

Save The North Star

Business Plan

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1 Background – Introduction to The North Star

1.1 The North Star is a public house in Maidenhead, a large affluent town in the Royal Borough of Windsor and Maidenhead, Berkshire, England, on the River Thames. Its population is 73,404. The pub is located on Westborough Road, just off the A4, in the residential suburb of Boyn Hill, about a mile west of the town centre and mainline railway station.

1.2 The pub is in the Boyn Hill Ward which has a population of 7,798 and serves the Oldfield Ward which has a population of 9,141 according to the 2011 census.

1.3 Although the Boyn Hill Ward is near to the town centre, it has very few community centres or places where friends can perhaps meet for a coffee. With the future of other local pubs - The Crown and The Pond House - currently uncertain, and The Crooked Billet now closed, it is vital for the wellbeing of the community that The North Star should remain as a pub.

1.4 The pub dates back to the late 1800s and is named after a locomotive built in 1837. Designed by Robert Stephenson, it became one of the first trains to run between Paddington and Maidenhead.

1.5 In February 2018 the freehold of The North Star was put up for sale. Before the end of the month, the Save the Star group was formed with the aim of bringing the pub into community ownership. The group's first meeting was held on February 27th.

1.6 The pub currently serves real ale, 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 detached building, mainly of brick construction under part slate and part tiled pitched roofs. There is a garden to the rear of the building, but it is not presently open to the public.

1.8 The ground floor consists of two bars, a beer cellar, ladies and gents toilets and private accommodation comprising a lounge, kitchen and bathroom. There is a fireplace and a dart board in the main bar. The first floor consists of four private rooms. There is a large table with external seating outside the front of the pub and a private garden at the rear.

1.9 The property is in an area administered by the Royal Borough of Windsor and Maidenhead. Its current rateable value is £11,600. The domestic accommodation is within band B for council tax purposes.

1.10 There are already three examples of successful community pubs in the area: The Craufurd Arms in north Maidenhead, The Jolly Farmer in Cookham Dean and The Garibaldi in Bourne End.

1.11 The North Star has a cribbage team, 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.

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If there is sufficient demand from the regular customers, we will consider introducing Sky Sports TV to attract the many fans who enjoy a drink while watching football, rugby, cricket or darts.

The pub is a popular place for locals to come and socialise with family and friends. It 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, barbecues, curry nights and cheese & wine evenings.

1.12 The pub has held live music events in the past, and we will be looking to reintroduce these, as well as karaoke evenings.

2 Executive Summary

Vision

2.1 We have registered The North Star Society Limited, a Community Benefit Society, with the intention of buying the freehold and bringing The North Star 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 North Star 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

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

2.6 Subsequent weekly planning meetings have demonstrated continued and sustained support for the project. Questionnaires delivered to about 2000 households in the local area have provided extremely valuable insights into what people want from the pub.

2.7 Our pub Investment Survey has seen over 25 investors pledging £41,000 to buy shares.

The Market

2.8 Although the principal aim is to serve the people of the Boyn Hill area of Maidenhead, we will also be looking to attract trade from a wider catchment area and make The North Star 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 ales. 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 plan to improve the kitchen area, we will also be looking to supply a range of bar snacks.

2.10 The North Star 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 mother-and-toddler groups, after-school clubs, coffee mornings, and live music.

2.11 Our regular customers, darts and crib teams, and enthusiasts for our weekly quiz will always be welcome. The committee will examine the possibility of showing big screen sports events, as The North Star has always been a popular venue for sports fans.

Market Research

2.12 Through our Residents Surveys we have gained support from local people to preserve The North Star as a family-friendly pub - 86% said it was very important to have a local community pub. The most popular services include a choice of real ale, a family-friendly garden, live music, darts, catering, and big screen sports. Bar food was the most requested type of

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catering, popular with 67% 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.

Legal Structure

2.13 Having established the need, desire for, and commitment to bring The North Star into Community ownership, The North Star 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 at a price estimated to be £330,000 + 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 estimating that we will need to raise around £488,000 to purchase the freehold, refurbish the pub and prepare it for opening.

We have applied for a More Than A Pub (MTAP) loan from the Power to Change Trust through the Plunkett Foundation.

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 holding £500 or more in shares

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.

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Pub Positioning

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 North Star will be a hub for residents of Boyn Hill 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 North Star 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.

Marketing and Communications

2.24 Our marketing campaign started with an Investment Survey, a Residents Survey and a meeting at the pub. 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 on 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.

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3 Our Vision

3.1 The North Star 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 find welcoming; 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 North Star 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 who 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 front of the building with the aim of making the pub more attractive and child-friendly.

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.

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5 Management Structure

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 North Star Society Limited. The Society will provide them with 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 3-8 individuals with desirable background/knowledge in business management and/or marketing, 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 three local founder members:

Brian Blackmun - Chair, North Star Society Ltd

Brian moved the short distance to Maidenhead from Burnham nearly 40 years ago. His background is in finance and he spent his career working in related posts for both local government and the private sector. He is alarmed at the rate local pubs are being sold off for development and in particular that all the pubs in the Boyn Hill Ward are currently under threat.

Bob Ginger - Vice Chair, North Star Society Ltd

Bob, a lover of traditional pubs, has an academic background in sciences, but now works as a proofreader. He moved to Maidenhead in early 2013 and has been a regular at The North Star ever since, competing (with varied success) for their darts team and also regularly participating in the quiz night, both as competitor and question-setter.

Alan Glover - Secretary, North Star Society Ltd

Alan is a relative newcomer to Maidenhead, arriving from Cambridge in 2004. He works for a major telecommunications company in programme management and is a keen cribbage player, as both a member of The North

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Star's successful team and current secretary of the Maidenhead & District Cribbage League.

