividend payments	0	9,150	9,150	9,150	8,930	8,702
Depreciation charge (100% Cap. Allwnces.)	88,000					
Total other costs	94,623	16,020	14,939	13,783	12,327	11,074
Operating Profit/(Loss) - Before Tax	-97,553	27,510	39,935	53,873	56,426	58,743
Other income - grants	30,000					
Corporation Tax	0	0	0	10,753	11,285	11,749
Net Profit/(Loss) - After Tax	-67,553	27,510	39,935	43,120	45,141	46,994

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Craufurd Arms Society Ltd. – Cash Flow

	2017	2018	2019	2020	2021	2022
Operating Profit/(Loss) - Before Tax	-97,553	27,510	39,935	53,873	56,426	58,743
Add back - depreciation charge	88,000					
Plunkett (CCF) Unsecured "More Than A Pub" Loan	70,000					
Plunkett "More Than A Pub" Grant	30,000					
Bank Secured Loan	65,000					
Share Issue (via Crowdfunder)	205,000					
Big Society Capital Crowdfunder matching	100,000					
Purchase of Freehold Property	-325,000					
Purchase of Freehold Property - VAT	-65,000					
Purchase of F&F's	-15,000					
Purchase of Working Capital	-2,000					
Crowdfunder Fees - VAT	-3,050					
Freehold Improvements - incl VAT	-105,600					
VAT net (payments)/reimbursements	85,650					
Corporation Tax Paid	0	0	0	0	-10,753	-11,285
Plunkett (CCF) Unsecured Loan - Capital Repayment	-9,008	-12,768	-13,691	-14,681	-15,742	-4,110
Bank Secured Loan - Capital Repayment	-3,012	-3,163	-3,321	-3,487	-3,661	-3,844
Share Capital repayment	0	0	0	-7,350	-7,571	-12,798
Change in cash during period	18,427	11,579	22,923	28,355	18,700	26,705
Cash at beginning of period		18,427	30,006	52,929	81,284	99,983
Cash at end of period	18,427	30,006	52,929	81,284	99,983	126,689
Represented by:-						
Cash In Hand	1,000	1,000	1,000	1,000	1,000	1,000
Cash In Bank	17,427	29,006	51,929	80,284	98,983	125,689
	18,427	30,006	52,929	81,284	99,983	126,689