



Save the White Lion

Business Plan

To support a Heritage Enterprise Delivery Stage application

November 2023

## Save the White Lion

### Business Plan

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## Save the White Lion

### Business Plan

#### 1 Executive summary

Pailton Parish Council, on behalf of the residents of Pailton, is committed to saving the architectural and community heritage of the White Lion, the village's much loved 18<sup>th</sup> century inn, restoring and renewing the buildings and grounds and establishing a sustainable community hub at the heart of the village. In 2019, PPC bought the White Lion with a loan from the PWLB and embarked, with the support of the village residents, on the journey to save the inn and create a vibrant village hub.

This 10 year business plan sets out how PPC and the Pailton White Lion Working Group, comprising two Parish Councillors and two local residents, with the backing of Pailton's residents, have researched and developed the project through the development stage to prepare for delivery and the first 10 years of operation.

The concept that the PPC and PWLWG have developed is at one and the same time a community hub and a destination pub/restaurant with high quality Airbnb style overnight accommodation. This model both responds to local needs and, by responding also to wider markets, builds a sustainable future for the White Lion. Local residents will have the facilities that the community consultation evidences are their priorities – a pub, café and restaurant, a shop and Post Office. The development stage has provided opportunities to develop activities for community engagement and cohesion; during the delivery stage and beyond these activities will be diversified and become part of life in the White Lion. The accommodation will provide a strong income stream and attract a mix of business and short break visitors; Pailton's location offers good markets for both. The café and restaurant will attract regular visitors from amongst the many people living in nearby towns and cities. The White Lion will also encourage enterprise and creativity, through workspace provision and artisan markets.

During the development stage, PPC and the PWLWG have agreed the governance arrangements going forward. A Community Interest Company, first formed in 2020, has been reviewed and revised. The Directors are currently the four members of the PWLWG, further recruitment will take place during the delivery stage to prepare for operation, based on an organisational skills map and a skills audit of the current team.

PPC and the CIC will work in partnership to deliver the capital project; an agreement between them sets out their responsibilities. Once the capital build is complete, the PPC will lease the White Lion to the CIC at a peppercorn rent and the CIC will be responsible for its operation. The relationship between PPC and the CIC will be governed, as far as possible, through the terms of the lease, but may be supplemented by a partnership agreement to define expectations for service delivery.

Once the White Lion opens, the CIC will be the employer and manage the overall operation. A full time pub manager will lead the bar, café/restaurant and housekeeping teams. A full time shop manager will lead the team of volunteers that running the shop and Post Office. The CIC will directly manage the enterprise units and the artisan markets. As planned, the Brewhouse with the shop and Post office and enterprise units above will be ready to open earlier than the main White Lion building. The opening of the shop in April 2025 will be an opportunity to develop awareness and customer enthusiasm ahead of the opening of the pub for December 2025 and the full final commencement of food offer and accommodation in April 2026.

This business plan forms part of a set of documents supporting the application to National Lottery Heritage Fund for Delivery phase approval to commence work on site and release the ambition to return the pub to productive use at the heart of the village.

In summary, the business plan demonstrates that:

- There is a compelling vision for the renewed White Lion, at the heart of and supported enthusiastically by its community.
- That the mix of services and facilities supported by consultation and meeting express needs will transform aspects of village life.
- Taken together the facilities will be both needed and demanded, responding to market opportunities for instance in the existence of overnight and staying visitors to local enterprise and logistics hubs, as well to leisure and outdoor activity visitors.
- The facilities will be profitable and sustainable in the long term, producing the income required to ensure the long term maintenance of the building and to continue its work to foster community ownership and activity in the village.
- In doing so it will support economic activity of local businesses in its supply chain and in the jobs in the operation of the pub, shop and accommodation which are set out in detail by shift pattern against planned opening and operating patterns.
- We have made cautious assumptions over the starting point of the business, showing how it will open in a phased way as building works are complete and then build up over the early years of operation to its long term sustainable level.
- This phased opening is supported by the detailed plan for handover from the PPC to the new CIC for operation, first at the point of completion of the shop under licence in spring 2025 and then as the lease for the pub is executed at practical completion in November 2025 for opening for the Christmas celebrations 2025 and new year 2026.

Despite this compelling picture of the need for and potential of the pub, and its sustainability and social, economic and heritage value in the long term, the team know that we cannot fund the significant costs of restoring the building fully and properly in a way that befits its heritage and history without NLHF's support.

We acknowledge in the accompanying Development Appraisal, with the support of our Valuers, Bromwich Hardy, that there is a significant conservation deficit and we hope that we have made a compelling case for NLHF's investment in our application and in the vision and plans set out in the Business Plan for the future of the pub at the heart of the village.

With NLHF's help, the community in Pailton is ready to go on the next step of the journey.

## Save the White Lion

### Business Plan

## 2 About our organisation and our project

### 2.1 Our organisation

Pailton Parish Council (PPC) covers the Civil Parish of Pailton, north Warwickshire, and is elected by the people of the parish to represent them and take decisions on a range of issues that affect the parish. PPC has 5 members elected every four years; the current Chair is Cllr Anthony Gillias, who is also a member of Rugby Borough Council.

In 2019, faced with the prospect of losing the White Lion, a much loved Grade II listed 18<sup>th</sup> century coaching inn at the heart of the village of Pailton, PPC, with a mandate from the community, secured a loan from the Public Works Loan Board to acquire the pub.

Pailton White Lion Working Group (PWLWG) is a working group of PPC on which two PPC Councillors serve: Tina Simpson (Vice-Chair of the PPC and Chair of PWLWG) and Kristian Shaw. There are two other members of PWLWG drawn from the wider community: Andrew Simpson and Tony Grimshaw. The PWLWG is responsible, on behalf of PPC, for driving forward the Save the White Lion project; PWLWG reports to PPC, which retains overall control and makes key decisions.

Over the last four years, PPC and the PWLWG, together with the involvement and support of the wider community, have worked to develop plans to restore the pub, to celebrate its heritage and to give it a new life, providing much needed services and jobs and improving community wellbeing.

Section 3 explains the governance and management arrangements going forward.

### 2.2 Our project

The community led project to Save the White Lion will restore and renew the building and grounds and establish a sustainable community hub at the heart of our village.

Over its 300 year history, the White Lion changed and adapted to meet local needs, but has retained both its architectural and social significance. There are clearly legible parts of the original timber framed structure still in place, along with evidence of a former brewhouse and domestic outbuildings. The context of the site is very much a key focal point along the village's main street (Coventry Road). The inn is well set back from the road, with land to both the sides and rear. This established setting creates a strong visual and heritage focus for the village and its community.

The inn and adjacent brewhouse have been closed since 2014 and are now in poor repair. Their condition is fragile and deteriorating – unless restored very soon, these buildings, so important to the identity and history of the village, will be lost.

Community consultations over the last four years have provided a very clear set of aspirations for the future of the White Lion as a community hub. The design strategy is to strip away the most detrimental of the historical interventions, fully conserve and restore the listed buildings, incorporating sustainable technologies for carbon neutral operation, and provide:

- A pub/restaurant, seating 42 inside and a further 10 in a covered outside area with seating extending into the grounds and front patio.
- 5 ensuite rooms on the first floor and a top floor suite with two bedrooms, sitting area and bathroom.
- A community shop, Post Office and parcel pickup in the brewhouse.
- A daytime café in the inn, supported by simple food and beverage sales in the shop.
- Workspace on the first floor of the Brewhouse for local businesses, artisan producers and makers.
- Landscaped external areas and gardens, providing disabled access and capacity to accommodate outdoor eating and artisan markets with c20 stalls.
- Carparking for 24 cars, plus two drop off spaces in a lay-by, and 24 cycle parking spaces.
- Interpretation inside and out, telling the stories of the village and its pub through the centuries.

Delivery stage activities will include:

- Memory sharing hub – events where locals share their memories of the White Lion and village, with each other and with the project team; more formal sessions where memories are recorded; resources created that tell the stories of Pailton and displays.
- Interpretation – displays of artefacts, artist rendered signage in pub, room naming.
- Launch celebration.
- Interactive Post Office resources celebrating the history of the Post Office created by local craftspeople.
- Volunteer research – research into the history of Pailton and its people, the White Lion and related themes e.g. Oddfellows Society.
- Research internship – entry level heritage researcher to coordinate volunteer researchers and lead on identifying stories, possibly create content and deliver events.
- Lecture series on the history of Pailton, social enterprise and charity.
- Family fun activities.
- Local producers' markets.
- Coworking space provision.
- Hosting community group meetings and lunches.
- Traditional pub game tournaments, including the re-introduction of a table skittles league, building on a Warwickshire tradition.
- Developing a website for the White Lion to share history and promote offers.
- Heritage open days and National Lottery open week.
- Creating community gardens with a focus on relieving loneliness, learning about growing food and producing food for the pub kitchen and shop.
- Training in evaluation methods, accessibility and social media.
- Regular quiz nights, expanding on the existing monthly quiz.

Full details of all activities and of the ways in which the project will address NLHF's outcome framework are set out in the Activity Statement.

### 2.3 Environmental sustainability strategy

In bringing this historic building back into use by the community, PWLWG and the design team are committed to following good environmental practice wherever possible. The proposals for the building refurbishment and the wider site focus on building sustainability and energy innovation through:

- Making best use of the existing historic building fabric to minimise the need for demolition or new construction.
- Using reclaimed materials or those from sustainable sources wherever possible.
- Embracing opportunities for on-site energy generation.
- Reducing energy consumption through a more efficient heating system, improving insulation and using low consumption lighting and other fittings.
- Replacing existing hard surfaces around the building with grass to slow the flow of water through the site.

All the following have been considered in developing the strategy:

- Mechanical, electrical and plumbing: low energy design to minimise consumption, meeting all statutory regulations and following fabric first principles; introduction of sustainable technologies including air source heat pump and photovoltaic cells.
- Biodiversity: existing vegetation will be retained, hard services will be relandscaped helping to slow the passage of water through the site and reduce surface run-off; local volunteers will undertake much of the upkeep.
- Health and wellbeing: improving natural ventilation, maximising natural light and landscaping will all improve the environment with positive impacts on health and wellbeing.
- Transport: providing community resources for local people, encouraging cycling and providing space for local businesses will contribute to reducing car journeys and commutes.
- Water: water efficient fixtures and fittings, metering and leak detection will all manage water consumption.
- Specification of materials: by limiting demolition, retaining substructures and associated embodied carbon emissions wherever possible, using recycled materials, specifying sustainable and efficient products, decarbonising, generating energy on site and local heating controls, the project will ensure relatively low impacts.
- Waste: implementing a waste management plan, encouraging recycling and composting.
- Pollution: minimising noise dust and light pollution by responsible construction and operational practices.

## Save the White Lion

### Business Plan

#### 3 Governance and management

##### 3.1 Governance

Pailton Parish Council owns the White Lion, having purchased it with a loan secured from the Public Works Loan Board in December 2019. The Pailton White Lion Working Group is responsible for steering the project, working with the project managers, design and consultant teams to develop and realise the project. PPC retains overall control and makes key decisions.

The four members of the PWLWG are two Councillors, Tina Simpson (Vice Chair, PPC) and Kristian Shaw and two local residents, Andrew Simpson and Tony Grimshaw. Tina Simpson chairs the PWLWG, bringing leadership, organisational, communication and presentation skills to the project, acquired as a secondary school teacher and in a wide variety of voluntary roles. The other members of the PWLWG, some of whom have experience of running their own businesses, bring significant project management, IT, finance, design, construction, catering (wet and dry), hospitality and landscaping skills to the project.

Members of the PWLWG have a keen interest in heritage. They have researched the history of the pub, the village and local families. A small number of artefacts have been rescued from the White Lion and will form part of the displays in the building once it is fully restored. One of the Committee members, Andrew Simpson, works on heritage buildings professionally, particularly theatres; he and his family live in one of the oldest buildings in the village, restored by a local builder.

In 2020, the Parish Council established a Community Interest Company to help develop and deliver the project and to manage the White Lion once it is up and running. The CIC's objects (as amended) are to:

- Carry on activities which benefit the community and in particular to redevelop lands and property owned by Pailton Parish Council on behalf of the community that are rented to the Company.
- Realise the economic potential of Parish Council owned property for the benefit of the community by whatever means may be viable from time to time.
- Reinvest Company profits in the businesses in the Parish Council owned property.
- Use any excess profit for the benefit of the village, Parish Council and residents of Pailton and surrounding villages.
- Establish a vibrant economic, social and wellbeing oriented hub for the residents of Pailton and the surrounding villages and area.

The Directors of the CIC are the four members of the PWLWG. The Directors have carried out a skills audit and identified a number of skills gaps, including marketing and human resources, that will be needed, particularly as the CIC moves towards operation. Accordingly, as the project progresses, the Directors will recruit new Directors to provide these skills. The maximum number of Directors that the CIC can appoint is seven, two of whom can be appointed by PPC. PPC is also itself a member.

Pailton Parish Council and the CIC will work in partnership to deliver the capital project. PPC and the CIC have entered into an agreement that sets out the relationship between them for delivery. PPC will contract with the design team, project manager and building contractors. The CIC will act as



PPC's representative on site, managing the contractors, reporting back to PPC, engaging PPC in key decisions and managing the budget.

### 3.2 Management

Once the capital build is complete, the PPC will lease the White Lion to the CIC at a peppercorn rent and the CIC will be responsible for its operation. If, as planned, the shop and enterprise units in the Brewhouse are ready to occupy and trade prior to completion of the main works on the pub, PPC will grant the CIC a licence to occupy these parts ahead of the lease, covering all areas, being executed on practical completion. The relationship between PPC and the CIC will be governed, as far as possible, through the terms of the lease, but may be supplemented by a partnership agreement to define expectations for service delivery.

During the development stage, the PWLWG has developed the concept for the White Lion and carefully considered options for its operation. The working group has developed the concept through community consultation and by identifying and visiting comparators – pubs, cafes and community shops operating successfully in similar settings. PWLWG members have looked in depth at different operating models. Membership of the Plunkett Foundation and more general research have helped to connect the PWLWG to comparators and enable them to learn from the experience of their owners and operators.

The concept that the PWLWG has developed is at one and the same time a community hub and a destination pub/restaurant with high quality Airbnb style overnight accommodation:

- Particular responses to community need include providing a shop, Post Office, parcel pickup and café, as well as a pub/restaurant with accommodation, creating a community hub and bringing back the facilities that the village has lost over recent years. A simple, inexpensive lunchtime hot food offer is also a response to local need. The shop and morning café's opening hours are designed around school bus drop off time, and the shop is still open at school pick up time, with the café offer now in the pub, to provide a gathering place for local families at both ends of the school day.
- Comparators have emphasised the importance of becoming a destination pub, typically by winning awards for food and/or other aspects of the offer. This has driven the PWLWG's ambition to provide a high quality, distinctive food offer during the evenings.
- The accommodation offer will respond to both the business and short breaks markets. Pailton is close to the A5 Logistics Park (see section 4.1) which has an ongoing need for local overnight accommodation. The accommodation will also appeal to the short breaks market, the top floor suite particularly providing a spacious and comfortable base from which to explore the area.

The preferred operating model that the PWLWG has developed is one that delegates the day to day operation to a staff team, the CIC being responsible for developing and protecting the concept and for staff recruitment and management. The CIC will also retain direct responsibility for managing the enterprise units/artists' studios and for organising artisan markets.

A full time manager will manage all aspects of the operation in the main White Lion building to include the pub, restaurant and accommodation. Working for the manager will be three teams: bar; restaurant; and accommodation. The shop will have its own full time manager, supported by a team of volunteers. A senior management team will be made up from the CIC Directors, the two managers and the chef. The CIC will provide all senior staff with clear briefs and guidance in relation to their

roles, and the limits thereof, to ensure that the concept is protected, while at the same time allowing staff opportunities to be creative.

The PWLWG is aware of the challenges of running this type of operation, particularly issues with recruitment and retention of senior staff with the ability, talent and commitment required to deliver the consistently high standards to ensure that the White Lion develops a reputation for excellence and becomes a destination pub. Accordingly, the PWLWG is exploring 'partnership' options, including incentivisation packages for senior staff and/or a relationship with an existing nearby operator.

The staff hours and costings are worked out on the basis of the following opening hours:

- Pub – 12pm to 11pm, six days a week.
- Restaurant – evening service 6.00pm to 9.30pm, five days a week, Saturday and Sunday lunches 12 to 4.30pm.
- Shop, Post Office and parcel pickup – 8.30am to 4.30pm Monday to Friday and 8.30 to 12 Saturday and Sunday.
- Café – 8.30am to 6.00pm Monday to Friday, operating from the shop from 8.30 to 11.00am and the pub thereafter, and brunch from 8.30am to 12pm, Saturday and Sunday operating from the pub.

Remuneration scales are based on industry standards. Housekeeping, kitchen and bar staff all meet the Living Wage Foundation's living wage rates. See section 6 for details of salaries and wages.

### 3.3 Volunteering

There will be a range of volunteering opportunities during the delivery stage and in operation:

- Helping develop the interpretation through research, helping to coordinate memory sharing events and creating resources, including displays and podcasts.
- Helping organise family focused and other community events and activities.
- Contributing to a community led landscaping and planting project, guided by the expertise of one of the directors of the CIC.
- Fitting out the shop and enterprise units, again guided by expertise within the CIC.
- Developing the shop business and operating the shop, Post Office, parcel pick up and morning café. The shop manager will provide training and guidance for volunteers.
- Maintaining the gardens.

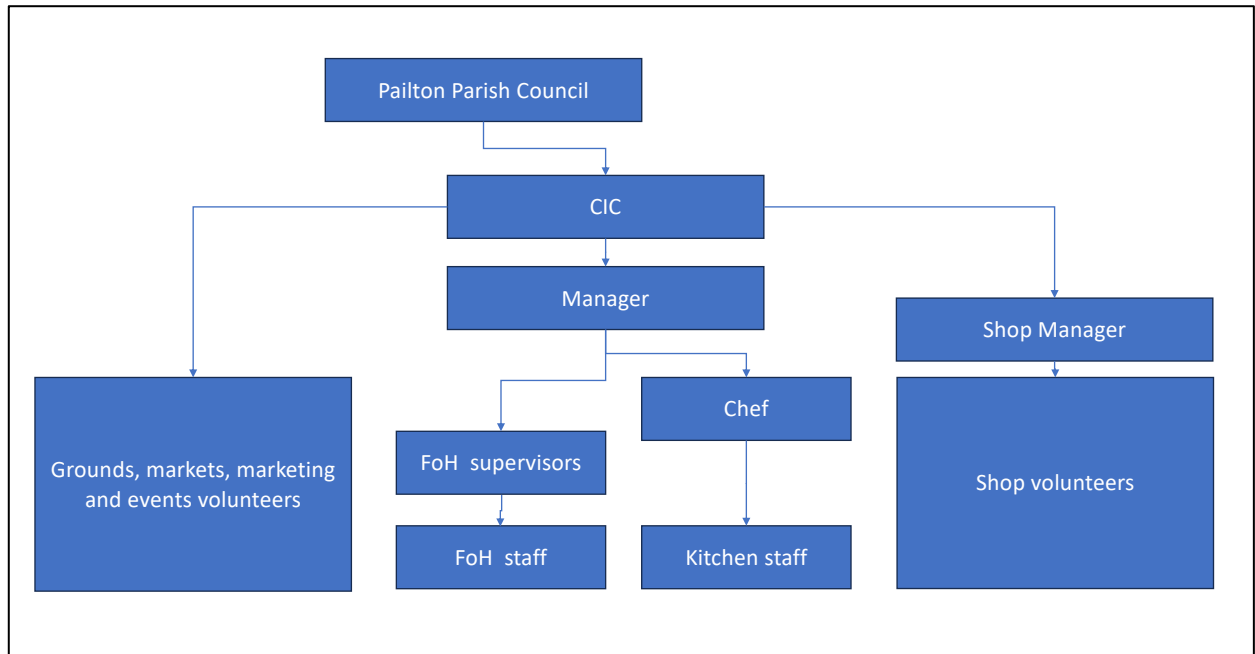
The activity statement provides details.

Training will be provided for all volunteers. Our discussions with comparator pubs and hubs show that volunteering in these hubs can be a real benefit for local people – as a focus for them socially and to 'give something back' to their community. Over 20 villagers have already expressed willingness and enthusiasm to volunteer.

We will be looking to offer entry level work opportunities to young people in all areas; there is a long tradition of local young people working in the White Lion. We are mindful that it is equally important for some older and retired people to have an opportunity for part-time paid or voluntary work.

### 3.4 Management structure

The organogram below sets out the management and staffing structure for the operation of the site in full operation. Section 6 provides all the associated financial details.



## Save the White Lion

### Business Plan

#### 4 Market appraisal

This section assesses the potential markets for each of the White Lion's proposed offers described in section 2.

The primary purpose of the White Lion is to provide a community resource, so we look in detail at the local demographics and summarise all the community consultation and engagement that we have completed over the last four years, which has informed the project's development at every stage. See sections 4.1 and 4.2.

To be financially sustainable, the White Lion will need to attract visitors from further afield as well as locals, to eat, drink and stay for business and leisure. For day trips our main focus is the half hour drivetime. The local area is popular for outdoor activities and Pailton is a convenient base for overnight tourists to reach countryside and urban attractions in the West and East Midlands and also provides easy access to London. Pailton's location in the golden logistics triangle will be an important source of business overnight stays. The quality of the accommodation and the food will be important to driving all this business. See sections 4.3 and 4.4.

The development of the White Lion project has also been informed by comparator pubs in the region. We established criteria for selection, including community involvement, good food, and village settings. We have used these comparators to inform our management model (see section 3) and our food and room pricing. See sections 4.5 to 4.7.

In sections 4.8 and 4.9 we assess the potential of the White Lion's distinctive added value offers of artisan markets and workspace for small businesses.

#### 4.1 Pailton and the surrounding area

Pailton is a village and civil parish in the Borough of Rugby, Warwickshire. Pailton's population was recorded as 483 in the 2021 census. At the time of the 2021 census, 14.8% of the population was under 17, 58.4% between 17 and 64, and 26.8% 65 and over. 94.8% of the population was white.

Pailton falls within the LSOA of Fosse East, which has a population of 2,191 (2019 estimate – the latest available figure). The other villages in Fosse East are Stretton-under-Fosse, Street Aston, Brinklow, Monks Kirby and Willey. The age and ethnicity profiles for Fosse East are very similar to Pailton. Higher than average numbers of people are self-employed (14% as compared to under 10% for England as a whole). Index of Multiple Deprivation data shows that Fosse East is ranked 490 out of 32,844 for barriers to housing and services, where 1 is the most deprived. The domain assesses geographical barriers to services, calculated using road distances to a GP surgery, supermarket or convenience store, primary school and Post Office, and barriers to housing, produced using data on household overcrowding, housing affordability and homelessness. One in ten households does not have access to a car.

Pailton's circumstances bear out these data. The village no longer has a pub or restaurant since the White Lion closed in 2014, nor does it have a shop and Post Office, since the general store closed in 2008. Other local villages are also short of facilities. Within a three-mile radius of Pailton there are five other villages. Two of these villages, like Pailton, have neither a shop nor pub. Three have a pub,

the nearest is 1.5 miles from Pailton. There is only one shop in the three-mile radius, a farm shop and café. The farm shop in Stretton under Fosse offers breakfasts and lunches and is very popular. The nearest supermarkets are over five miles away in Lutterworth or Rugby.

The working residents of Pailton mainly work in Rugby (for employers such as Alstom, Cemex, Sainsburys, Asda, Britvic and Rugby hospital), Coventry (for the Universities of Coventry and Warwick, Severn Trent, NFU and the University hospital), Nuneaton, Hinkley (Triumph), the Rolls Royce plant at Ansty, Jaguar Land Rover and Aston Martin in Gaydon. Most drive to work, though some use the limited bus service (every two hours during the day and hourly until 10.00 am and from late afternoon on a route from Rugby hospital to Coventry station). Quite a few villagers have their own businesses, including builders, roofers, electricians, tree surgeons, landscape gardeners and potters. Some people commute to work by train from Rugby to Euston and Milton Keynes. Some villagers work from home and did even pre Covid. A significant number of villagers are retired.

Pailton is just a short distance from Lutterworth, where the golden logistics triangle originated in the late 1980s. Now a greatly expanded area of the Midlands with a high concentration of distribution and warehousing facilities. Already covering 550 acres in the Lutterworth area, where 44 businesses are based, further expansion of the A5 Logistics Park is currently underway. Moreover, the whole of the A5 corridor near Pailton is an area of new development, including DIRFT 1,2,3, and 4 and Hinkley, and the ever-expanding Ansty high tech business park.

While Pailton and other nearby villages are adversely impacted by the many large lorries using country routes as shortcuts, there will be benefits to the White Lion from proximity to all these business parks as the White Lion's accommodation and hospitality will be a resource for occupiers and visitors to the site.

Acknowledging the impact of the traffic on local villages, GLP which owns the site, has set up a community funding programme to help fund local community projects, from which £25,000 has been committed towards the restoration of the White Lion.

Looking at the wider area, data from the 2021 census evidence that the population of the Rugby Borough Council area was 114,363. A large proportion of this population, over 78,000, live in the town of Rugby, which is about 5 miles south of Pailton. The market town of Lutterworth, with a population of 10,833 at the 2021 census, is also about 5 miles from Pailton. Coventry, with a population of over 343,320, is around 25 minutes away by car and Nuneaton, with a population of 94,634, takes just over 20 minutes. These nearby centres of population provide opportunities for the White Lion to attract visitors looking for a day or meal out in the local area (see further section 4.3).

#### 4.2 Public consultation and engagement

Local people have been involved in the development of the project throughout. During the earlier stages of the project's development, consultation and engagement included:

- A survey of all households in 2019 included 22 possible uses and activities plus an opportunity to suggest more. There were 176 respondents (a 42% response rate). Support for a pub/restaurant, shop and Post Office averaged 81%. Other highly ranked facilities included a parcel collection point, a garden and a café. Another priority, evident from residents' responses, was outdoor space – a garden, an outside area to eat and drink, space for markets and activities – all provided for in the plans. Amongst the things residents suggested was support for local business: plans have responded with lettable spaces in the

Brewhouse; local sourcing in the pub/restaurant and markets for farmers', artisan producers' and crafts' markets. There are no farmers' or makers' markets in the local area.

- A survey carried out in 2020 focused on plans for the shop, including questions about produce and frequency of use. Over half who responded said they would use the shop 2-3 times a week. Over 20% said they would like to be involved in volunteering in the shop. Altogether, 75% of respondents strongly supported the shop. Respondents also offered time and skills to take the project forward.
- A webinar for the residents of Pailton, held in 2021, was attended by 30 villagers where the plans for the development were presented. These were very well received, some villagers describing them as "inspirational". The webinar was recorded and later shown in the village hall for those without the facility to attend online.

During the development stage, there have been lots of community consultation and engagement events to gain a full understanding of the community's views and priorities for the White Lion hub and to test out ideas for activities, both to inform the project's development and to fundraise for the project.

These have included:

- Monthly quiz nights in the Village Hall; 11 so far attended by an average of 33 people.
- Annual Garden Party; 3 so far, attended by an average of 55 people.
- Pailton Fete, the first since Covid, where the PWLWG ran a bar; attended by over 500 plus lots of children.
- Pub Games Nights held in the Village Hall with traditional pub games.
- Afternoon tea and garden games.
- Call out for memories and artefacts.
- Oral history interviews.

A Community Consultation update was held on May 24<sup>th</sup> 2023 for the public in the Village Hall, attended by 37 villagers, aged 8 to 80s, with presentations from 5 consultants and 4 members of PWLWG. This event generated a lot of further community interest in the project over the following weeks. Questions and comments both at the meeting and afterwards focused on: carparking and the safety of stopping; solar panels; things for children to do; whether the pub would be dog friendly; making the best use of outdoor space and landscaping; and the accommodation.

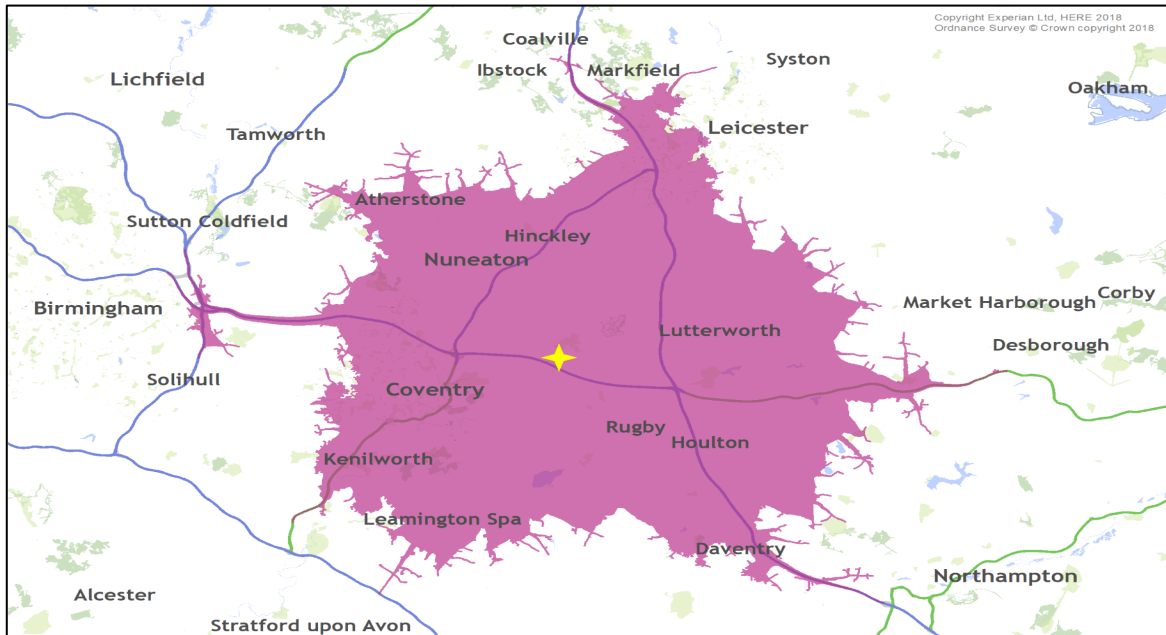
A further survey of the local community was undertaken during the summer of 2023 to update findings from earlier surveys. 101 respondents confirmed the popularity of a restaurant (90%), pub (80%), socialising (72%) and events and themed activities (67%). Support for the shop, Post Office and café were somewhat lower than in 2019, but nonetheless supported by half of all respondents. 22% of respondents indicated their willingness to volunteer in the White Lion.

#### 4.3 30 minute drivetime of Pailton

On the next page is a map of the 30 minute drivetime from the White Lion.

This shows that the 30 minute drivetime of the White Lion reaches Atherstone, Kenilworth, Leamington Spa, Daventry and the edge of Leicester. Coventry, Rugby, Lutterworth, Nuneaton and Hinkley all fall well inside the catchment.

The total population within this drivetime at 2018 estimates is 987,268 with 806,968 over 15.



#### 4.3.1 Census data

The Area Profile Reports which are used to calculate the population within a drivetime are still using 2011 census data as follows:

- A population of 909,975.
- 11% of the population are aged between 18 and 24 (compared to the GB average of 10%); 51% are aged between 25 and 64, slightly lower than the GB average of 53%; and 16% are over 65, the same as the GB average. 22% are 17 and under (GB average 21%).
- In terms of ethnic diversity 85% were white (GB average 87%), 9% Asian/Asian British (GB average 7%), and 3% Black, the same as the GB average.
- Lower than average proportions are in approximated social grade AB (20% against the GB average of 22%) and higher than average proportions are within social grade DE (28% compared to the GB average of 26%). The proportion of those within social grade C1 and C2 are the same as the GB averages at 31% and 21% respectively.
- The proportion of those with no qualifications is slightly higher than the GB average (24% compared to 23%) and the proportion of those educated to Level 4 and above (Higher Education) is lower than the GB average (24% compared to 27%); a slightly lower proportion of the population is in a professional occupation (16% against the GB average of 17%).
- Of those who are economically active a slightly lower than average proportion are employed or self-employed (88% compared to 89%).
- Of those who are economically inactive, the percentage of those who are retired, at 45%, is slightly lower than the GB average of 46% and the percentage of students, at 23%, is higher than the GB average of 19%.

#### 4.3.2 Mosaic profiles

From the Mosaic data, we can understand the profile of those within the drivetime areas.

Over half (51%) of the adult population fall into 5 of the 15 Mosaic Groups with 35% falling within three groups. The most prominent 3 groups and their definitions are:

- Aspiring Homemakers (14% compared to the GB average of 9%): *younger households who have, often, only recently set up home. They usually own their homes in the suburbs, chosen to fit their budget.*
- Family Basics (11% compared to the GB average of 8%): *families with children who have limited budgets and can struggle to make ends meet. Their homes are low cost and are often found in areas with fewer employment options.*
- Transient Renters (10% compared to the GB average of 6%): *single people who pay modest rents for low cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on.*

The other two high ranking groups are:

- