

# Business Plan for the Gardeners Rest Sheffield



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## THE GARDENERS REST

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MORE THAN A PUB \* A COMMUNITY HUB

*Prepared by the Gardeners Rest Community Society Ltd.*

*October 2016*

## *1. Executive Summary*

The Gardeners Rest is up for sale. It is a traditional local pub, serving real ale, and is much loved by the diverse collection of individuals and community groups that use it regularly. The pub is a venue for live music and a place for exhibitions of local art; it has a bar billiards table and a riverside garden full of eccentricity, but most of all it is a friendly, welcoming place without juke box or fruit machine, where people of all ages can meet together to drink and talk or read and to enjoy themselves.

The Gardeners Rest Community Society Ltd has been formed to facilitate the purchase of the pub, to preserve its independence and viability, and to influence its development for social benefit and community use. This business plan presents a proposal for the purchase of the pub and its operation as a community-owned asset.

We plan to launch a community share offer on 15<sup>th</sup> October 2016 to provide the opportunity for local people and businesses, and for everyone that loves a good pub, to invest in the future of The Gardeners Rest. £1 shares can be bought in batches of 100 up to a maximum individual investment of £20,000. Shares can be withdrawn after three years – with interest paid and tax relief available.

The Plunkett Foundation has supported our initiative and we are applying to them for grant and loan finance to help us make the purchase, install a simple kitchen in the pub, and renovate the two floors above it.

The Society will take care in appointing a manager who understands why the pub is important to us - someone who can preserve its identity and introduce new ideas sensitively. Current employees will be retained as supporting staff – behind the bar, in the kitchen and in the cellar. Where appropriate, opportunities will be created to give work opportunities to people who can appreciate the ethos of the pub and who need to be given a chance.

The pub is being sold as a going concern and recent sales figures show that income is increasing as a result of regeneration activity in the Neepsend area of Sheffield. The task of the newly formed Society is to retain all that is good about the way The Gardeners Rest operates now, to improve its fabric and to innovate gently to increase footfall and community use.

## 2. Introduction

### 2.1 Business Plan Purpose

This business plan aims to show that the newly formed Gardeners Rest Community Society Ltd has clear and realistic proposals in place for purchasing The Gardeners Rest, Neepsend, Sheffield as a community owned pub and hub. It seeks to detail the way in which the Society intends to preserve the independence and viability of this historic establishment and to influence its development for social benefit and community use.

### 2.2 Structure of the document

The plan is divided into the following sections:

Section 1 – Executive Summary	Provides a one page summary of the business plan along with our direction of travel.
Section 2 – Introduction	Sets out the purpose and structure of the business plan.
Section 3 – Background to the Project	Describes the history and context behind the project to purchase the pub.
Section 4 – Proposals	Our vision of the community space we wish to create, the initial plan to funding the purchase and a description of how the share offer will be structured.
Section 5 – Building and Renovation	Describes the main costs associated with repair, renovation and conversion.
Section 6 – Marketing	Describes the key activities employed to promote an increase in the usage of our community space.
Section 7 – Management and operation	Establishes the governance of the business, along with strategy and day to day management of the Gardeners Rest.
Section 8 – Financial Forecasts and Risk Management	Describes the financial history of the pub, forecasts of future activity along with assumptions and plans to mitigate risk(s).

### **3. Background to the Project**

#### **3.1 The Gardeners Rest Public House**

The Gardeners Rest has served as a place of recreation in the heart of the historic Sheffield district of Neepsend since 1898. It provides an invaluable space for an eclectic range of users who come from all parts of the city to socialise. 'The Gardeners' serves as a base for a diverse community of individuals and community groups, ranging from The Kelham Island Arts Collective to Sheffield City Morris who choose to make it their home.

The Gardeners Rest is currently the only operating pub in Neepsend. It is a freehold, and the current owners have been running the pub for the last 18 years. They have indicated their desire to retire and they are minded to sell to a buyer who will preserve and extend the culture and independence of the pub in the face of likely competition from pubcos and property developers in a part of Sheffield that has been designated in the city's Unitary Development Plan as an Area of Special Character and is ripe for re-development.

The regeneration of the adjacent Kelham Island district, the recently approved demolition order on the old Neepsend Cannon Brewery across the road from the pub, and the emergence of a very local bakery and Peddlers Market are early indicators that the formerly industrial area of Neepsend, neglected for many years, is now back on the map. The owners are reluctant to put the pub on the market if a satisfactory sale price can be achieved through the involvement of 'locals' and friends.

The uncertainty regarding the future of the pub has prompted regular drinkers and groups that use the pub to discuss with each other and with the owners how best to preserve its independence, improve its fragile viability, and increase its community use. The consensus is that the pub is an important community resource, and its loss would be a detriment to the area, particularly considering the changes that are likely to transform the area over the next decade. With advice from The Plunkett Foundation, a steering group of interested parties has been formed with the intention of ensuring the future prosperity of the Gardeners Rest by taking it into community ownership.

The first open meeting took place on the 27<sup>th</sup> July 2016 and was attended by 25 people. The meeting concluded with a commitment to urgently explore options and led to the formation of a steering group that has worked with The Plunkett Foundation and its 'More than a Pub' project in registering the group under The Financial Conduct Authority (FCA) as a Community Benefit Society committed to buying the pub and putting it into community ownership.

The steering group has held open meetings at the pub on 27th July, 24th August and 21st September 2016 and is in regular consultation with the owners, the Plunkett Foundation, regular users and potential investors.

#### **3.2 The Current Position**

The Gardeners Rest Community Society Ltd was registered by the Financial Conduct Authority (FCA) on 2<sup>nd</sup> September 2016 as a Community Benefit Society and a bank account is in the process of being set up.

A Community Share Offer Prospectus has been prepared and shares will be issued during the offer period – 15<sup>th</sup> October to 19<sup>th</sup> November 2016. The Society has applied to HMRC for

assurance that investors will be eligible for 30% tax-relief on investments under Social Investment Tax Relief.

The Plunkett Foundation has responded to the Society's Action plan with a bursary award of £2,500 to pay for an architectural survey that has been completed along with costed plans for improvements, a promotional video that has been commissioned and other essential costs.

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 in mid-October.

## **4. Proposals**

### **4.1 The vision and the plan**

***To preserve the unique character of this historic Neepsend pub, which will act as a hub for the many communities of interest that choose to use it.***

The vision we have for the Gardeners Rest is for it to remain a venue of choice for the delivery of valued community services, namely -

- a traditional local pub serving real ale and a wide variety of other alcoholic and non-alcoholic drinks
- a music venue with live music three nights a week in the main bar, including guest performers and jam sessions, to suit a wide range of tastes
- an activity centre with a bar billiards table, a quiz night every week, occasional celebration nights with special attractions, and the continued opportunity for local groups to book the conservatory to pursue interests ranging from photography and chess to local history and conservation
- exhibitions by local artists and photographers
- times of peace and calm, free from juke box, fruit machine or canned music intrusion – a place to talk, to read newspapers (always available) and books, to play board games or just to sit and sip
- a garden area full of surprises on the banks of the River Don with a log fire blazing when it's cold

In addition, we intend to

- create a kitchen to prepare and provide a range of sensibly priced, tasty pub snacks such as pork pies and mustard, ham and cheese rolls and the occasional 'specials' such as bowls of chilli con carne or home-made pizza.
- Renovate the extensive space above the pub, comprising two floors, to create comfortable accommodation for our manager and rentable flats for people who need them.
- Provide employment opportunities and work experience in the bar, the kitchen, the garden and the cellar for people who are disadvantaged in the labour market for health related and social reasons
- Open up the pub space (but not the bar!) during the day to provide a focal point for community groups to meet together at modest cost with refreshments available.

