

# GRESSENHALL COMMUNITY ENTERPRISE

You are invited to invest in the future of The White Swan, Gressenhall. Together we can make this happen.



SHARE  
OFFER  
SUMMARY





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# **The White Swan Gressenhall. A Great Pub. A Greater Community.**



## Share Offer Summary

You are invited to invest in a community enterprise, established to secure the future of our Public House, The White Swan in Gressenhall. Together we can **safeguard an amazing village asset for us all to enjoy for generations to come.**

Gressenhall Community Enterprise is a Community Benefit Society established by the community for the benefit of the community.

We are looking to raise a **minimum of £230,000 in share capital to secure a bright new future for our village pub.** By investing, you will become a member of the society. An individual can invest a minimum of £50 and a maximum of £25,000.

**Please read on for all the key details.**

The Swan is a **beautiful pub situated on the village Green** with nearly **250 years of history** and the last remaining pub in Gressenhall and has been listed as an Asset of Community Value in recognition of its importance to the village. In July 2018, The Swan ceased trading and the owners put in a planning application to knock down the existing buildings and redevelop the site for housing. This application was refused, after 18 months of negotiation we reached an agreement in principle to **purchase the asset, subject to survey, for £185,000.**

We are intending to raise a total of £350,000 to acquire the property, to **completely renovate** and to partially modify the building and to provide the necessary working capital to enable us to run it successfully as the village pub. The **proposed sources of funds** are this share offer, Plunkett Foundation Grant (£50,000) and Matching Loan (£50,000) and a Commercial Loan. The **target for this share offer is a minimum of £230,000 and a maximum of £260,000.** The financials included in the Business Plan assume £240,000 from the share offer and a £10,000 commercial loan which will flex dependent on the actual costs of renovation. The grant and loan have been conditionally approved subject to the minimum share capital being raised.

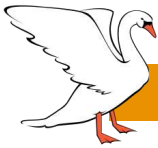
We have formed a Community Benefit Society (Gressenhall Community Enterprise Ltd) and now invite you to join the Society by buying community shares. The money raised by this share offer, combined with the other funding, will enable the Society to **safeguard the immediate future of The Swan for generations to come.**

The **minimum investment is £50** per investor with a **maximum of £25,000 per investor.** All shareholders will be members of the Gressenhall Community Society, irrespective of quantity of shares held. The Society will provide you updates on progress and annual accounts, a voice (and chance to participate) in the running of the Society and the opportunity to be elected to the Management Committee.

There will be **initial tax benefits** for investors (see Q and A pages) but this investment should be viewed as long term safeguarding of a village facility. There will be no dividends payable to investors although **annual interest on the investment may be paid subject to Management Committee discretion.** The shares will not be tradeable although withdrawal of the funds may be possible subject to Management Committee discretion.

The **offer opens on Thursday 20th August and runs until Wednesday 30<sup>th</sup> September**, or when the maximum target is reached, whichever is soonest. The Management Committee reserve the right to extend the offer period if they believe doing so would benefit the share issue.

**Should the minimum sum required not be achieved, then all monies will be returned to shareholders without loss.**



Our Business Plan and the Rules of the Society can be downloaded from: [www.saveourswan.co.uk](http://www.saveourswan.co.uk)

**COVID Update:** The timelines are that we expect to **acquire the pub no later than December 2020**, and **undertake a 9-month refurbishment – opening August/September 2021**. Our expectation, similar to the rest of the hospitality trade, is that restrictions such as social distancing measures will have substantially relaxed by this point. All Health & Safety best practice will be incorporated into the refurbishment and design to make this both a safe and enjoyable space for our community to spend time. **A more detailed appraisal of the steps we have taken in light of the pandemic can be found in our Business Plan.**

## The story so far

Gressenhall has a thriving community that has a need for, and a capacity to sustain, a well-run community owned pub.

