



# Hadstock Community Pub Limited

## Business Plan

**Hadstock Community Pub Limited**  
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Hadstock Community Pub Ltd is registered with the Financial Conduct Authority  
Registration Number - 7063

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# 1. Summary

Hadstock Community Pub Ltd (HCPL) is a not-for-profit Community Benefit Society for the benefit of the community and has been formed to purchase the Kings Head Public House, Hadstock. It uses Plunkett Foundation Model Rules and is registered with the Financial Conduct Authority.

The Kings Head is a Grade II listed 17<sup>th</sup> Century building and one of Essex's picturesque and charming traditional inns. It is currently trading reasonably successfully, but is at risk of being purchased by a developer who could try to convert it to residential different use. It also needs urgent work to the kitchen and cellar which could jeopardise its short term future.

The pub is at the heart of the Village and it is the intention of HCPL to appoint a tenant to develop the Kings Head as a thriving village inn catering not only for local residents but also serving the wider community.

We intend to raise the capital to buy and refurbish the Kings Head by running a Share Offer, seeking capital grants and, if necessary, applying for a mortgage or loan for the balance.

## 2. Vision

Our vision is to buy the Kings Head Public House as a community owned Pub and, as soon as practical, to create a small community owned and run village shop within an existing outbuilding.

## 3. Key Objectives

Once we own the building, our objectives are:

- To appoint a tenant to run a thriving Pub business with a friendly, welcoming, community focus, encouraging wide community involvement and ownership. The Pub will need to be profitable enough to service any costs and debts, and also provide interest payments to investors.
- To adapt a small outbuilding for use as a community shop, staffed by volunteers; this must also be profitable enough to cover its costs. The timetable for this is less certain, because we will focus on the Pub first; but we aim to have it open as soon as possible after buying and refurbishing the pub.
- Once financial stability is secure we plan to re-invest excess profits into developing other community-based facilities.

## 4. Business overview

### **Introduction**

The Kings Head is situated in the unspoilt village of Hadstock. Although the pub has a Cambridge postal address it is based in the geographical county of Essex. The village is steeped in history and is widely known as one of the best villages in the Uttlesford district

### **Current position**

The Kings Head is currently trading successfully. Previous tenants ran the business with varying degrees of success. It was the offer for sale of the freehold by the current owners that prompted the formation of Hadstock Community Pub Ltd (HCPL). The Kings Head has been listed as an 'Asset of Community Value' which means this is a property of importance to a

local community which is subject to additional protection from development under the Localism Act 2011. The HCPL has agreed a purchase price for the freehold of £215,000 with the existing owner and it is the intention of the HCPL to raise the necessary funds to buy and re-furbish it. There is a possibility of re-negotiating the purchase price once funds are place.

### **Competitive advantage**

The Kings Head has the advantage of being the only public house in the village. It offers historical links with the church, has a small car park and a small beer garden. The premises are in a picturesque village providing a perfect setting for ramblers, cyclists and families. Residents and tourists to the area visit the premises all year round. It has a wide catchment area of Linton, Bartlow and Saffron Walden and is surrounded by a network of small villages.

The Kings Head is a traditional Essex rural pub and is well known not only locally but in a wider area. It is full of character and is a fine example of a 17<sup>th</sup> century building that you could take visitors to experience a real traditional unspoilt English Country pub.

The nearest public houses to the Kings Head are approximately 1.5 miles from away in the town of Linton. There are also village pubs in Bartlow (2 miles) and Little Walden (2.5 miles). The Crown in Linton benefits from being in a town with a population of 4,400. The Three Hills in Bartlow relies on its hotel accommodation for its competitive advantage. The Crown in Little Walden is a larger pub with a strong restaurant trade. It benefits from its close proximity to the large town of Saffron Walden. Because there are only two buses one day each week, and the roads are not pedestrian-friendly, each pub relies heavily on its local clientele for much of their business.

### **Growth plan**

We aim to appoint a tenant to provide good quality food and beverages, a warm and welcoming atmosphere and a focal point for local people and visitors. The premises will offer employment and training for staff and management - preferably for people recruited from the local area. We also plan in the medium term to offer a service of selling provisions via a small community shop.

### **Project plan**

<b>Task No</b>	<b>Task</b>	<b>Target Start Date</b>	<b>Target Finish date</b>	<b>Comments</b>
	<b><u>Kings Head Public House</u></b>			
1	Obtain pre-feasibility grant	14/09/2014	14/12/2014	Completed
2	Set up Community Benefit Society	14/11/2014	15/01/2015	Completed
3	Open bank Account	15/08/2015	15/09/2015	Completed
4	Obtain EIS preliminary approval	01/04/2015	15/05/2015	Completed
5	Seek capital grants	01/08/2015	15/12/2015	In progress
6	Seek revenue grants	15/09/2015	16/01/2016	In progress
7	Issue Propsectus	15/08/2015	15/08/2015	Completed
8	Deadline for Share applications	15/11/2015	15/11/2015	
9	Apply for mortgage/PWLB loan (if necessary)	01/12/2015	16/01/2016	
10	Purchase Kings Head	16/01/2016	16/01/2016	
11	Obtain quotes for essential repairs	01/01/2016	01/02/2016	
12	Commence essential repairs	01/02/2016	01/04/2016	

13	Commence feasibility study on pub extension	01/03/2016	01/06/2016	
14	Apply for Planning permission	01/07/2016	01/10/2016	
15	Obtain quotes for extension	01/10/2016	30/11/2016	
16	Commence bulding work	01/12/2016	01/03/2017	
17	Open extension	15/03/2017		
	<b><u>Community Shop</u></b>			
1	Prepare designs for Community shop	01/08/2016	01/11/2016	
2	Obtain additional funds (if necessary)	01/11/2016	31/01/2017	
3	Seek Planning permission	01/11/2016	31/01/2017	
4	Obtain building quotes	01/02/2017	01/04/2017	
5	Commence bulding work	01/05/2017	01/08/2017	
6	Open shop	01/08/2017		

## 5. Capital Finance

Our target amount to be raised £300,000, made up as follows:-

Purchase price	£215,000
Repairs, renovations and improvements	<u>£85,000</u>
Total	£300,000

There are four significant variables in our capital budget. These are:

- Share Issue income
- Grant Income
- Mortgage/Public Works Loan Board
- The purchase price.

The amounts raised by the Share Issue and from grants will dictate the balance to be raised by loan. It is our intention to keep the loan amount to the least possible as this will have an impact on our Revenue budget (see 5). An ideal situation would be to raise sufficient funds to avoid the need for a loan.

We are in discussions with Hadstock Parish Council regarding a possible Public Works Loans Board (PWLB) loan. The advantage of this is that this is likely to be at a lower interest rate than a mortgage and can be financed over a longer period.

An example of the potential funding is:

Source	Amount
Share Issue	£100,000
Grants	£150,000
Mortgage/PWLB	£50,000
<b>Total</b>	<b>£300,000</b>

It may be possible to negotiate a lower purchase price for the freehold and defer some of the repairs/improvements if the Share Issue and/or the Grants are lower than expected.

## 6. The Share Issue

To enable the purchase of this facility a Community Benefit Society has been formed (FCA registration number 7037). This Society is known as The Hadstock Community Pub Ltd and is a form of co-operative.

Capital to purchase the building (freehold) and update the premises is being raised through a

community share offer incentivised by Enterprise Investment Scheme (EIS) tax relief. Shares are £50, and the minimum shareholding is 1 share. The maximum individual investment is currently £20,000. Each shareholder will have 1 vote regardless of the number of shares they hold.

The Society is committed to re-investing profits for the benefit of the community. The Membership determine what proportion of profits is to be re-invested in the Society, and the level of interest that is to be paid to shareholders (this is capped at 2% above the Bank of England Base Rate per annum).

Interest will only be paid if the Society has made sufficient surplus to fund the payment.

We have registered with the EIS scheme, which allows investors to reduce their tax liability by 30% of their investment, provided the shares are held for three years. HMRC monitor the activities of the group over the course of three years, to ensure we are carrying out allowed activities. Following an application by Hadstock Community Pub Ltd, HMRC has issued advance authorisation for our share issue to qualify for EIS status. Once we are trading, we will be assessed four months after opening to ensure that we are meeting the HMRC rules e.g. 80% of activities must relate to trading activities.

Assuming we are granted approval at this stage, taxpayers can then reclaim 30% of their share price against their tax liability, for either the current or previous year. Note that pre-approval is not a guarantee of approval – although it is a strong guideline. If we fall outside the rules at any time during the first three years of trading, HMRC may reclaim any tax rebate paid to individuals. At the time of writing £55,000 has been raised from the share issue. We have over 60 shareholders which is an excellent achievement for a village with a population of just over 200 adults.