## *4.2 Raising the capital*

We believe that the best way of achieving our aims for the Gardeners Rest Community Society Ltd is to buy it and manage it as a pub owned by the members of the Society. The Gardeners Rest is a viable pub business at present and the additional services we provide will serve to enhance the pub's viability without changing its culture.

We are launching a community share offer with the intention of raising between £100,000 and £200,000, adding personal contributions and applying for grant (£50,000) and loan (£100,000) support from The Plunkett Foundation's 'More than a Pub' initiative to help us reach the purchase price of £280,000 and to give us sufficient working capital to implement our plans in the first year. The share offer is described in the next section of this plan.

## *4.3 The Community Share Offer*

As a means of raising the required capital, our community share offer provides the opportunity for local people and businesses, and also for people who appreciate our vision and support our intentions, to invest in the future of The Gardeners Rest. For many, the motivation and payback will be more social than financial, but there is little doubt that, in the current financial climate, investing for 'good' is a constructive way of using funds for social benefit now that we may need for our own private purposes later.

Buying shares gives membership of The Gardeners Rest Community Society Ltd. Involvement can be as much or as little as a member chooses. All shareholders 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 Gardeners Rest their custom and support. Each member will have one vote no matter how many shares they own.

Shares will be sold at £1 each with a minimum investment of £100, and can be bought in batches of 100 shares up to a maximum of £20,000. Share certificates will be issued at the end of the offer period.

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 £100 up to £999 will pay interest at 2.5%, and that investments over £1000 will pay interest at 5%. The Society has the right to amend these rates of interest if trade surpluses fall below projected levels. The Society has applied to HMRC for advance assurance that individual investors will qualify for Social Investment Tax Relief. Individuals making an eligible investment can deduct 30% of the cost of their investment from their income tax liability, either for the tax year in which the investment is made or the previous tax year (if 2014/15 or later). The investment must be held for a minimum period of 3 years for the relief to be retained.

## 5. *Building & Renovation*

### 5.1 *Improvements*

A measured survey of the building has been undertaken in sufficient detail for plan drawings and cost estimates to be produced. Architectural feasibility work has determined that the structure of the building is fundamentally sound and that there is no immediate requirement for major improvement of the fabric of the building.

There is some essential work to be undertaken in Year 1 (Phase 1) and more extensive changes to be made in subsequent years as conditions allow (Phase 2).

### 5.2 *Phases*

Phase 1: The rear ground floor room, adjacent to the bar, which was designed as a kitchen but used as a storeroom, will be fitted out as a modern kitchen providing space to prepare simple snacks in an hygienic environment and the inclusion of a stable door/servery into the snug. The living accommodation on the first floor will be decorated throughout to create a comfortable living environment for the landlord, with essential improvements made to the kitchen and bathroom. The cost estimate for work in Year 1 is approximately £48,000.

Phase 2: The development of two flats on the first floor and an attic flat, all separated from the pub for building regulatory reasons by the creation of a new external door.

The cost estimate for work in Phase 2, which falls outside the scope of this plan, is approximately £130,000.

## 6. *Marketing*

### 6.1 *Introduction*

The marketing plan for the Gardeners Rest is based on three fundamental aims:

- To increase the number of customers using the facilities
- To increase the frequency with which customers use the facilities
- To increase the value of each visit made

### 6.2 *Increasing the number of customers*

#### **Print media**

Articles will be placed regularly in local print media, for example, the Sheffield Telegraph, Sheffield Star, Beer Matters and special interest publications to ensure good coverage across Sheffield. The aim of the marketing campaign will be to create awareness and interest in the facilities, by emphasising the community aspect of the project and our belief that this is the first project of its kind within the Sheffield area. The goal of the articles will be to convert readers from a general awareness to active interest in visiting.

#### **Social media**

Mirroring the print media campaign, the social media campaign will help raise awareness amongst different demographic groups, generating awareness and interest amongst a younger and more geographically diverse audience. Website articles will be used, along with twitter feed, Facebook group, and specific marketing to special interest groups.

#### **Local businesses, groups and clubs**

We will seek to work with local businesses, groups and clubs to raise awareness of the project amongst their customers, users and visitors. This will be done through leaflets / posters within local businesses, and through giving talks and presentations to local groups. We will offer discounts / promotions as incentives.

### *6.3 Increasing the frequency of visits*

#### **Creating a welcoming and attractive atmosphere**

Our aim will be to create a good impression and build a positive reputation to encourage repeat visits. Through education around the values underpinning our enterprise, our staff will be motivated to provide great customer service. We will invest in the fabric of the building to provide a welcoming environment in which we serve customers promptly and in a friendly manner.

#### **Events & Activities**

A series of activities and events in line with current practice at the pub will be maintained, including regular day and evening events (e.g. book clubs, bar billiards competitions, a Sunday night quiz, music nights) as well as larger one-off events such as film showings and beer festivals. The events will complement other local events, such as the Peddlers Market, for mutual benefit.

### *6.4 Increasing the value of each visit*

#### **Increasing the facilities available under one roof**

Currently the Gardener's Rest functions only as a pub business. This limits the revenue generation opportunities, as well as the audience likely to enter the building. By promoting the use of the pub for other means, we aim to attract a wider audience to the facility.

#### **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 snack by prominently displaying an eye catching and tempting menu. Newspapers and second hand books can be used to encourage longer dwell times. Good Wi-Fi connections can also encourage visitors to stay longer, particularly those who do not have access to this elsewhere. We will introduce a card machine for payments, as there is no cash machine in the vicinity.

## **7. Management & Operation**

### *7.1 The Gardeners Rest Community Society*

The community asset will be owned by the Gardener's Rest Community Society Ltd. (GRCS). 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 The Gardeners Rest and used to further its activities

The strategic management of the venue will be overseen by the GRCS which has been set up specifically for this purpose. Our intention is to establish a broad GRCS membership drawn from across the local community through the purchase of community shares. The Members (shareholders) will elect a Board of Directors at its first meeting following purchase.

### *7.2 Day to day operation*

As now, the pub will open from 3pm to 11pm from Monday to Thursday, 12pm to 12am on Friday and Saturday, and 12pm to 11pm on Sunday.

The Society will take great care to appoint a manager who understands why the pub is important to us and who can preserve its identity and introduce new ideas sensitively.

Current employees will be retained as supporting staff – behind the bar, in the kitchen and in the cellar. Where appropriate, opportunities will be created to give work opportunities to people who can appreciate the ethos of the pub and who need a chance in life.

## **8. Financial Forecasts and Risk Management**

### **8.1 Purchasing the Gardeners Rest**

We need £280,000 to match the best offer on the table to buy The Gardeners Rest. The owners would prefer to sell to us, but they could not be expected to settle for a lower sum. However, there is room for negotiation around deferred payment of £30,000 if insufficient capital has been raised by the end of the share offer period. The realistic plan is to raise £250,000 by 19<sup>th</sup> November through a mixture of share capital, grant and loan finance – and to pay a further £30,000 from trade surplus in annual instalments over 5 years.

This plan is based on the assumption that £100,000 will be raised by the share issue – this is the minimum target and should be exceeded.

A request will be made to The Plunkett Foundation for a grant of £50,000 and a loan of £100,000 (repayable over 20 years at 5% APR) to secure the asset.

If funds raised do no more than secure the asset, then there is no working capital, no money to pay for costs associated with the purchase, and no money to embark on Year 1 improvements. If this happens, the founder Directors have agreed to increase their shareholding by a minimum of £20,000 (thus bringing the shareholding to a minimum of £120,000) to ensure that there is sufficient working capital to manage early bills and cash flow issues (£10,000), buy in stock (£2,000) and to convert the store adjacent to the bar into a workable kitchen (£8,000).

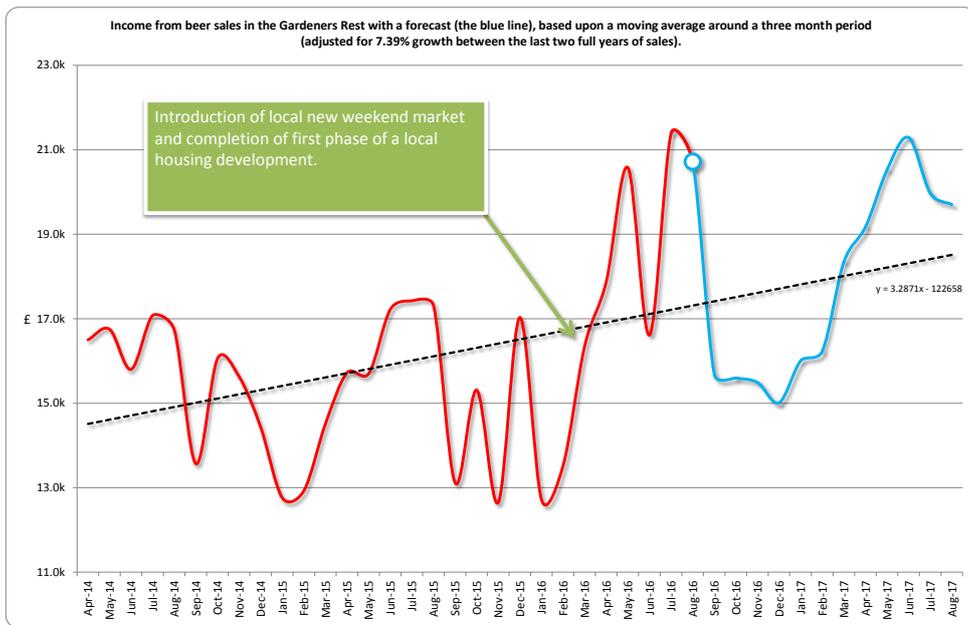
It the current owner's intentions to sell the pub as a going concern and the need to purchase new equipment will be minimal; stock replacements of wet and dry goods will be sold along with the pub.

### **8.2 Generating a Surplus**

Published accounts for The Gardeners Rest to August 2015 show a turnover of £150,000 and a small surplus after tax of £5,632. The previous year had produced similar figures.

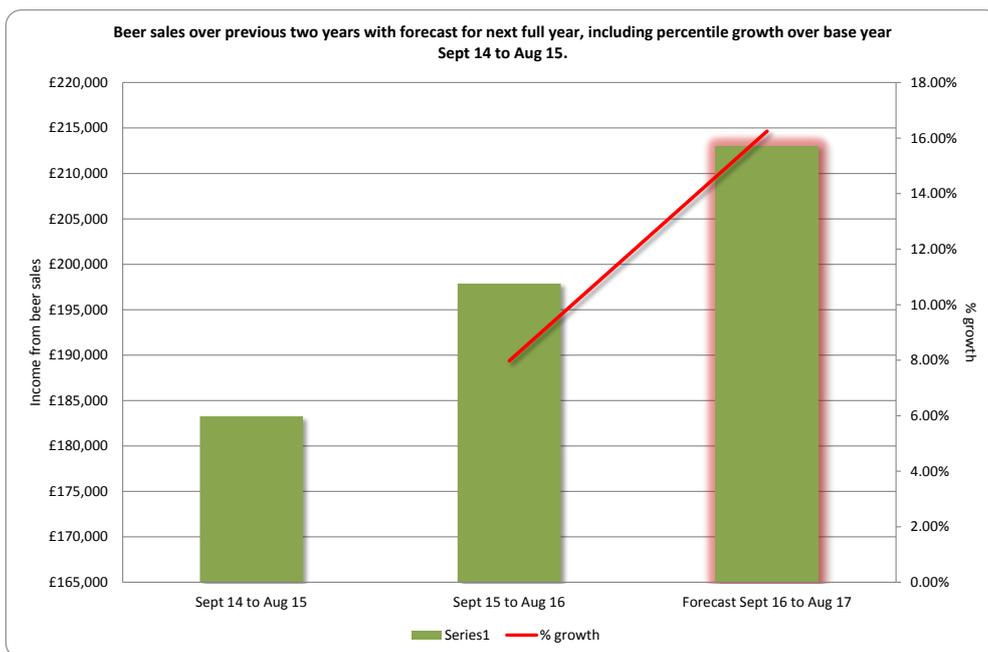
Sales for the period from April 2014 to August 2016 demonstrate that sales have fluctuated around the £15,000 a month mark, with seasonal variations. For the first two years of this period sales figures were static at the £15,000 mark, however, following regeneration activity in the Neepsend area, throughout spring and summer in 2016, sales figures have significantly improved.

Taking this trend into consideration (a 7.39% growth in sales), the following assumptions have been made in preparing our financial forecast for Year 1.



**Graph 1: Historical income from beer sales with a forecast for year one of the business plan.**

Modelling beer sales by year and forecasting into year one of the business plan, we expect a significant increase in income to the Gardeners Rest.



**Graph 2: Historical income from beer sales with a forecast for year one, by year.**

In addition to improved beer sales due to demographic change in Neepsend, we also intend to introduce new income lines into the Gardeners Rest business plan, for example, food and rental of rooms. We anticipate that food sales will generate a modest income stream of £20 a day; the second (room rental) is based on an hourly rental of space in the conservatory of £10 per hour. We expect by the close of year one, to have three regular sessions each week (probably for adults with learning disabilities) and then grow the rental income gradually. These are not speculative figures; local charity groups have already committed to using the space.

Although not part of the initial year one business plan, architectural drawings have been prepared to convert the upstairs of the pub into income generating flats. We'd expect to fund the additional rental development in years two and three, via a combination of profits from the pub and a further loan/grant application to charitable groups. The technical drawings are included in the appendix of this business plan for completeness; a more detailed description of those plans is in section 8.4.

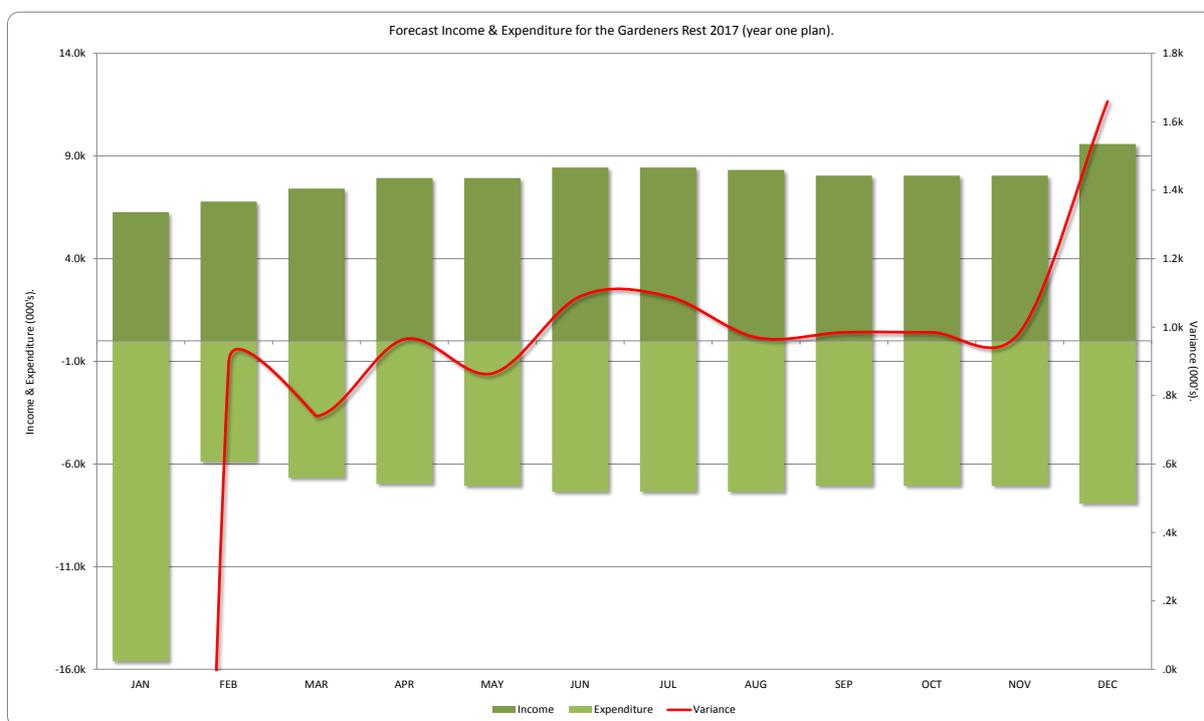
### 8.3 Income and expenditure

The society has planned to allow for a manager's salary of £18,000 – with free accommodation - supplemented by additional staff hours related to turnover. The cost for these additional hours is in line with current practice at the pub. In addition to the manager's time, society members, with experience behind the bar will assist in the provision of labour on a voluntary basis as required, but this is a viable enterprise and their 'good will' assistance is not factored into the business plan models. Existing staff will also be retained at a rate of 7.50 an hour.

Other expenditure is based on actual figures from The Gardeners Rest and on our team's experience of managing other public houses (licence fees, dry and wet stock costs, etc.). A detailed plan describing income and expenditure is contained within the appendix. Looking at expected I&E at a high level, we anticipate that a surplus of income over expenditure in Year 1 to be in the region of £12,000, generated from monthly profits of circa £1,000 with a surge at Christmas. Income and expenditure projections are:

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Income	6.3k	6.8k	7.4k	7.9k	7.9k	8.4k	8.4k	8.3k	8.0k	8.0k	8.0k	9.6k
Expenditure	-15.6k	-5.9k	-6.7k	-7.0k	-7.1k	-7.4k	-7.4k	-7.4k	-7.1k	-7.1k	-7.1k	-7.9k
Variance	-9.3k	.9k	.7k	1.0k	.9k	1.1k	1.1k	1.0k	1.0k	1.0k	1.0k	1.7k

Table 1: I&E projections for year one of the business plan.



Graph 3: I&E projections for year one of the business plan with variance plotted on the 2<sup>nd</sup> y axis.

Given regeneration in the area, there is good reason to believe the assumptions in the plan are conservative, using more optimistic assumptions, we anticipate there may be an

additional £10,000 available to fund the proposed improvements to the living accommodation for the pub manager (Phase 1).

The cost of Phase 1 work has been spread across Year1, but the income to meet the expenditure is front loaded; we intend to raise the funding by using income generated from our share option: the share offer therefore does not solely cover the purchase of the pub, it also includes a sum that will be used to fund phase 1 of the development. It's our intention to apply to the Plunkett Foundation for a grant to meet the cost of the work, provided that the pub asset can be purchased without the need of such a grant. In our forecasting, the required income is split into three parts – in January, April and July – to recognise that the work will be done in stages, as finances permit.

A figure of £5,000 has been included in Year 1 figures for repayment of interest on the Plunkett Foundation loan.

#### *8.4 Years 2, 3 and beyond*

We have taken the view that it is impossible to forecast with any accuracy the pace of business growth in Years 2 and 3.

It is our intention to make wet sales income and food sales income increase by 10% in Year 2 and by a further 5% in Year 3. We'd affect this change by increased foot fall to the pub and by increasing the range of food offered at the pub. At this level of growth, we believe we can maintain the culture of a small, independent enterprise and increase the trade surplus. A surplus of approximately £20,000 a year will be targeted on a turnover of around £200,000. Increased room hire income (still pitched at modest take up levels) will help us to achieve this target.

Cost of sales will increase in line with income, and we do not foresee any increase in other expenditure to outpace the level of income growth that we anticipate so we have kept the same figures as in Year 1. They will be under constant review.

Completing the development Phase 1 work planned for Year 1 is dependent on the level of take up of the share issue and on the sales income generated. The work may run into Year 2.

Phase 2 of the improvement work – to turn the upstairs floors into a combination of pub manager accommodation and two income generating flats – can only begin when finance permits. Although the work to achieve this change has been scoped, designed and costed, it is the Society's view that no firm plans should be made or finance sought until Phase 1 is complete. Phase 2 will be the subject of a future business plan.

#### *8.5 Risk Management*

We have considered the risks posed to the business in terms of potential loss of trade and a conservative approach has been taken in all our financial forecasting.

The Gardeners Rest Community Society Ltd will only manage the Gardeners Rest pub if the minimum investment target is achieved through our community share offer and if our grant/loan application to The Plunkett Foundation is successful.

We are confident that the skills and experience with the Society membership are more than adequate to the running of The Gardeners Rest and to managing the risks associated with

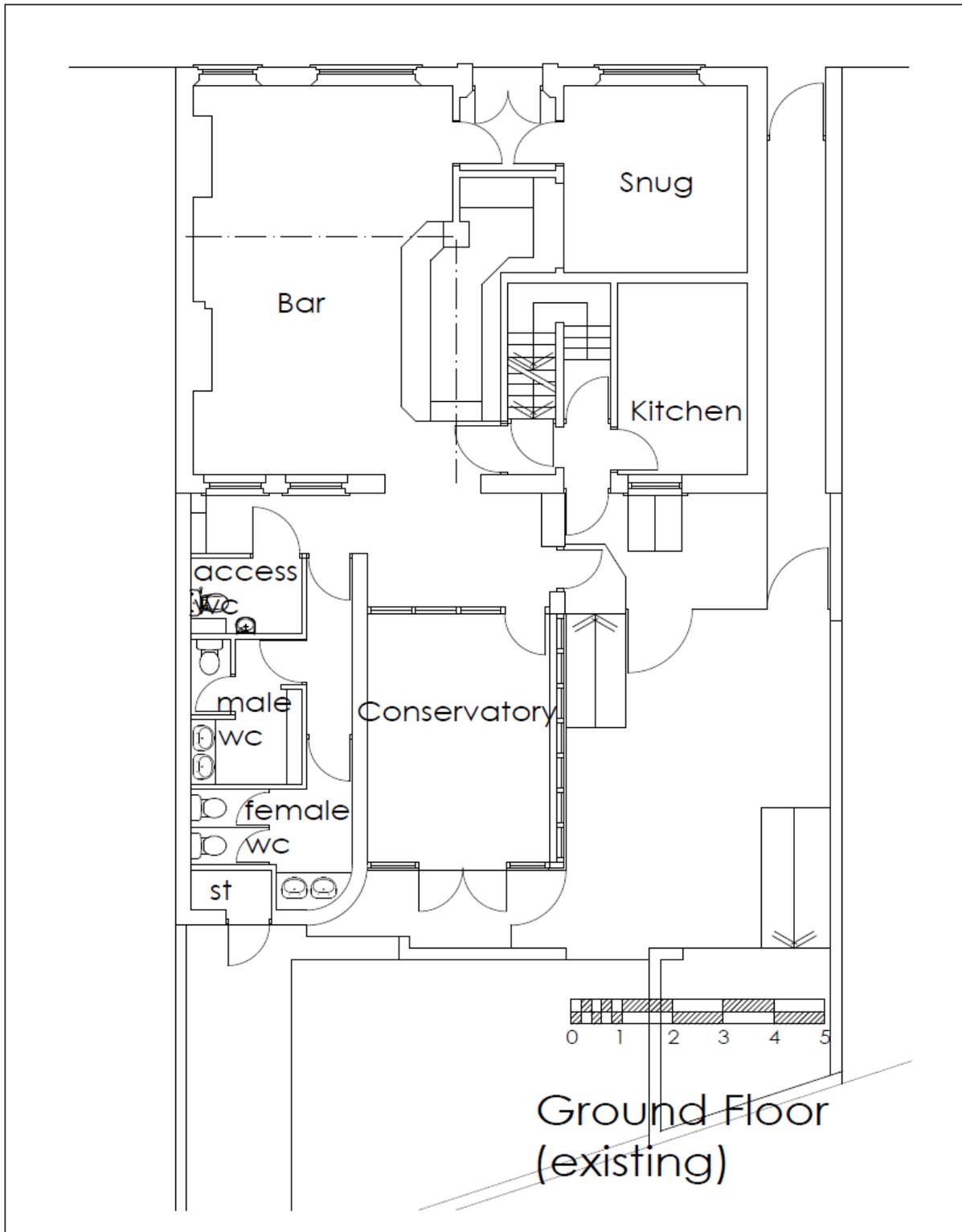
any small business – loss of customers, increased operating costs, external environmental factors and cash flow problems. It is our intention to minimise these risks by diligent financial management, acute strategic management and total commitment to the social values that underpin our endeavour. We are in business to create opportunities and to improve the quality of life for people who are disadvantaged. Failure is not an option.

## Appendix 1 – Financial plan for year one.

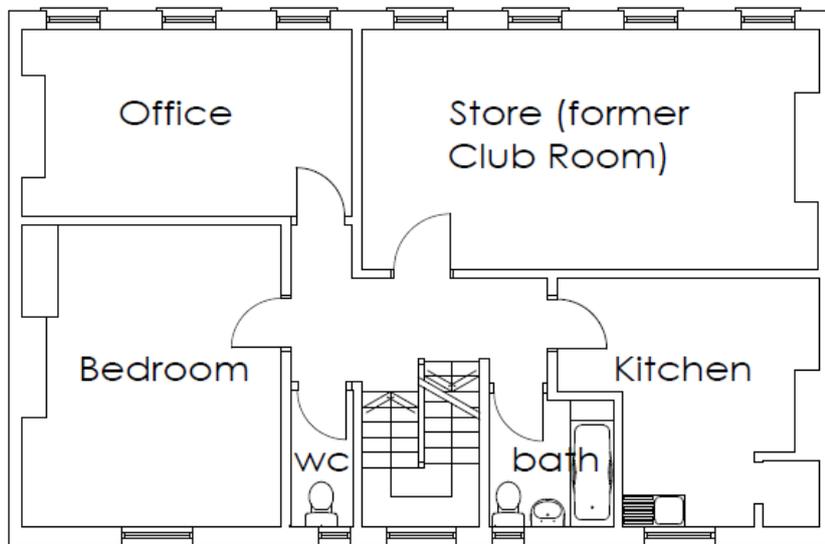
### GARDENERS REST - INCOME and EXPENDITURE FORECAST for Year 1

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total
Opening balance	<b>£12,000</b>	£2,670	£3,565	£4,305	£5,270	£6,135	£7,225	£8,315	£9,285	£10,270	£11,255	£12,240	
<b>Income</b>													
Wet Sales	£12,000	£13,000	£14,000	£15,000	£15,000	£16,000	£16,000	£15,000	£15,000	£15,000	£15,000	£18,000	£180,000
Food sales	£600	£650	£700	£750	£750	£800	£800	£800	£750	£750	£750	£900	£9,000
Room Hire	£120	£120	£240	£240	£240	£240	£240	£120	£360	£360	£360	£360	£3,000
Rent Received													£0
Other income													£0
<b>Total</b>	<b>£12,720</b>	<b>£13,770</b>	<b>£14,940</b>	<b>£15,990</b>	<b>£15,990</b>	<b>£17,040</b>	<b>£17,040</b>	<b>£16,920</b>	<b>£16,110</b>	<b>£16,110</b>	<b>£16,110</b>	<b>£19,260</b>	<b>£192,000</b>
<b>Cost of Sales</b>													
Wet sales	£6,000	£6,500	£7,000	£7,500	£7,500	£8,000	£8,000	£8,000	£7,500	£7,500	£7,500	£9,000	£90,000
Food sales	£450	£488	£525	£563	£563	£600	£600	£600	£563	£563	£563	£675	£6,750
<b>Total</b>	<b>£6,450</b>	<b>£6,988</b>	<b>£7,525</b>	<b>£8,063</b>	<b>£8,063</b>	<b>£8,600</b>	<b>£8,600</b>	<b>£8,600</b>	<b>£8,063</b>	<b>£8,063</b>	<b>£8,063</b>	<b>£9,675</b>	<b>£96,750</b>
<b>Gross Profit</b>	<b>£6,270</b>	<b>£6,783</b>	<b>£7,415</b>	<b>£7,928</b>	<b>£7,928</b>	<b>£8,440</b>	<b>£8,440</b>	<b>£8,320</b>	<b>£8,048</b>	<b>£8,048</b>	<b>£8,048</b>	<b>£9,585</b>	<b>£95,250</b>
<b>Expenditure</b>													
Wages	£3,000	£3,250	£3,500	£3,750	£3,750	£4,000	£4,000	£4,000	£3,750	£3,750	£3,750	£4,500	£45,000
NI, pension and on-costs	£450	£488	£525	£563	£563	£600	£600	£600	£563	£563	£563	£675	£6,750
<b>sub-total</b>	<b>£3,450</b>	<b>£3,738</b>	<b>£4,025</b>	<b>£4,313</b>	<b>£4,313</b>	<b>£4,600</b>	<b>£4,600</b>	<b>£4,600</b>	<b>£4,313</b>	<b>£4,313</b>	<b>£4,313</b>	<b>£5,175</b>	<b>£51,750</b>
<b>Other Expenditure</b>													
Utilities	£700	£700	£700	£700	£800	£800	£800	£800	£800	£800	£800	£800	£9,200
Business rates	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Insurance/ Licences	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
Communications	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Waste/Cleaning	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400
Marketing	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Bank Charges	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Interest on loan			£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£5,000
Other	<b>£10,000</b>												
<b>sub total</b>	<b>£12,150</b>	<b>£2,150</b>	<b>£2,650</b>	<b>£2,650</b>	<b>£2,750</b>	<b>£41,600</b>							
<b>Total</b>	<b>£15,600</b>	<b>£5,888</b>	<b>£6,675</b>	<b>£6,963</b>	<b>£7,063</b>	<b>£7,350</b>	<b>£7,350</b>	<b>£7,350</b>	<b>£7,063</b>	<b>£7,063</b>	<b>£7,063</b>	<b>£7,925</b>	<b>£93,350</b>
closing balance	£2,670	£3,565	£4,305	£5,270	£6,135	£7,225	£8,315	£9,285	£10,270	£11,255	£12,240	£13,900	
<b>Phase 1 Income</b>	<b>£8,000</b>			<b>£20,000</b>			<b>£20,000</b>						<b>£48,000</b>
<b>Phase 1 Expenditure</b>													
Professional Fees			£2,000			£2,000			£2,000			£2,000	£8,000
Building Works	£2,000	£2,000	£2,000	£6,000	£6,000	£6,000	£6,000	£2,000	£2,000	£2,000	£2,000	£2,000	£40,000
<b>sub total</b>	<b>£2,000</b>	<b>£2,000</b>	<b>£4,000</b>	<b>£6,000</b>	<b>£6,000</b>	<b>£8,000</b>	<b>£6,000</b>	<b>£2,000</b>	<b>£4,000</b>	<b>£2,000</b>	<b>£2,000</b>	<b>£4,000</b>	<b>£48,000</b>

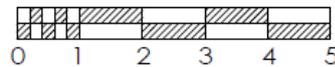
**Appendix 2 – Architectural drawings for proposed changes to the Gardeners Rest (existing plan).**



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	43 Rushby Street SHEFFIELD S4 8GN mail@burnell-briercliffe.com			f: 0114 2560923 f: 0114 2560924 www.burnell-briercliffe.com		scale
	job		The Gardeners Rest		job no	610
	client		The Gardeners Rest Community Society		drawn	AS
title		Ground Floor plan as existing		checked	MB	
				date	30/09/16	



First Floor  
(existing)



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Eng. no. P.10

Registration No. 11000044

Job No. 610

Drawn: AB Checked: MB

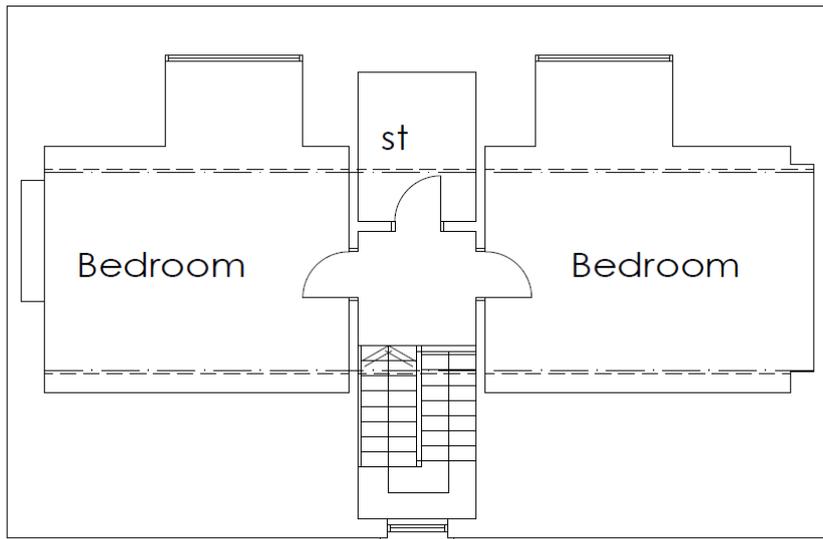
Date: 30/09/16

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Job: The Gardeners Rest

Client: The Gardeners Rest Community Society

Title: First Floor plan as existing

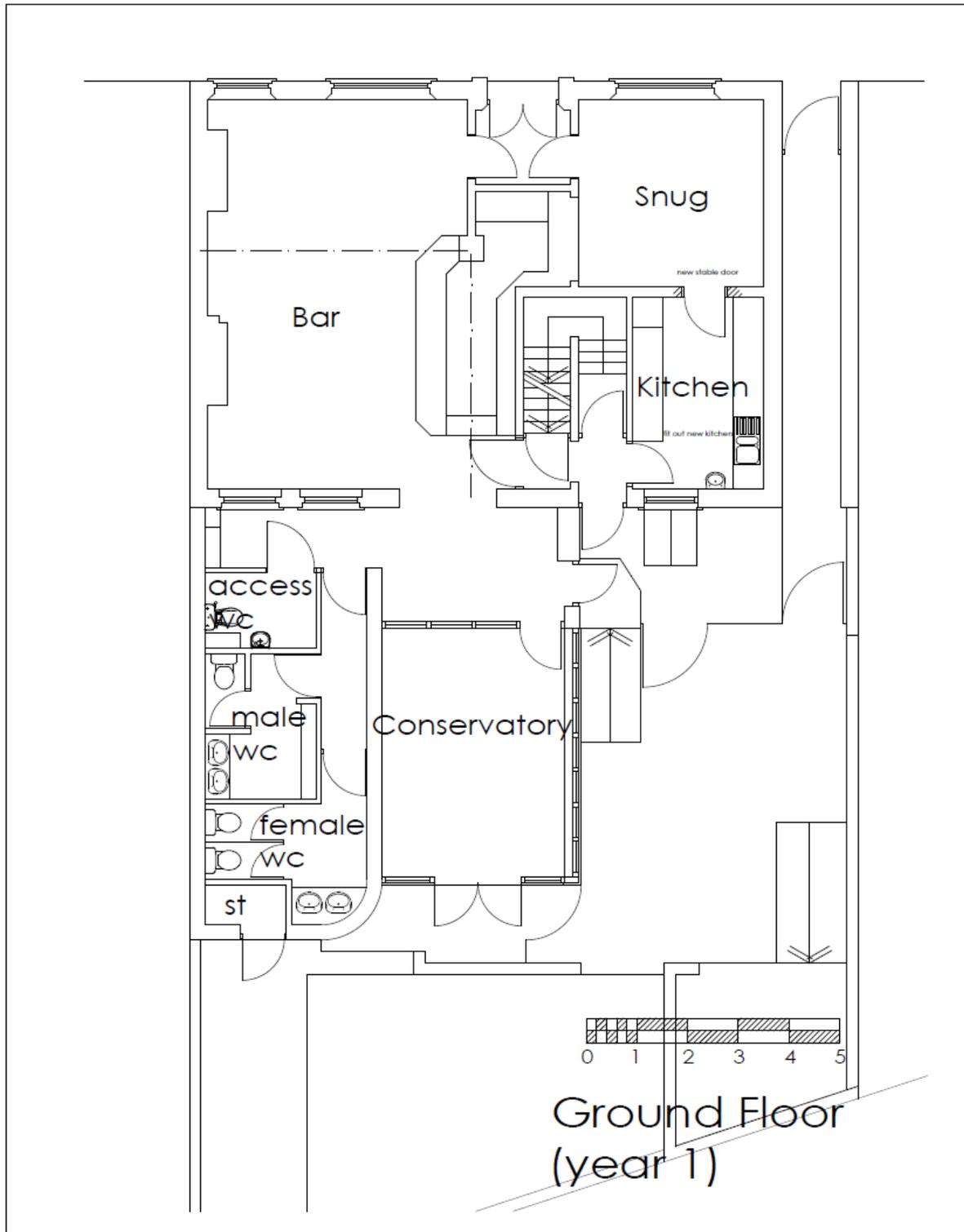


Attic  
(existing)

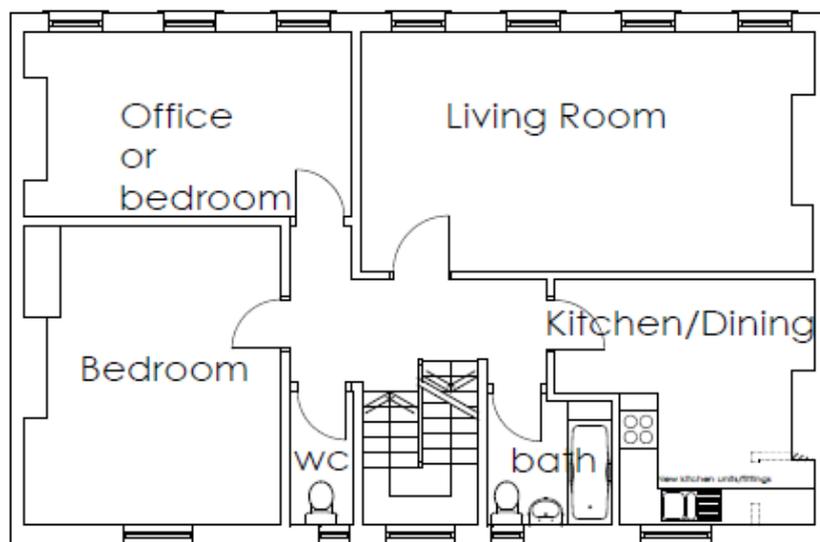


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	43 Rushby Street SHEFFIELD S4 8GN mail@burnell-briercliffe.com			t: 0114 2560923 f: 0114 2560924 www.burnell-briercliffe.com	
	<small>Job</small> The Gardeners Rest				
	<small>Client</small> The Gardeners Rest Community Society				
<small>Title</small> Attic plan as existing				<small>Job No</small> 610 <small>Drawn</small> AB <small>Checked</small> MB <small>Date</small> 30/09/16	

*Appendix 3 – Architectural drawings for proposed changes to the Gardeners Rest (Year one).*



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	t: 0114 2560923 f: 0114 2560924 www.burnell-briercliffe.com		
	Job: The Gardeners Rest	Drawn: AB	Checked: MB
	Client: The Gardeners Rest Community Society	Date: 30/09/16	
	Title: Ground Floor plan as proposed - YEAR 1		



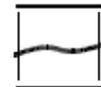
First Floor  
(year 1)



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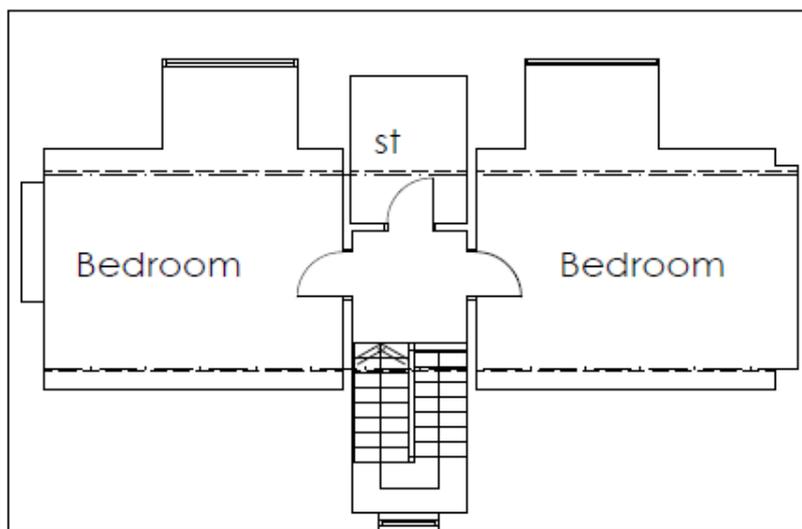
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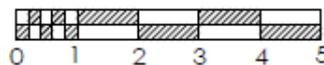
proj no	P.13
client	HOO&M
ref no	610
drawn	AB
checked	MB
date	30/09/16

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001 The Gardeners Rest  
 0100 The Gardeners Rest Community Society  
 0101 First Floor plan as proposed - YEAR 1



Attic  
(year 1)



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PROJECT NO  
 P.14

DATE  
 1:00pm

SCALE  
 6/10

DESIGNED BY  
 AB

CHECKED BY  
 MB

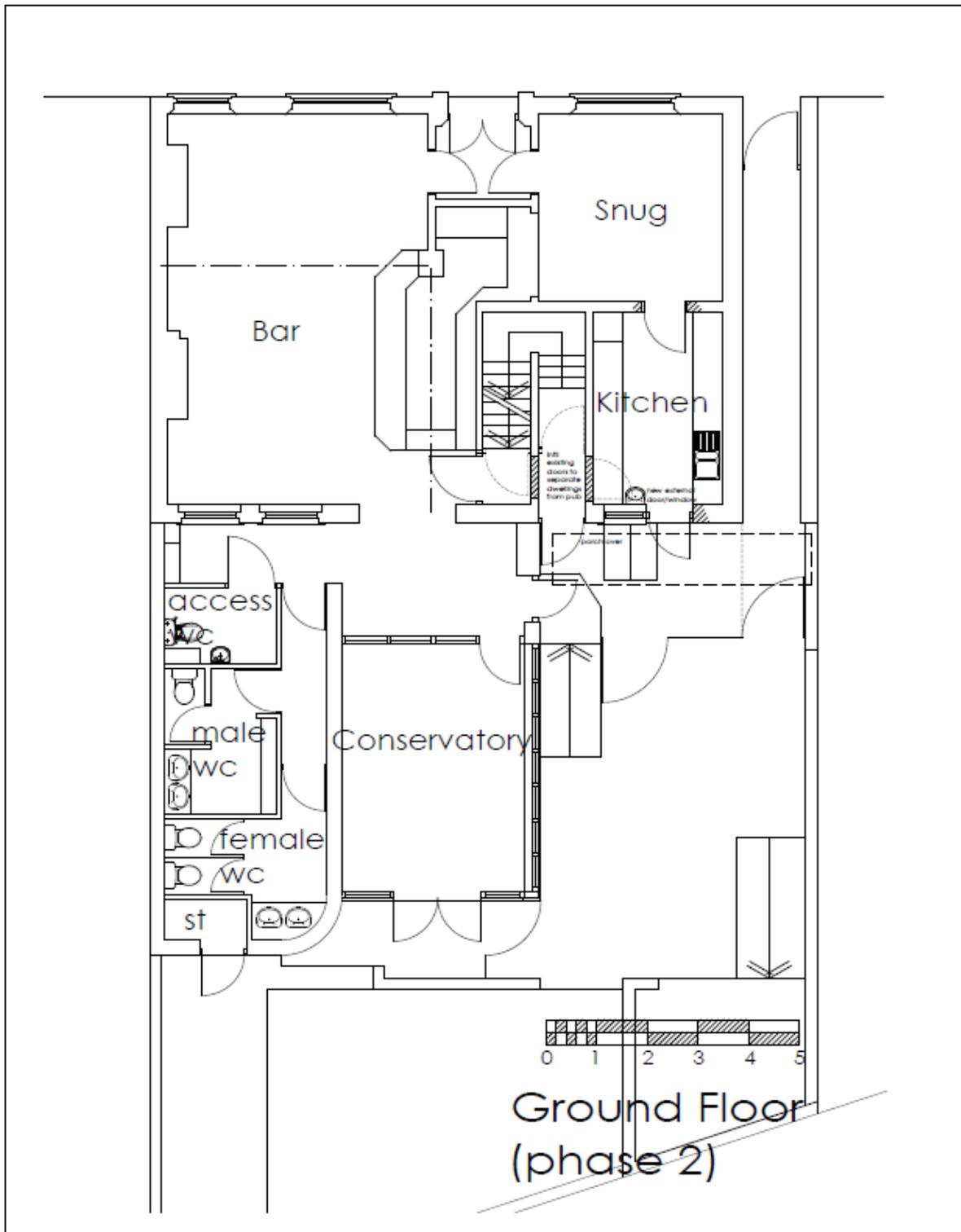
DATE  
 30/09/16

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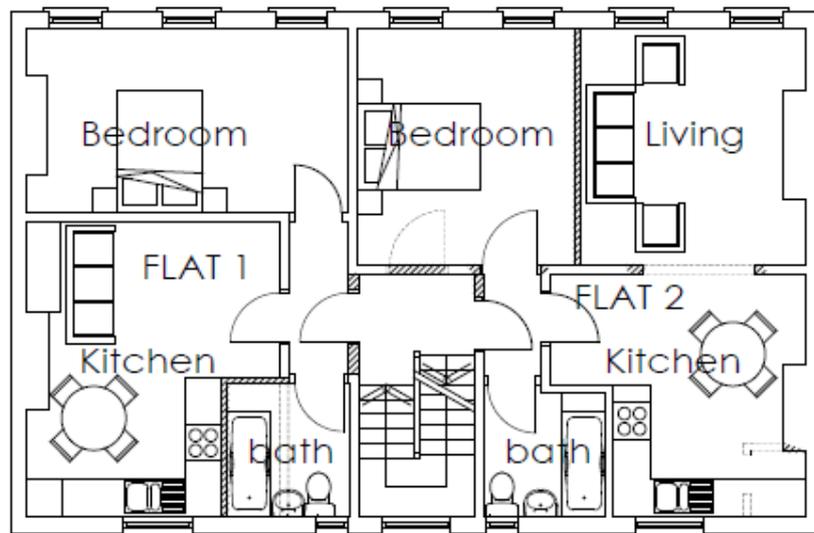
CLIENT  
 The Gardeners Rest  
 The Gardeners Rest Community Society

TITLE  
 Attic plan as proposed - YEAR 1

*Appendix 4 – Architectural drawings for proposed changes to the Gardeners Rest (Year two).*



burnell briercliffe architects 43 Rushby Street SHEFFIELD S4 8GN mail@burnell-briercliffe.com			Proj No P.15
			Date 1:00pm
Job The Gardeners Rest		Draw No 610	Scale AS NB
Client The Gardeners Rest Community Society		Date 30/09/16	
Title Ground Floor plan as proposed - PHASE 2			



First Floor  
(phase 2)



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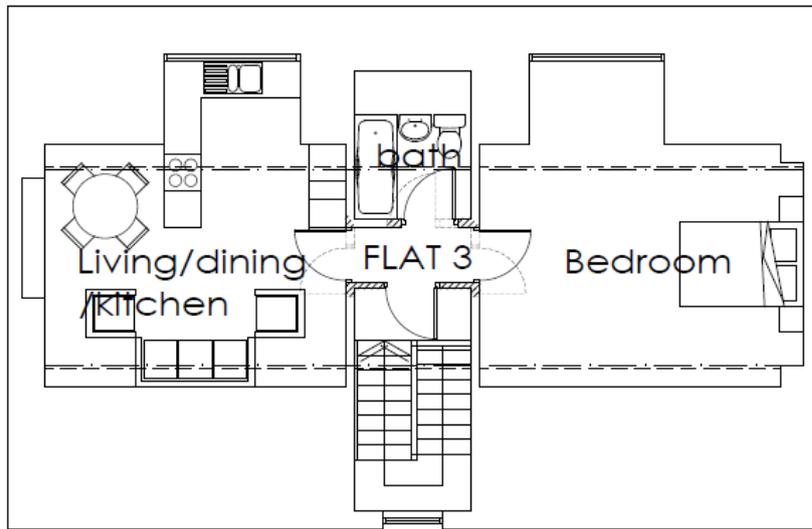
Fig No	P.16
Drawn by	HOO/AM
Rev No	610
Drawn	AG
Checked	NE
Date	30/09/16

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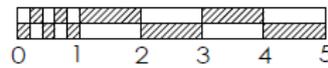
Job The Gardeners Rest

Client The Gardeners Rest Community Society

Title First Floor plan as proposed - PHASE 2



Attic  
(phase 2)



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Proj. no.	P.17
Scale	1:100 @ A4
Job no.	610
Drawn by	AB
Checked by	MB
Date	30/09/16

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Job	The Gardeners Rest
Client	The Gardeners Rest Community Society
Title	Attic plan as proposed - PHASE 2