5.6 One-third of this 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.

5.8 The Management Committee will appoint a Chair, Vice Chair and Treasurer from amongst themselves. They will appoint a 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.

Recruiting an experienced, entrepreneurial, reliable, commercially astute and socially skilled manager and 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 £1.1 million per pub. The independent sector averages £260,000 per pub. Our business plan aims for a turnover of around £134,000 in the second year for

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The North Star to break even, and £190,000+ in subsequent years 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.

6.3 We do not underestimate the scale of the challenge, not just to buy and refurbish The North Star, 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. However, the Royal Borough of Windsor & Maidenhead has a public policy to help keep pubs from closure, so there are grounds for optimism in our case.

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.

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 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 comprising 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 worth exploring, even though the local community has not necessarily identified this as the most important demand.

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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 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 Opportunities

6.9 We understand the risks, and will be doing our utmost 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 North Star 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.

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 North Star out as the place to be to have fun.

Continued hosting of matches for the crib and darts teams, as well as our popular quiz night, is encouraged.

Market Survey Summary – See Appendix 6.12-6.22

6.12 – 6.22

Competitors

6.23 The town centre has a number of pubs and restaurants, but visiting any of them would mean a walk of at least 20 minutes for Boyn Hill residents. More locally, The Crooked Billet has closed, leaving The Crown, The Pond House and The Windsor Castle as the other pubs nearby. The future of The Crown is by no means certain at the time of writing. The Pond House and The Windsor Castle, while both pleasant venues, are large, metropolitan-style pubs without the intimate charm, atmosphere and tradition of The North Star. In addition, we plan to offer facilities, such as coffee mornings, which are not available from our competitors.

Our Marketing Strategy for the Pub

6.24 The North Star has carried out very little marketing in the past. Much more active marketing will be needed to attract new customers and increase the turnover. The marketing plan will be developed by the Management Committee using the support offered by the few members of the community already operating in the field.

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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 North Star has the potential to succeed where others have failed:

It is ideally placed as an Asset of Community Value for the Boyn Hill ward.

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 a cribbage team and two darts teams, plus a very popular weekly quiz.

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

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.

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.

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.

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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 North Star 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 two bars, a beer cellar, ladies and gents toilets and private accommodation comprising a lounge, kitchen and bathroom. There is a fireplace and a dart board in the main bar. The first floor consists of four private rooms. There is a large table with external seating outside the front of the pub and a private garden at the rear.

8.2 There is scope to increase the trade area by knocking down a dividing wall into the downstairs accommodation.

Key Structural Survey Findings

8.4 A structural survey has been carried out by a Chartered Surveyor. A brief summary follows:

Generally, the building is sound with no major structural defects, and is of a standard to allow the business to continue trading in the short term.

Building services were generally found to be in a fair condition although it was recommended that the services be tested to determine their age, efficiency and safety. This includes wiring, fire prevention and safety equipment, cellar equipment, and central heating. The drainage appears free from defects.

The main defects are as follows:

Some roof tiles need re-fixing; a few damaged bricks will need repair or replacement; some timber window frames have rotted and will be

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replaced with new PVC sections; there is slight damp in one upstairs room and the toilet walls; the interior needs redecorating.

We will employ an independent Building Control Inspector to carry out a detailed inspection of the pub.

The kitchen will require upgrading to meet commercial 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 £20,000 has been included in the financial analysis for refurbishment and repairs. If we reach the maximum share amount we will increase this budget, which will lead to a corresponding increase of income. 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 North Star to ensure that it meets the needs of our patrons and our community.

9 Society Summary

9.1 We have formed a society, The North Star 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 made only after wide consultation.

Ownership

9.2 The society will be owned by a broad range of investors, hopefully with over half living locally. No individual shareholder can own more than 10% of the total shares under the CBS scheme, with the possible exception of Big Society Capital, who may invest up to £100,000 under the Crowdfunder Match 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 Enterprise Inn Company has put The North Star on the market and is accepting offers with no minimum value set. Looking at comparable properties, we believe £330,000 + VAT is a realistic price to offer, but the actual price will be subject to negotiation with the owners.

Allowing for the cost of acquisition (purchase, legal fees, SDLT, etc.) and refurbishment, we have calculated a total capital requirement of £488,000.

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 (ending July 22nd 2018), except to an organisation registered for the benefit of the community. The Enterprise Inns Company is not obliged to sell The North Star to such a group, even if offered the open market value.

We are seeking to raise **£312,000** of this capital requirement from a share issue. The **minimum** that is required to enable the purchase of The North Star is **£280,000**, and the committee may proceed with the share offer once the target has been reached. If the share offer exceeds our target figure, a **maximum** of **350,000** would be issued.

The offer will be launched on 16th July 2018 and will remain open until 27th August 2018. If the minimum share offer has been achieved, and an offer accepted, the share offer will proceed.

As part of our target funding, we intend to apply to Big Society Capital for their Crowdfunder Match Fund, as we have applied for Advance Assurance for SITR. If accepted, this will match the funds raised, up to a maximum investment by Big Society Capital of £100,000.

We have applied to the Plunkett Foundation for support from the More Than A Pub programme run by Power to Change. This offers a loan that can fund a Community Pub Business for up to £100,000, subject to conditions. We are also investigating additional loan finance to cover any shortfall in funding.

10 Financials

10.1 This section sets out the projected costs of acquiring the freehold of The North Star and running it as a community pub. Figures have been taken from accounts, as well as cross-referencing the accounts of other community

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run public houses. The full details are shown as an Appendix to the document.

Capital Costs

Acquisition Costs	optimum	Start-Up Costs	
Freehold Purchase	£330,000	Refurbishment	£20,000
VAT	£66,000	Working Capital	£25,000
Fixture & Fittings	£10,000	Opening Party	£1,000
Valuation Survey	£2,200		
Stamp Duty (SDLT)	£6,000		
Solicitor	£2,000		
Publicity	£1,000		
Fund raising cost	£24,960		
Total	£442,160		£46,000

*Note: the VAT on the building purchase is reclaimable.

10.2 The total sum needed to be raised is therefore **£488,000**. This will be raised by:

Grants & donations	£50,000
Unsecured Loans	£60,000
Bridging Loan (RBWM)	£66,000
Share Offer	<u>£312,000</u>
total	£488,000

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 £2,500 per week and it is apparent that the current owners have invested very little in The North Star for a number of years.

10.4 Using comparable figures from last year's accounts from the Craufurd Arms, we have produced the following financial plan.

10.5 An increase in turnover is anticipated based on the proposed changes and the introduction of coffees and bar light food.

Save The North Star

Profit & Loss	7 months							
	31/03/2019	Mar-20	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
Based on Gross Wet								
Sales per week of:	2,500	3,000	3,500	4,000	4,300	4,500	4,600	4,700
Net:	2,083	2,500	2,917	3,333	3,583	3,750	3,833	3,917
<u>Sales</u>								
Wet Sales	53,571	129,999	151,666	173,333	186,333	194,999	199,333	203,666
Other Sales	536	1,300	1,517	1,733	1,863	1,950	1,993	2,037
Food Sales and coffees		2,600	3,033	3,467	3,727	3,900	3,987	4,073
Total Sales	54,107	133,899	156,216	178,533	191,923	200,849	205,313	209,776
<u>LESS: Cost of Sales</u>								
Purchases	21,643	53,560	62,486	71,413	76,769	80,340	82,125	83,910
Gross Profit	32,464	80,340	93,730	107,120	115,154	120,510	123,188	125,865
Gross Margin%	60%	60%	60%	60%	60%	60%	60%	60%
<u>LESS: Overheads</u>								
Wages 14 hours p/day @ £8.00) 2 employees	23,520	40,320	41,130	41,950	42,790	43,650	44,520	45,410
Less Accommodation fee (£500 P/M)	3,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000
NI Costs (13.8% over £702.2*2 p.m)	1,407	2411	2523	2636	2752	2871	2991	3114
Total wages	21,427	36,731	37,653	38,586	39,542	40,521	41,511	42,524
Start-Up Costs	12,200							
Fundraising cost	20,800							
Other Overheads	17,054	29,840	29,367	29,480	29,547	29,592	29,615	29,637
Total overheads	71,481	66,571	67,020	68,066	69,089	70,113	71,126	72,161
Earnings before interest, tax, deprn (EBITDA)	-39,017	13,769	26,709	39,054	46,064	50,396	52,062	53,704
Interest Expense - (PF £100,000@8% for 7 yrs)	4,540	7,070	6,104	5,059	3,926	2,700	1,371	153
Dividend payments 3%	0	0	9,360	9,360	9,146	8,925	8,293	7,642
Depreciation charge (100% Cap. Allowances.)	20,000							
Total other costs	24,540	7,070	15,464	14,419	13,072	11,625	9,664	7,795
Operating Profit/(Loss) - Before Tax	-63,557	6,699	11,245	24,635	32,992	38,771	42,397	45,909
Other income - grants	10,000							
profit/loss before tax	-53,557	6,699	11,245	24,635	32,992	38,771	42,397	45,909
loss carried forward	0	-53,557	-46,858	-35,614	-10,978			
profit/loss before tax	-53,557	-46,858	-35,614	-10,978	22,014	38,771	42,397	45,909
Corporation Tax 19%	0	0	0	0	4,183	7,367	8,056	8,723
Net Profit/(Loss) - After Tax	-53,557	6,699	11,245	24,635	28,810	31,405	34,342	37,186

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Running Costs

10.7 The major fixed running cost is staffing at £40,320 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 be additional costs for cleaning and gardening. Allowance has been made for sickness and holiday cover.

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

Establishment Costs

10.10 The following have been included in the establishment running costs (approx. £29,000)

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	Stationery	Events
Waste Disposal	Stock Taking	PDQ Costs

10.11 It has been assumed that we will be paying Full Business Rates £4,400.

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 10.5-10.12

11 Share Offer & Ownership

11.1 The Company is seeking to raise up to £312,000 by the issue of 6240 shares with a value of £50 each. In addition, we are looking to obtain £176,000 by way of grants and loans. Taken together these will cover the purchase price of the pub, the acquisition costs, refurbishment, initial stock, and provide working capital, not least 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 6 weeks and is designed to give investors the opportunity to contribute financially, on a long-term basis, to the business known as The North Star 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) up to a maximum of 10% of the total shares issued.

The amount we wish to raise from this share offer is £312,000.

The minimum amount we need to raise through the share offer is £280,000. If we have reached this figure on the 27th August 2018, the money will be taken from investors' accounts within 7 working days and held by our solicitors until the sale goes through. We reserve the right to extend the share offer by a further 3 weeks but will keep investors fully informed.

If, within a reasonable time frame, we cannot raise the money or agree a price with the owner the scheme will be deemed unsuccessful. At this point any money collected from investors will be returned in full.

Shares will be allocated on a first come, first served basis.

Interest Policy

11.3 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.

11.4 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,

11.5 We have assumed that interest at the rate of 3% will be paid on shareholdings of £500 or more. Interest paid will be below commercial rates for borrowing, and cannot exceed 5% or Bank of England base rate +2%.

Benefits of Ownership

11.6 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).

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They can become an elected member of the Management Committee.

They will earn rewards by being a shareholder. Rewards will also be offered at the time of investing, depending on the amount they invest. Their investment should be eligible for tax relief of 30% from SITR (see p25).

Marketing Strategy

The North Star Society Ltd's marketing strategy aims:

- To raise awareness of the organisation and its work
- To create a positive and supportive feeling in the community in and around The North Star
- To recruit potential investors, big and small

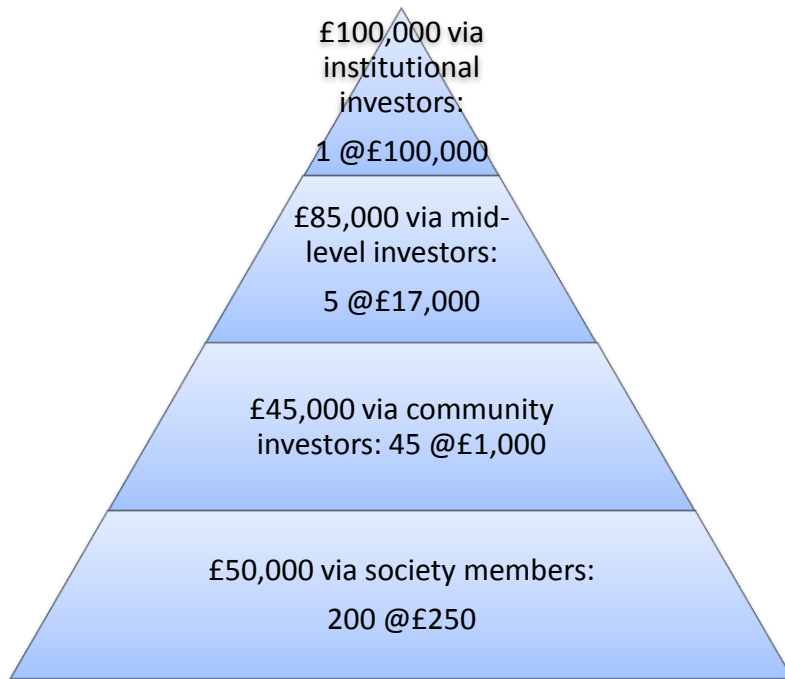
As a Community Benefit society, The North Star Society Ltd has distinctive values, which will be highlighted in marketing:



The North Star Society Ltd has identified the target groups that marketing needs to reach:

- Community members investing in their local
- Influencers who have the power to help the pub develop
- Investors (Small community investors, Large investors, Non-local investors – see below)
- Potential members with skills and time to offer

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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 £280,000 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.

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, Linked in

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)

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Share Liquidity

What if a shareholder wants to sell their shares?

11.7 We hope that shareholders will buy shares in The North Star 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.

11.8 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.

11.9 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 such a withdrawal 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.

11.10 It is possible that the share issue will be oversubscribed, resulting in a waiting list of people who want to own shares.

What if the pub fails?

11.11 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.

11.12 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.

Social Investment Tax Relief (SITR)

11.13 The business and share offer should be able to take advantage of the SITR tax relief. The North Star will be run as a business, trading for the benefit of the community under the ownership of a Community Benefit Society. This is very different from a pub being run to make profits for the shareholders of a company with no connection to the community. We anticipate offering the venue as a meeting place for local community groups and charities, particularly acting as a social venue to combat social isolation and loneliness.

11.14 The SITR scheme operates under the *de minimis* State Aid rule, which restricts the amount of state aid an enterprise can receive through SITR to 344,827 euros (approximately £300,000) in any three-year rolling period. As Big Society Capital's investment will not benefit from SITR, all

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individual investors should be able to benefit from SITR, if they meet the eligibility conditions and hold their shares for three years. We will notify investors if we approach the threshold.

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 Company 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 survey has been done and has revealed no serious problems.*

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

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.*

Competition: We could lose custom to the three other pubs in Boyn Hill with which we will be competing for trade - *We will offer facilities not found at any of these other pubs (see paragraphs 2.9 and 2.10 on page 5) as well as a uniquely friendly and intimate atmosphere.*

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 society is unable to raise the minimum amount - *We will apply for investment from the Crowd Match Fund from Big Society Capital. If accepted, this will match the funds raised, up to a maximum investment by Big Society Capital of £100,000. We will then need £180,000 of investment from individuals, which has been achieved elsewhere. If the purchase cannot go ahead then all funds deposited will be returned in full.*

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Management Committee Strength

We are aware of a possible lack of strength of the management committee and we are constantly seeking other members with business management skills and background to appoint to this committee.

Agent driving price up

We consider the offer of £330,000 for the freehold a viable offer for the business going concern as a pub. We do not take into consideration the value of the building as a development site as RBWM's policy is to keep pubs open and not allow change of use for residential development. Local Councillors have pledged support and made donations to help with the initial costs of setting up the community benefit society. At a meeting of the borough council held in the Council Chamber Town Hall, Maidenhead on Tuesday, 24th April, 2018 a motion was discussed over the challenges pubs are currently facing and highlighted the importance of pubs to local communities; it was also mentioned that Public Health England was starting to evidence the importance of community assets such as pubs in terms of addressing issues such as loneliness; it was highlighted that the Borough Local Plan included tightening controls to make it more difficult for pubs to be closed and turned to other uses.

Other Local Pubs

We have mentioned the uncertainty around the future of other local pubs - The Crown and The Pond House - currently uncertain, and The Crooked Billet having closed. We have seen an increased volume of turnover of tenants for the above pubs, with periods of closure which have led to lost appeal with locals. This could also signify their difficulty to make sufficient profits to cover the costs of the commercial owners. This would not be an issue for The North Star, as the main objective of the business is to serve the community in a self-sustainable way and not purely to make profits; in addition, if any profit were made, it would be reinvested in the pub and for the community.

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, drink and chat: things that help hold a community together.

13.2 21 pubs are closing a week, and community ownership 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 North Star 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.

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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 shareholders who hold £500 or more in shares, according to the Society Rules, so long as profits allow.

13.5 We are seeking Advance Assurance from HMRC on the eligibility for Social Investment Tax Relief (SITR); if successful, shareholders' investments 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 team from the Craufurd Arms (Gringer Hill) Most of all a big thank you to the local community for their support!

Save The North Star

14 Contacts

Chair: Brian Blackmun brian.blackmun@hotmail.co.uk

Vice-Chair: Bob Ginger r_ginger@sky.com

Treasurer:

Secretary: Alan Glover alan@chorazin.org

Website: www.savethestar.co.uk

Email: contact@savethestar.co.uk

Twitter: @SaveTheStar9

Facebook: www.facebook.com/groups/savethestar

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15 Addenda & Links

Appendix 6.12-6.22 Market Survey Summary

Appendix 10.5-10.12 Full Financial Report

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

Our Campaign website www.savethestar.co.uk contains lots of useful documents and links.

Our Facebook page www.facebook.com/groups/savethestar

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 CIC
<https://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

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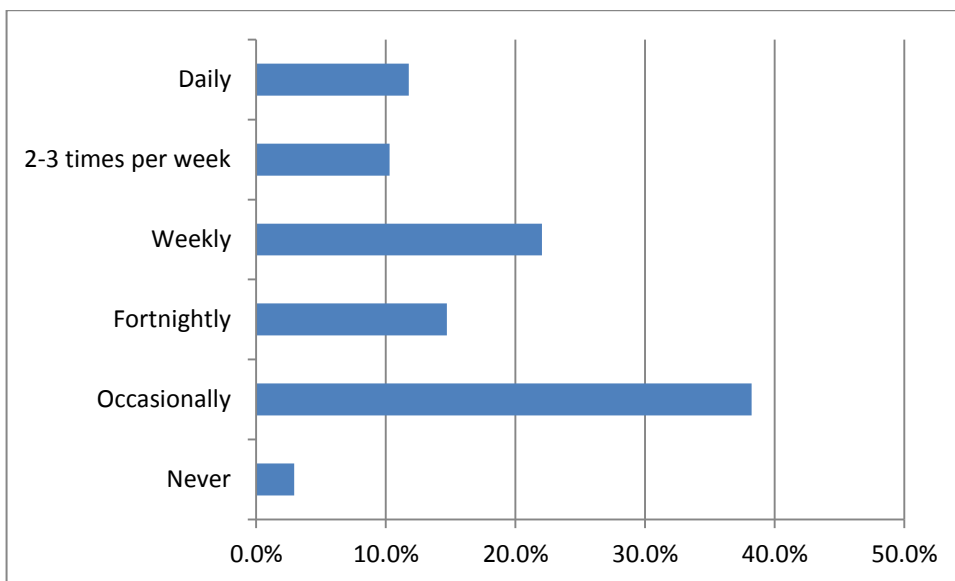
Appendix 6.12-6.22

Market Survey Summary

6.12 During March we launched our Residents Survey, initially going door to door in the surrounding neighbourhood and then on-line via the Survey Monkey website. Regulars and visitors to the pub were also asked to fill in the survey so that we had a good mix of people taking part. At the time of writing this report we estimate that we delivered around 1000 surveys to households in the Boyn Hill ward. We had 99 responses, 60 of which were done on-line. A response rate of around 70% was obtained from the local residents, which is a fairly high response.

6.13 If The North Star became a community-owned pub would you or any member of your household use it?

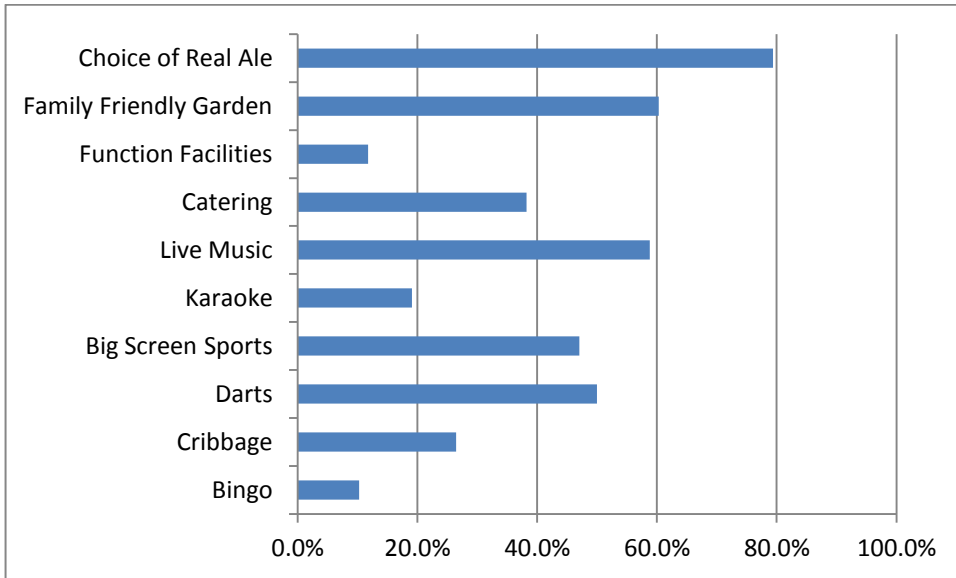
Question 1 reflects the diversity of the survey and our aim will be to turn the 38% of the occasional visitors into regular visitors. Many people surveyed had never visited the pub although it was the closest to their home, citing a number of reasons, including the poor appearance of the pub from the outside. This is something we would address straight away along with re-branding and marketing the new community pub.



6.14 What services would you like to see from a local pub (you may tick more than one)?

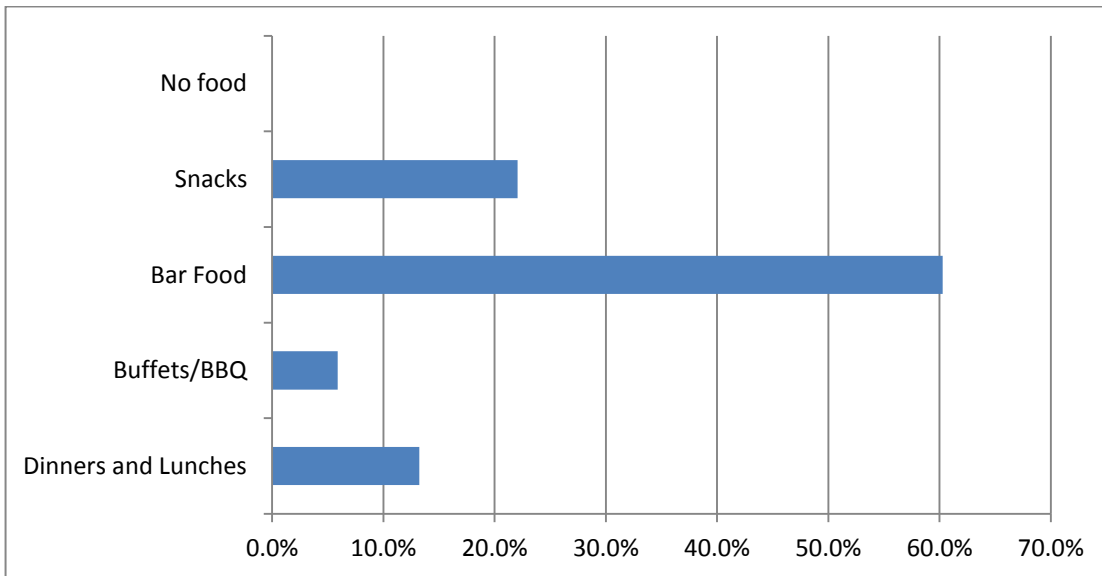
Question 2 shows that real ale (74%) and big screen sports (46%) and live music (40%) would be important factors in the popularity of The North Star. A family-friendly garden and catering are currently not offered by the pub. These are two areas where we will be looking to see if there is a possibility to increase the appeal of the pub.

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6.15 What catering would you like the pub to offer (you may tick more than one)?

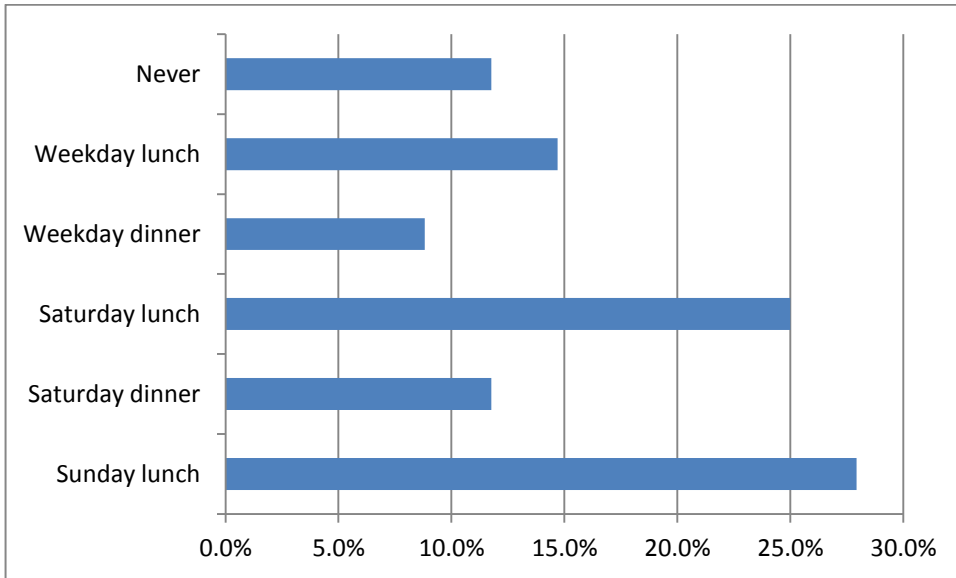
Question 3 shows that the vast majority of the people surveyed (80%) would be more than happy with some reasonably priced bar food and snacks. Our aim is to introduce some light bar snacks in our offer and investigate further for the use of the kitchen which at the moment is not up to commercial standards.



6.16 When would you be most likely to want to eat in the pub?

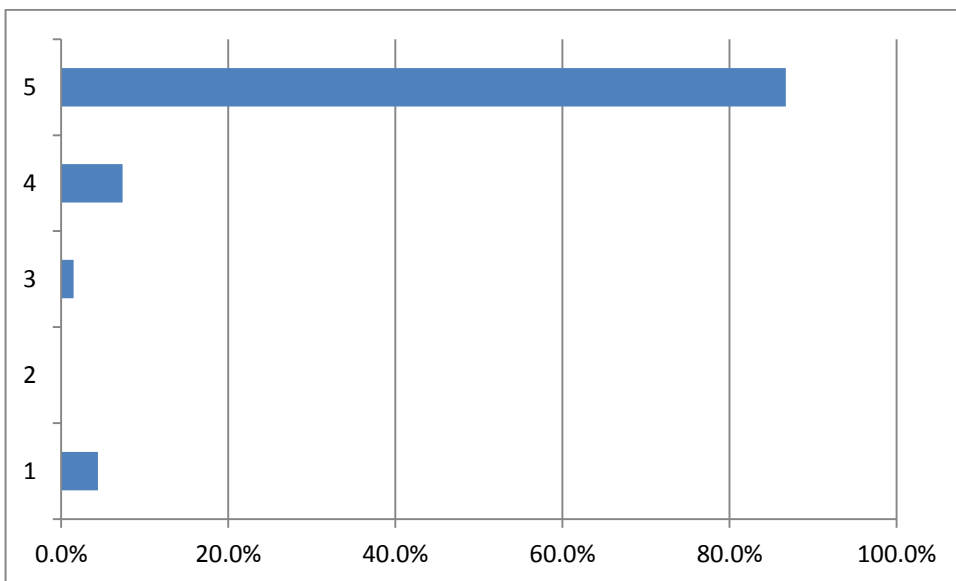
Question 4 shows that food would be popular throughout the week, although there is a slight preference for Saturday and Sunday Lunch.

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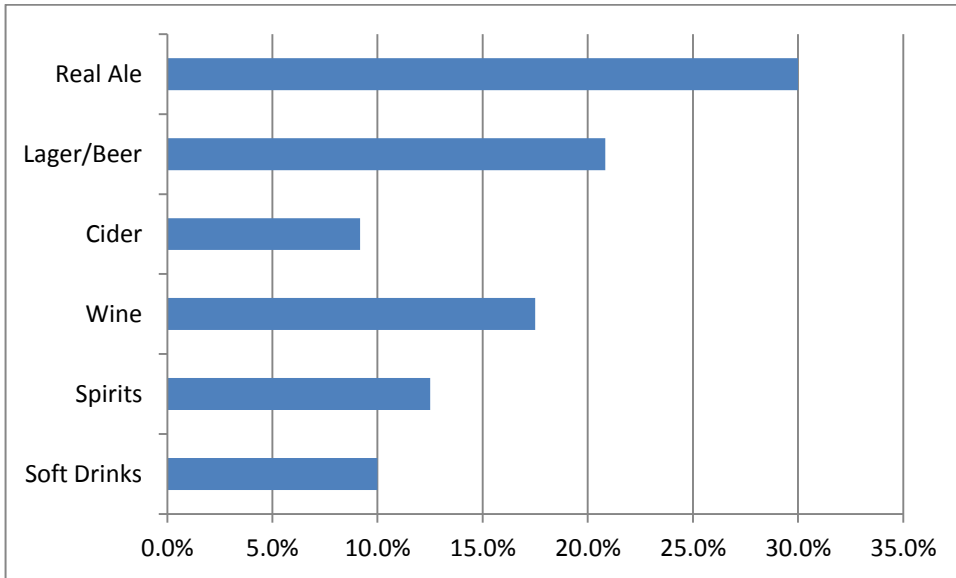
6.17 How important on a 1-5 scale do you think it is to have a pub in the community?

Question 5 shows that, even though many of the participants only visited the pub occasionally, they still considered it a fundamental asset of the community with an average rating of 4.7 out of 5.0.

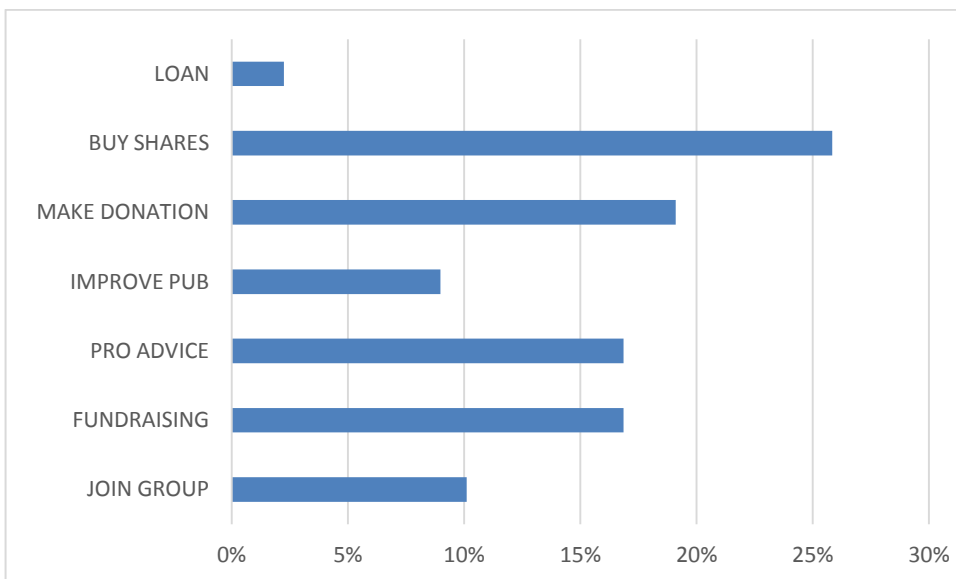


6.18 Question 6 highlights the popularity of real ale and wine, which is why we will be seeking to become a centre of excellence for lovers of good ale.

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6.19 Question 8 shows the fantastic response we have had to our community pub project. Out of the 99 respondents who expressed an interest in becoming involved on a practical basis, 45% indicated that they would like to buy shares/make donations and 16% said they were willing to help with fundraising.



6.20 Question 9 was optional and stated 'If you offered to help above, what skills (professional or personal) do you have that can help?' 54 people responded, and the vast majority in a very positive way. A cross section of services were offered, including marketing, catering, clerical and a variety of building skills.

Save The North Star

Appendix 10.5-10.12 Full Financial Report

The North Star Society Ltd – profit and loss account

	7 months							
	31/03/2019	Mar-20	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
Based on Gross Wet Sales per week of:	2,500	3,000	3,500	4,000	4,300	4,500	4,600	4,700
Net:	2,083	2,500	2,917	3,333	3,583	3,750	3,833	3,917
Sales								
Wet Sales	53,571	129,999	151,666	173,333	186,333	194,999	199,333	203,666
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LESS: Overheads								
Wages 14 hours p/day @ £8.00) 2 employees	23,520	40,320	41,130	41,950	42,790	43,650	44,520	45,410
Less Accommodation fee (£500 P/M)	3,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000
NI Costs (13.8% over £702.2*2 p.m)	1,407	2411	2523	2636	2752	2871	2991	3114
Total wages	21,427	36,731	37,653	38,586	39,542	40,521	41,511	42,524
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Dividend payments 3%	0	0	9,360	9,360	9,146	8,925	8,293	7,642
Depreciation charge (100% Cap. Allowances.)	20,000							
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Other income - grants	10,000							
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Net Profit/(Loss) - After Tax	-53,557	6,699	11,245	24,635	28,810	31,405	34,342	37,186

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The North Star Society Ltd – Balance Sheet

	Mar-19	Mar-20	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
Fixed Assets								
Freehold Property	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Fixtures and Fitting	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Freehold Improvements								
	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Current Assets								
Stock	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Cash in Hand	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash at Bank	10,073	5,139	3,784	7,635	18,496	16,006	11,997	19,853
	15,073	10,139	8,784	12,635	23,496	21,006	16,997	24,853
Current Liabilities								
Creditors	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Corp Tax Due	0	0	0	0	4,183	7,367	8,056	8,723
	3,000	3,000	3,000	3,000	7,183	10,367	11,056	11,723
Net Current Assets	12,073	7,139	5,784	9,635	16,313	10,639	5,942	13,130
Total Net Assets	352,073	347,139	345,784	349,635	356,313	350,639	345,942	353,130
Long Term Liabilities								
Plunkett (CCF)								
Unsecured Loan	93,630	81,997	69,398	55,753	40,975	24,972	7,640	0
Total Long Term Liabilities	93,630	81,997	69,398	55,753	40,975	24,972	7,640	0
NET ASSETS	258,443	265,142	276,387	293,882	315,338	325,667	338,302	353,130
Financed By :-								
Share Capital	312,000	312,000	312,000	304,860	297,506	276,431	254,724	232,366
Retained Profit	-53,557	6,699	11,245	24,635	28,810	31,405	34,342	37,186
Retained Profit B/fwd		-53,557	-46,858	-35,614	-10,978	17,831	49,236	83,578
	258,443	265,142	276,386	293,882	315,337	325,667	338,302	353,130

Save The North Star

The North Star Society Ltd – Cash flow

Cash flow	Sept	Oct	Nov	Dec	Jan	Feb	Mar	7months	Mar-20	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
								Mar 2019							
Operating Profit/(Loss) - Before Tax	-£39,164	-£747	-£741	-£735	-£729	-£723	£20,717	-£63,557	£6,699	£11,245	£24,635	£32,992	£38,771	£42,397	£45,909
Add back - depreciation charge							£20,000	£20,000	£0	£0	£0	£0			
Plunkett (CCF) Unsecured Loan	£100,000							£100,000							
Plunkett Grant	£0							£0							
Bridging Loan	£66,000							£66,000							
Other grant			£10,000					£10,000							
Share Issue (via Crowdfunder)	£212,000							£212,000							
Big Society Capital Crowdfunder matching	£100,000							£100,000							
Purchase of Freehold Property	-							-£330,000							
Purchase of Freehold Property - VAT	-£66,000							-£66,000							
Purchase of F&F's	-£10,000							-£10,000							
Purchase Working Capital	-£25,000							-£25,000							
Crowdfunder Fees - VAT	-£4,160							-£4,160							
VAT net (payments)/reimbursements		£66,000	£4,160	£4,000				£74,160							
Repay Bridging loan		-£66,000						-£66,000							
Plunkett (CCF) Unsecured Loan - Capital Repayment	-£892	-£898	-£904	-£910	-£916	-£922	-£928	-£6,370 (*)	£11,633	£12,599	£13,645	£14,777	£16,004	£17,332	-£7,640
Share Capital repayment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	-£7,140	-£7,354	£21,075	£21,707	£22,358
Corporation Tax Paid								£0	£0	£0	£0	£0	-£4,183	-£7,367	-£8,056
Change in cash during period	£2,784	-£1,645	£12,515	£2,355	-£1,645	-£1,645	-£1,645	£11,073	-£4,934	-£1,354	£3,850	£10,861	-£2,490	-£4,008	£7,856
Cash at beginning of period	£0	£2,784	£1,139	£13,654	£16,009	£14,364	£12,719		£11,073	£6,139	£4,784	£8,635	£19,496	£17,006	£12,997
Cash at end of period	£2,784	£1,139	£13,654	£16,009	£14,364	£12,719	£11,074	£11,073	£6,139	£4,784	£8,635	£19,496	£17,006	£12,997	£20,853

* we will negotiate with the loan provider (CCF) for a deferred first capital repayment for six months which will give us further £5,000 flexibility to increase and tackle the low level of the cash flow in March 2021.