Purchase of shares would confer membership of the Company, giving members control over the business through the election annually of a Management Committee and voting on significant issues at regular meetings.

Shareholders have the protection of limited liability.

The aim is to purchase the Kings Head immediately the funds are in place.

## 7. Grants

We have received a Pre-feasibility grant from the Esme Fairbairn Foundation in the sum of £2,000.

We have applied for a £150,000 grant from Power to Change which is Lottery funded. Other grants are currently being pursued.

A copy of our Grants Matrix is attached as Appendix A.

## 8. Revenue Budget

Attached as Appendix B are our optimistic and pessimistic forecasts of the revenue budget of the Company following purchase. These are based on information gathered from actual income and expenditure from other Community Enterprises and other licensed premises.

The income figures are based on predicted income from the share offer, grant and mortgage/loan income. The final budget will depend on the relationship between the three sources of capital income. An in depth profit and loss and cash flow forecasts will be prepared by the tenant and performance against these will be monitored, as per our business model of our Community Benefit Society leasing the business operations to a tenant, who will report back on KPI's.

## 9. Business strategy

In the first year we propose to undergo a sympathetic redecoration and refurbishment to maintain its position as a traditional village pub. We intend to replace all of the kitchen

equipment. We will work closely with Environmental Health who has made a number of recommendations for improvement which have not been taken up by the current owners. We will employ local tradespeople and intend to keep costs down by having the help of volunteers from the community. An experienced tenant will be appointed for the running of the premises. We will ask him or her to endeavour to recruit staff from the local community and surrounding area.

We will ask the tenant to source quality food produce from local traders and to have good ales, ciders, lagers, wines, spirits and soft drinks. These strategies will enable the tenant to provide a warm welcoming atmosphere for the community and visitors. Throughout the year we will encourage the tenant to hold speciality nights including quizzes, barbeques, games and theme food evenings. We will investigate introducing a Loyalty card scheme with the tenant. We propose to introduce a scheme whereby shareholders will be given the opportunity to be paid interest in vouchers which can be exchanged at the pub.

We aim to provide additional services such as providing a community shop for basic food stuffs, and stamps as there is no village shop. Other possibilities include a small library for book exchange, and a facility for local artists to display their paintings. A parcel and possibly prescription delivery/collection service will be investigated.

The current landlord, although struggling with issues such as the poor level of maintenance of the building, has shown that the pub can be a viable, resilient and moderately profitable business. The core principle of the success so far has been diversification. Many other pubs specialise as, for instance, gourmet pubs or sports pubs. In a small community, surrounded by other villages and other pubs, an important lesson is that there is no one revenue stream that can provide both profitability and resilience.

This strategy matches the needs of the community with different tastes and levels of disposable income. In order to achieve the key performance indicators, the pub needs to attract and cater to different ages, newcomers to the village and established village families, men and women, locals and those from further away or just passing through, those who want structured activities and those who just want to socialise with a drink.

This is achieved through a wide variety of very different activities such as the book club, the investment club, link-up events with activities from the church (e.g. on Remembrance Sunday) and the village golf day. The pub hosts many darts tournaments and league events. At lunchtime there are meals particularly aimed at older members of the community, and in the evening meals to eat in and to take away are available. New ideas are needed, some of which work very well (such as the Saturday breakfast talks), others where they don't succeed, such as some specialist food nights.

Because the risk is diversified, the risk of business failure is minimised. There will inevitably be changes in the nature of the competition from other pubs and nearby establishments, so the business needs to continue to cater to the changing needs and desires of the community. In this way, the business needs of the pub and the social needs of the community can be aligned.

### **Key Performance Indicators**

Although long-term financial viability is clearly essential, the ultimate goals of the business are not to show a profit, but rather to benefit the community. We have already consulted the local community through public meetings and a questionnaire delivered to all of the houses in the village.

We have the agreement of the Sociology Department at the University of Cambridge to do an annual social audit of the village, and to measure the strength, nature and origin of the social networks in the village and to gauge the level of voluntary activity (both formal and informal) in the village. This social audit will use mixed methods and will be able to determine the centrality of the Pub in forming new social ties and maintaining existing ties. The social audit will also monitor the level of social support in the village – for instance the provision of mutual help in the village of both a practical and emotional nature.

The formal lease for the Pub's tenant will make it clear that the pub, although run on a commercial basis by the tenant, also needs to be run with a view to maximising the benefits to the community. In extremis the lease could be terminated if the pub were to run in a way that did not benefit the local community.

There will be an advisory committee that meets with the tenant on a regular basis to discuss any

matters pertaining to the benefits to the local community (such as disability access, the quality of the service, the planning of community events, etc).

Although these community goals are difficult to quantify, some Key Performance Indicators can be set that will assist in the appraisal of the success of the project. For instance, we can monitor measures such as:

- The proportion of the village who use the pub and/or shop, either occasionally and regularly
- The average level of satisfaction with the pub for different demographic groups within the village, such as men and women, young and old, new and established.
- The monthly attendance levels of organised activities such as the book club and the Christmas lunch.

Profitability and sales Key Performance Indicators will include:

- Total sales per head
- Sales per head (non alcoholic/alcoholic/food etc)
- Gross profit on sales
- Customer satisfaction
- Stock turnover

This will be the responsibility of the tenant, but will be monitored by the management committee.

### **Strategic issues**

The main external threats concern a lack of finance, either from the community by not buying into the share scheme or being unable to raise external grant money. We will seek to mitigate this by pursuing a Public Works Loan via the Parish Council or looking at commercial lenders.

Other factors include possible changes to government legislation that might adversely affect the competitive position by continuing adverse taxation policy on consumption of alcohol. Like most businesses, a village pub is subject to the business cycle.

### **Core values**

To be a caring custodian and to ensure the long term sustainable future of the Kings Head as the village pub. To be the real hub of the community and focal point of the village providing a warm welcoming atmosphere and sense of belonging to local residents. Also to encourage the tenant to provide the best quality food that he can source whilst selling at affordable prices. We want local residents to really feel this is 'their pub' not only in terms of ownership.

Being a 'not-for-profit' organisation we will be able to maintain the Kings Head in first class condition and use any surplus funds to help with village projects such as the maintenance of the village hall, church, local footpaths and facilitating the start-up of further local groups who might use the pub as a meeting place.

## **10. The Village Shop**

There is one shop in the village which was originally a Post Office and general stores. This closed about twenty years ago and was replaced by a curtain shop. Whilst this provides a small amount of local employment, there is no facility in the village for basic provisions bread, milk, newspapers etc. Consequently the elderly and disabled have to travel to Saffron Walden or Linton for basic shopping. Buses only run on Tuesdays and consequently there is little opportunity for residents to travel to shops if they do not drive.

It is our intention to set up a small village shop in an outbuilding to the pub to provide these basic facilities. This will be run by volunteers, with some oversight and supervision being provided by the pub landlord. A combination of vending machines for higher value items (such as stamps, chocolate, snacks and non-alcoholic drinks) and an honesty box for lower value goods such as newspapers and fruit and vegetables could provide a service to both locals and passing trade including motorists, walkers and cyclists. The sale of seasonal local produce (which



is often over-produced) would add to the distinctive character of the shop. A discrete CCTV camera would provide sufficient deterrent against theft or vandalism in this low-crime area.

Comparisons with other villages that have a viable village shop run on more conventional lines clearly suggest that Hadstock's population is not large enough to provide enough trade for a conventional shop with paid staff, nor to provide enough volunteers to staff a shop for conventional opening times. Although there are no shops within walking distance, there is a petrol station with a shop 1.5 miles away, and a medium-sized co-operative store 2 miles away. The cost of setting up a conventional shop with a till, fridges, freezers, shelving etc. to a high standard would also be beyond the initial capital-raising ambitions for the Society.

There may be other business opportunities that arise from this facility, such as a parcel drop-off and collection point, or a delivery box venue for Amazon. The setting up and development of this aspect of the community pub would be delegated to one member of the management committee who would liaise with the pub landlord.

## 11. Market Research

We have circulated a Questionnaire to the village. 87% of respondents thought that it was important or very important to have a pub in the village. All respondents thought that the pub should provide a food service and the majority favoured bar meals rather than a full restaurant service.

The Parish Plan which was published in 2008 identified that over half the respondents to their questionnaire indicated that the lack of a village shop was very high or high on the problems facing the village. It was the second highest concern identified by the survey.

## 12. Marketing

### **SWOT analysis**

#### **Our Strengths:**

- An attractive Grade II Listed 17<sup>th</sup> Century building
- Historical Church in the picturesque village of Hadstock
- Small Car park
- Small beer garden
- Easy access
- Within easy walking distance for all villagers
- A well-known landmark
- Wide catchment area of the relatively prosperous Linton and Uttlesford
- Popular area for walkers and cyclists
- It's small size enables it to be run relatively efficiently
- Enthusiastic volunteers to help keep costs down and provide impetus
- Disabled access and facilities can be installed relatively easily
- Already has a loyal clientele and many local groups meet there such as the book group, canasta club, investment club, darts team and folk music club.

#### **Our Weaknesses:**

- Loss of allegiance with previous customers
- Takings are limited by the size of the premises
- There are several other traditional historic pubs in surrounding villages

#### **Our Opportunities:**

- To improve the premises and services to attract the further use by the community.
- To be able to diversify with shop facilities and other services
- To enable the local community and wider shareholders to feel part of something that is historical and beneficial to the village.

#### **Our Threats:**

- Support from the community is not as good as promised

- Economic downturn causing hard times in the hospitality industry
- Adverse effects of smoking ban and drink driving legislation if limit lowered to 50mg of alcohol per 100 ml of blood
- Customers preference to drink at home
- Low price offers of alcohol in local supermarkets
- Government legislation and adverse taxation policy

### **Reaching our customers**

Hadstock is at the centre of one of the fastest growing economic areas in the country with Cambridge to the north and Stansted to the south, the so-called "M11 corridor". The village is centred on a small village green. There are strong cultural and historical links with Linton in Cambridgeshire, a large village and the nearest centre for shops, services and public transport. The area of the parish is 750ha with a total population of about 330 in 126 households. At the time the Parish Plan was prepared 30% of the population was younger than 21 and 15% over 65. There was almost exactly equal numbers of males and females..

The share offer and community purchase should attract considerable interest and add momentum to the initial opening. We have already received a fair amount of free local and national publicity and it is our intention to continue to obtain as much free publicity as possible using local press, radio and TV, the village magazine, CAMRA etc. At the event to recognise the purchase of the pub we will supplement this with advertising features in the local press.

Other techniques are:

- Possible leaflet distribution through Royal Mail
- We will develop our current website and continue to make use of social networking sites
- We will ask the tenant to develop an extensive customer e-mail data base and investigate the use of text message marketing
- We will investigate a customer loyalty scheme to encourage repeat business
- Establish contact with local organisations, clubs and businesses and the local council

Our aim will be for the tenant to continue to achieve recognition in consumer guides such as Good Pub Guide, Good Beer Guide, dining out guides and relevant websites.

### **Promotional Events**

We will encourage the tenant to organise events to bolster trade in quiet periods such as: Quiz nights, Wine tastings, Beer Festival, Pudding Club, Bar-B-Q's and themed evenings.

### **Marketing budget**

We will encourage the tenant to produce quality, professional promotional material and websites etc., in the first year and subsequent years.

### **Credibility and risk reduction**

Raising the money through a community share purchase and capital grants should mean that there is minimum need for obtaining a mortgage or other finance. There have been offers of help to re-decorate, clean up and generally brighten up the pub so that these costs can be kept to a minimum.

We have obtained a pre-feasibility grant to cover professional fees such as valuation, survey etc., and we have the backing and advice of the Plunkett Foundation.

## **13. Management Committee**

Hadstock Community Pub Ltd is registered as a Community Benefit Society (CBS) with the Financial Conduct Authority. 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 will be used solely for community benefit. Both the Pub and the shop are covered by the Hadstock Community Pub Ltd Rules, available on request.

The membership of the Society is made up of its shareholders, with one vote per shareholding, regardless of size.

The committee will:

- Stand down en bloc at the first Extraordinary General Meeting (EGM), as obliged under the Model Rules, when individuals may offer themselves for re-election.
- Be selected by members' votes at the Annual General Meeting each year.
- Provide an annual report of activities and finances to all members, and an annual return to the FCA.
- Provide monitoring information as required by any grant bodies.

The present management committee is made up of eight Hadstock residents whose personal profiles are shown below.

**Derek Bushell – Chairman**

Retired Chartered Public Finance Accountant. Worked in local government for 50 years including roles as Director of Support Services, Direct Services Manager and Chief Internal Auditor.

**Stella Parker – Secretary**

Solicitor of over 20 years standing, specialising in Civil Litigation and an accredited Mediator. Currently working for Attwaters Jameson Hill a four office firm in Hertfordshire and Essex. Also managing family properties. Interested in promoting mediation as an alternative form of dispute resolution

**James Beaumont – Treasurer**

Business Development Director at Dextra Laboratories Ltd. Has been involved in the global pharmaceutical and fine chemical industries for over 25 years. He was educated and trained as synthetic organic chemist and has worked in managerial business development and sales roles for the last 20 years. Primary interests are in the chemistry and medical applications of the bile acids as well as in the use of carbohydrates and sugar-related molecules as therapeutic agents.

**Karen Delamain – Press and Publicity Officer**

Self-employed and owner of [www.ruralmagpie.co.uk](http://www.ruralmagpie.co.uk) an online store of vintage homewares, collectables and hand painted furniture pieces. Having previously worked for a number of years in accountancy firms for Licensed Insolvency Practitioners as an Insolvency Administrator dealing with Administrations, Liquidations, Voluntary Arrangements and Bankruptcies

**Janice Snell – Grants Officer**

Worked in bank and then accounts office of large company dealing with the cash office. Spent some time at home raising a family of 3 girls before training in silver service at University Arms and then working 'Front of House ' in the restaurant business for twenty years. Then a few years in community care before going onto John Lewis partnership and then retiring.

**Jim Snell – Committee Member**

Toolmaker by trade. Worked in management for an office furniture company for some years before becoming Production Director of a shop fittings company and last 15 years before retirement owned a shop fittings company working for Debenhams Topshop J D sports and other high street names.

**Andy Greaves – Committee Member**

Director of a local building company.

**Dr Brendan Burchell – Committee Member**

Employed as a Reader in the Social Sciences at the University of Cambridge where he has worked for 30 years, and a Fellow of Magdalene College. Has held many managerial positions including Head of Department of Sociology. Research interests include self-employment and the relationship between employment, unemployment and social cohesion.

# 14. Management Systems

## **Management systems**

We will enter into a Tenancy Agreement with a tenant who will be responsible for the day to day running of the business and will liaise with the committee.

The current tenancy includes an alcohol tie whereby the Management Company purchases and supplies beer, wine and spirits to the tenant. We propose to continue this arrangement. This will provide the bulk of our trading income.

Our Treasurer will deal with the accounts of the Hadstock Community Benefit Society it is our intention to prepare monthly profit and loss statements.

Compliance issues such as health and safety, employment law, and risk assessments will be implemented by the tenant and reflected in the Tenancy Agreement.

The committee will report to the shareholders (members) at the Annual General Meeting and other Special Members Meetings.

## Appendix A – Grants Matrix

Funder	Deadline Date	Type of funding	Amount	Use	Comments
<b>Esmee Fairbairn Foundation</b>			£2,000	Pre start costs	Received
<b>Communities Initiative Fund(CIF)</b>	25/09/2015	Capital Only	£20,000 max	Purchase, extension works	Awaiting new dates
<b>CIF Response</b>		Capital Only	£15,000	Purchase, extension works	
		Time critical			
Expression of Interest	29/01/2016				
Completed Application Form	26/02/2016				
Independence Choice & Control Fund (ICCF)	02/11/2015	Capital	£1,000	Not suitable	
<b>Princes Countryside Trust</b>	8/04/16-10/05/16	Capital		Not for purchase of land or buildings.	
<b>Power To Change</b>		Capital	£150,000	Help purchase	In progress
<b>Essex community foundation</b>	on going	Capital	up to £10,000	Help purchase	In progress
<b>Village SOS 9VSOS</b>				Advice on funding	In progress
<b>Rural Community Council of Essex</b>				Advice on funding	In progress
<b>BAA Stansted Community Fund</b>				Radius 20 miles (we are 24.9)	N/A
<b>Essex LEADER funding</b>	Not yet open (anticipated Dec 15)	Capital	£20-£40K	Refurbishments, equipment, toilets etc	Expression of interest submitted
<b>Veolia Environmental Trust</b>			£20k-£40k max £100k	We are within the postcode qualifying area. Not for purchase of land or buildings.	In Progress

# Appendix B – Cashflow Forecasts