The 18<sup>th</sup> century Swan occupies a prominent position on the village green in Gressenhall and is the last remaining of seven pubs that were in the village. Owned by Brent Walker, it was operated successfully between 1988 and 2012 as a tenancy offering good food, real ale and a friendly atmosphere. It was sold to the present owners in September 2013 who operated it as a freehouse until July 2018 when it was closed. The Pub has been designated an Asset of Community Value under the Localism Act of 2011. Despite this, without a galvanised campaign from the village this iconic pub would likely have become a residential building following a planning application in December 2018 (this application was rejected).

Determined villagers have rallied around with the intention of buying the pub and establishing it as a community owned pub and hub for further village initiatives. The campaign SOS (Save Our Swan) was born, plans made and a Community Benefit Society (Gressenhall Community Enterprises Ltd) established in 2019. This process has been helped and guided by the Plunkett Foundation who have significant experience in this field.

Numerous events have been held to both raise operating funds and determine interest in the project. A questionnaire was distributed to all 476 households in the village and to date there have been over 280 completed and returned:

- ⇒ 93% of responders rate the need for a pub as important or very important
- ⇒ 60% of responders said that they would go to the pub at least once a week
- ⇒ 160 offered to help fundraise, volunteer and/or finance a bid for community ownership

In July 2020 an agreement in principle was reached with the owner of The Swan for **GCE to buy the pub for £185,000** subject to survey and completion of the exchange within the 2020 calendar year.

In conjunction with the purchase price, an outline plan for renovating and modifying the building has been made and costed. At commercial rates it indicates that approximately £140,000 (inc. £13,000 contingency) will be needed to bring the building back to a good standard of repair/decoration and to also to modify the building to significantly enhance the customer experience.

The market research/village questionnaire, the valuation and refurbishment costings have been brought together into an Business Plan which has been tested against outcomes of other Community Pub ventures.

**We will need a collective effort from the whole community to raise the funds required** to transform the pub, create a successful trading business and provide sustained value to the local economy and people.



## Our vision and the benefits to the community

We believe that The White Swan is a vital amenity for Gressenhall. It is ideally placed on the village green and complements the many activities that take place there during the year as well as becoming a crucial social and economic hub.

In addition to safeguarding and running it as a welcoming, traditional village pub, we intend to create a daytime café environment and develop it as a centre for other community initiatives.

Benefits include:

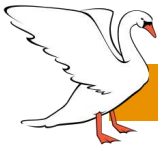
- ❖ Strengthening the local economy by providing local employment/involvement and using local produce
- ❖ Developing a reputation for good food and ale, reaching beyond the village
- ❖ Enhancing the many events that take place on the village green and strengthen the already strong community spirit and vibrancy in the village
- ❖ Creating a friendly, welcoming village focus throughout the year which will provide a meeting place for developing and maintaining key village relationships, especially for the elderly and infirm
- ❖ Re-investing surplus profits in other community-based activities

## Viability, management model and financials

We believe that sustainable financial success hinges on three major factors:

1. Providing villagers with what they want. Namely, a warm friendly environment, good locally sourced food and well-kept real ale. To ensure that this is delivered it is intended to maintain control by appointing an experienced manager and supporting them with the shareholder appointed management team. The initial goodwill and enthusiasm of the villagers should help create an atmosphere that, coupled with effective marketing and word of mouth, will help draw in customers from the surrounding areas and build a strong reputation.
2. Village/Shareholder involvement. The questionnaires received show over 160 responders prepared to either invest and/or volunteer their services. The management model will provide shareholders, irrespective of their amount of shareholding, with regular financial updates, the opportunity to vote on key decisions (including management committee appointments) and the opportunity to directly participate either on the management committee or as a volunteer.
3. The new White Swan. The recommended name change from The Swan to The White Swan is to demonstrate that this community venture is not just to re-open the old pub. The White Swan is the original name and it is intended to recreate highly successful times adapted to the needs of today. In addition to the name change there will be significant changes to the visual appearance and to this end approximately half of the £140,000 refurbishment costs included in the business plan is to enhance the customer experience.

This is a new venture and the intention is to create a new enterprise which provides services which are qualifying trades to the local community. It will also create 4 new jobs. The Business Plan shows there is an intention to grow year on year revenue over a three-year period and it should be noted that this is a long-term venture with no fixed timescale.



The pub will be run to make a profit. The profits will be partially shared with the hired staff in the form of pre-defined performance bonuses. The remaining profits, subject to circumstances and Management Committee discretion, will be re-invested in the business, used to pay interest to the shareholders and used to cover share withdrawal requests from shareholders.

The financial forecast shows a first full year pre-tax profit of £3,642 and cash flow will remain positive throughout the purchase, renovation stage and for the first full year of trading ending in a positive of a little under £4,000. The key assumptions have been derived from a combination of sources, most notably from other Community Pub ventures, but also tested against the last three years actual results from The Swan when it was last highly successful before the financial crash. The monthly cash flow forecast shows positive cash throughout the initial purchase and renovation stages and ends the first full year of trading at a positive level of £3,992.

Projected years 2 and 3 indicate that sufficient cash will have been generated to allow the start of interest payments to shareholders at the end of this period.

It is not until the long-term loans are paid off (during year 5) that the Society will be in a financial position to permit the maximum allowed shareholder withdrawal level of 10% per annum unless replacement capital is acquired.

The assumptions and the forecast detail, including years 2 and 3, are included in the Business Plan and can be downloaded from [www.saveourswan.co.uk](http://www.saveourswan.co.uk)

## The Share Issue

This share issue has been designed to give you an opportunity to contribute financially, on a long-term basis, to the business and community.

Individuals (over 16 years of age) and organisations can apply for membership by buying shares at a cost of £10 per share, with a minimum investment of five shares (£50) and a maximum investment of 2,500 shares (£25,000) per person or organisation. ***Under Social Investment Tax Relief (SITR), 30% of tax relief will be available for qualifying members on the value of their shares – for more information, please see Questions and Answers page.***

Interest is payable at a rate proposed by the Management Committee, based on the performance of the Society, and put to a vote at the Annual General Meeting. In the first two years the business needs to establish itself and it is unlikely that interest will be paid. **Once sufficiently profitable and anticipated by Year 3 in our Business Plan, the Society aims to pay an annual interest rate not exceeding 2% above Bank of England base rate.**

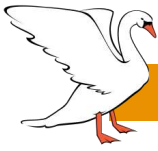
It is important to note that the value of the shares will not increase. The financial benefit for members is any interest paid (and any tax relief from the initial investment).

The shares are not transferable (except on death or bankruptcy) and cannot be sold. The only way to recover the value of the shares purchased is to give three months' notice of withdrawal to the Management Committee.

**Shares cannot be withdrawn until at least three years have elapsed from the date of the share issue** and then only at the discretion of the Management Committee.

The amount available to be withdrawn in any one financial year will be a maximum of 10% of the total value of shares outstanding, with withdrawals funded from surpluses or new share capital. The Management Committee will have the authority to refuse a withdrawal request if it would endanger the





business but it is our firm intention not to use this power unless absolutely necessary. The full details of share ownership and the terms of withdrawal are set out in the Rules of the Society, which has been registered under Plunkett Model Rules, and which can be found at [www.savourswan.co.uk](http://www.savourswan.co.uk)

In the event that The White Swan is sold, the shareholders would be repaid their investment after repayment of any debt. Any surplus will be paid to a charitable or community body. As GCE Ltd confers limited liability, the most you could lose due to business failure would be your original investment.

## Governance

The Society, GCE, delivers hospitality and event services for the benefit of the local community, members and customers. On an annual basis an AGM will be held in May/June where all members will be invited to attend and vote on the appointment of new board members and raise concerns/points of note for discussion and consideration. There will be two recurring monthly committee sessions at which at least one member of the Management Committee and the Pub Manager will be present.

## Finance, HR and Procurement committee

Likely discussion matter will include review of management accounts – validating The White Swan is delivering the sales and profitability targeted in the business plan and discuss remedial action where necessary.

A forum to evaluate and discuss how the business plan is being delivered.

A forum to discuss areas of commercial opportunity and risk; and any proposed change in operational plans being considered.

A decision-making forum for any material equipment purchase (eg £1000 +) or recommended changes in major ongoing suppliers

A forum to review any HR matters, including recruitment, rota planning, personal performance and grievance issues as they arise.

A forum to coordinate the timely delivery of statutory reporting

## Marketing, Community and Events committee

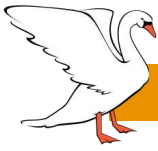
A forum to review feedback (pub feedback box, email, verbal, Facebook) and insight from customer reviews (tripadvisor, Google) and local communities (Quarterly SurveyMonkey).

A forum to discuss how well we are serving our community; and review the programmes and initiatives being used to deliver the targeted social impact.

A forum to discuss how we continue to work with local interest groups to deliver, co-deliver and support established/new events which are valued by our community (eg Fete, other events on the green)

A forum to review marketing strategies and coordinate how any non-standard activities or communications are delivered.

There will also be a Maintenance and Refurbishment Committee that will meet regularly in the pre-launch phase and ad hoc subsequently.



## Member participation

As a community business **GCE aspires to have an engaged and participative body of members.** There will be plenty of opportunities in which a member can play a part in the organisation's success – more information can be found in our Business Plan.

## Social and environmental impact

We know from both local conversations and widely published research that there are **significant social, mental and physical health benefits associated with having a local village pub.** We are working with a number of partners to ensure these are well delivered for the needs of our village. Read more about these in our Business Plan.

There is also an increasing recognition about the need for business, society and government to take more urgent action to minimise the effects on our climate and the planet's wellbeing. With regards to this **we have set a target to ensure the refurbishment work is carbon net-zero**, and our project manager will be using a recognised methodology to track and report the work. Reclaimed and upcycled materials will be prioritised to fulfil this aim, and the surplus carbon will be offset by a local tree planting agreement.

In the pub's operations we will operate as conscientiously as possible with **a local procurement strategy** wherever possible, and also look to **report on the business' food waste** to help raise awareness of a societal issue and help us manage our bottom line.

## Please read these summary points before deciding whether to invest

1. This is not an exercise in generating large profits, but should be regarded as a long-term investment in your community.
2. The main return on your investment will be through a 'social dividend', namely the preservation of a local asset and a more vibrant, cohesive community. In addition, there may be modest interest on your shareholding, at the discretion of the Management Committee and as voted on at AGMs and also tax benefits on your initial investment (see Q and As).
3. The minimum investment in this share offer is £50 (five shares) and the maximum investment is £25,000 (two thousand five hundred shares) per person or organisation.
4. You must be 16 years or over to become a member.
5. You cannot sell your shares, except back to the Society itself.
6. The value of shares cannot increase, and their value may be reduced if the business fails and its liabilities exceed its assets.
7. The only way to recover the sum you initially invested (or any reduced value) is to give notice of withdrawal of your investment to the Management Committee. You cannot do so for the first three years after the date of this share issue.
8. All withdrawals will be at the discretion of the Management Committee and must be funded out of either trading surpluses or new share capital. Total withdrawals in any year will be limited to a maximum of 10% of the current value of this share issue.





9. All monies invested in this community share offer will be held in trust by the Society in a separate account and not spent prior to completion of the purchase of the property. In the unlikely event that we have not completed on the purchase of the property within 6 months of the share issue there will be an opportunity for monies to be returned to investors. An Extraordinary General Meeting of members will be convened to agree next steps at the 6-month milestone if completion has not been achieved. **Contributions will be repaid in full in the event that the sale does not complete.**
10. The Society will be developing the property so as to make use of the property in the Society's trade as a pub serving the community of Gressenhall. It is not being held with a view to the disposal of the property or to secure the investment or generate a low-risk income stream. As a community benefit society with purposes to benefit the community (rather than shareholders) and an asset lock, the Society is legally prevented from selling its assets and distributing the proceeds to shareholders.
11. The Society will be directly managing the business and will not be subcontracting any of its activities to another business.
12. Any trading surplus, after payment of interest to shareholders and repayment of share capital, must be reinvested in the business or used for community purposes.
13. The Society is registered with but is not regulated by the Financial Conduct Authority (FCA), so members cannot apply to the Financial Services Compensation Scheme and have no right of complaint to the Financial Ombudsman. Before deciding to invest, you may want to seek independent advice.

## Questions you may have regarding buying shares in GCE Ltd

### 1. Why should I buy community shares?

We need your investment to help purchase The Swan. This is the last chance to safeguard a special village asset with a long history and a big potential. Without sufficient investment from the community we will be unable to establish the business. This share offer will thrive with the participation of many.

### 2. Who will benefit from this project?

The residents and friends of Gressenhall will benefit directly from having a vital village amenity preserved for future generations, both through the use of the facility itself but also because The White Swan will play a part in making Gressenhall a stronger, more vibrant and cohesive community in which to live

### 3. Is this a good business proposition?

We expect and will require the business to be a profitable venture. We have carefully evaluated its strengths and weaknesses and our projections show that we can establish it as a successful business. It is well proven that communities that work together to set up such an enterprise will support it in the future. Of all Community owned pubs none have failed to date.  
For our full Business Plan go to [www.savourswan.co.uk](http://www.savourswan.co.uk)

### 4. Will you be paying a fair price for The Swan?

We have negotiated extensively over 18 months with the owner and believe the price agreed in principle of £185,000 is fair for both parties.



**5. Is the building structurally sound?**

A structural survey will be undertaken but initial assessments by skilled local architectural and building practitioners indicate the building is sound and this will not present a barrier.

**6. What about the lack of parking facilities?**

The Steering Committee are actively exploring parking solutions with adjoining landowners and have a promising solution to share shortly. It's not a multi-storey car park but will be an improvement on what's currently available.

We will encourage people to visit the pub via foot or bike where able and will ensure there is ample bike rack facilities for those who do so.

**7. How dependent is the success of the business on volunteers?**

The Business Plan assumes full commercial costs for the Manager, Chef, bar and kitchen staff. Volunteers are assumed to help cover earlier opening times of the Café and in other ad hoc work such as gardening, furniture and furnishing renovation etc. Full commercial costs have been included for the refurbishment/renovation but it is hoped that savings may be possible by local sourcing and volunteer help.

**8. Who are the people behind this project? Do they have a personal interest?**

The Steering Committee consists of a group of villagers who care passionately about The Swan, the social roles played by village pubs and the future heritage of Gressenhall. They have worked tirelessly in canvassing support, organising events and raising funds to progress the project whilst liaising with professional organisations offering advice and future financial support. They currently do not and will not have any financial interest in the project, above and beyond their own investment in community shares. Their personal profiles can be seen in the appendices.

A process will be developed to enable the members contribute to a successful migration from a Project Steering Group to a Management Committee with all the skills required to drive the business forward.

**9. Who will run The White Swan and make the day-to-day decisions about the business?**

The Management Committee will oversee the business and ensure that it meets the goals set out in the vision statement. We intend to appoint an experienced incentivised manager to carry out the actual day-to-day running of the pub. There will be governance and reporting arrangements in place to monitor financial and other performance and shareholders will be invited to regular meetings with the manager and committee to discuss items of mutual interest. There will be an AGM where shareholders will have an opportunity to vote on key decisions moving forward and to stand for election onto the Management Committee.

**10. Do my shares give me voting rights?**

Yes, they do. Every member has an equal voice and equal vote, regardless of the size of their investment.

**11. How do I get my money back?**

You will be unable to withdraw your shares in the first three years. After that, you will need to give at least three months' notice. You cannot sell or transfer your shares, and withdrawals must be funded from surpluses or new capital raised from members. The Committee may suspend withdrawals depending on the long-term interests of the Society, the need to maintain adequate reserves and the commitment to the community.



**12. Will I get my money back if the business fails?**

All the business's assets, including the freehold of the building, would be sold and the proceeds of the sale (after settling any debts) divided between the shareholders up to the value of their shares. You might receive the full value of your share back or you might receive less than this.

**13. What is my liability if I invest?**

Your liability does not exceed the value of your shares.

**14. What redress do I have if the business fails and I lose some or all the value of my shares?**

The share offer is exempt from the Financial Services and Markets Act 2000 or subsidiary regulations, which means there is no right of complaint to the Financial Ombudsman, nor can you apply to the FSCS.

**15. Will I receive interest from my shares?**

We aim to maintain a competitive interest rate and we hope that will increase with success of the business, but we believe it may not be wise to commit to interest payments during the first two years of community ownership. Interest will be paid gross and it is each member's responsibility to declare such earnings to HMRC if appropriate.

**16. Will my investment be eligible for tax relief?**

As long as you are a UK taxpayer, you are eligible for tax relief on your investment subject to HMRC rules on eligibility, as long as you leave your shares in the Society for at least three years.

We have received Advance Assurance from HM Revenues and Customs (HMRC) that the shares in The Swan are eligible for tax relief under the Social Investment Tax Relief (SITR) a government-backed schemes designed to encourage investment in smaller enterprises. Community-managed pubs like The White Swan are eligible for this tax relief. This means that provided you are a UK taxpayer, **you should be able to recover 30% of the amount you invest from HMRC** in the year after The White Swan starts trading, i.e. when the society starts earning revenue.

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

For example, *Bethan decides to invest £10,000 in the tax year 2019-2020 (6 April 2019 to 5 April 2020) in SITR qualifying shares. The SITR relief available is £3,000 (30% of £10,000). Her tax liability for the year before SITR relief is £7,500 which she can reduce to £4,500 (£7,500 less £3,000) as a result of her investment.*

**Remember applications for tax relief are made to HMRC by you, the investor, not by The White Swan, and so we cannot give any guarantees. HMRC's information site, [www.hmrc.gov.uk/seedeis/](http://www.hmrc.gov.uk/seedeis/) explains the application procedures but, if you are unsure, please seek professional advice.**

**17. How can I find out more about the project?**

You can find our Business Plan and the Rules for our Society at [www.savourswan.co.uk](http://www.savourswan.co.uk)

You can email us at [communitypubgressenhall@gmail.com](mailto:communitypubgressenhall@gmail.com) with any queries.

**18. How do I buy shares?**

Visit [www.saveourswan.co.uk](http://www.saveourswan.co.uk) for more information on how you can invest and own a share in your local pub.



## Appendices

### Committee Profiles

#### **Alexander Begg – Chair**

Alex is a chartered management accountant (ACMA) with experience across the private, public and charity sectors in finance, investment and project management capacities. His recent professional experience includes working for a social investment institution that helps to grow and support the community business sector. Alex is passionate about pubs and believes community owned business has a bright future!

#### **Mary Turner-Jeong - Secretary**

Mary has wide ranging experience in social justice, advocacy & mental health. With a Masters Degree in Social Work she has worked with children in care, the criminal justice system, asylum seekers and in a Palestinian Refugee Camp. In addition, she spent 25 years in the USA where she home educated her daughter and ran the family real estate business. As secretary of Gressenhall Community Enterprise, Mary brings a wealth of experience, commitment and energy to the campaign and has led our social-impact sub-committee.

#### **Maggie Willmore – Minutes Secretary**

Maggie is a relative newcomer to Gressenhall, having moved to the village with her husband in 2011. She held various PA roles in London and South Africa before returning to Norfolk and working at Bernard Matthews. While bringing up her family she had a number of posts in primary schools in Norwich which eventually led to 11 years as a School Secretary at a large infant school until 2016. She is currently Membership Secretary/Treasurer of the Friends of Gressenhall Museum. In her view the presence of a village pub provides a vital social support for people at all levels as the heartbeat of the community.

#### **Joan Armstrong and John Booker - Industry Experts**

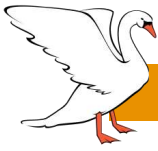
Joan and John are Gressenhall residents of over 25 years with combined pub management experience of over 35 years; including successfully running The Swan in 2001-2004. Many residents recollect the fond memories and great service during Joan and John's tenure before they retired from the trade. We are privileged to have them on call with unrivalled knowledge of how to manage a pub business in Gressenhall successfully. As much as we would love to we have assured Joan we won't be begging her back into the kitchen!

#### **Rosie Begg – Marketing**

Rosie's family have lived in Gressenhall her whole life. Rosie has a degree in Business Management and after working in London for six years gaining experience in Finance, Restaurant PR and Marketing she decided to return to run her family's Gressenhall farm in 2018. Rosie is Trustee of The Brian Cross Memorial Trust and has helped the charity raise £900,000 for research into brain tumours. She considers herself lucky to live in such a picturesque village with such a breadth of activities and deep sense of community

#### **Pamela Neile – Treasurer**

Pamela moved to Gressenhall twenty-two years ago with her husband, daughter and elderly mother and quickly became an active member of the community. She retired in 2007 from her role of twenty years plus as Personal Assistant to the head of BUPA Hospital Norwich. Pamela brings strong administrative and organisational skills to the group and alongside this has for over ten years has been producing the Gressenhall News and Views monthly magazine. She is passionately committed to the re-opening of



the The Swan public house, recognising the positive impact on the community it will have and the wide range of services and activities it can offer all inhabitants of the village, young and old.

### **Ryan & Hannah Seymour – Website and Social media**

Ryan has over 10 years of experience in designing and building software and websites. He studied Computer Science at Anglia Ruskin University, and since then has set up a business in web design. With clients ranging from hotel chains to local pubs, he shares his knowledge and experience with the committee. Hannah's background is in marketing where she briefly worked as a freelance copywriter. She is now pursuing her dream by training to be a Speech and Language Therapist.

Both Ryan and Hannah love helping and attending the fundraising events and are really passionate about seeing the pub in its full potential.

### **Anton Crisp - Events & Parish Council liaison**

Anton has lived in the village all his life. Anton owns and runs a local family farming business and has served on the parish council for the last 15 years. He brings a wealth of local knowledge from his local networks.

### **Nick Saunders - Events & Parish Council liaison**

Nick has lived in the village all his life. Nick owns and runs a local forestry business and has served on the parish council for the last 3 years. He brings a wealth of local knowledge from his local networks.

### **Seconded for Business Plan and Prospectus development:**

Nick Hird is a retired management accountant who has lived in the village with his wife for 17 years. He started his career and studying with Ford Motor Company (Tractor Division) and progressed during his 19 years to hold a number of senior finance roles including Financial Analysis Manager and European Pricing Manager. He subsequently moved to other companies, JI Case and British Airways, where he continued to hold senior management positions, primarily financial, until retiring at the age of 51.

### **About the Standards Mark**

The Community Shares Standard Mark is awarded by the Community Shares Unit to offers that meet national standards of good practice.

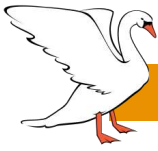
These standards ensure that:

- The offer document and application form are easy to understand
- You are provided with all the facts you need to make an informed decision
- The facts are supported by the annual accounts and/or business plan for the society
- Nothing in the documents is purposefully incorrect, confusing or misleading Societies are asked to sign a Code of Practice requiring them, among other things, to give the public a right of complaint to the Community Shares Unit.

For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit go to: [communityshares.org.uk](http://communityshares.org.uk)







*Visualisation of our future community pub, The White Swan post-refurbishment.*

## **The White Swan Gressenhall. A Great Pub. A Greater Community.**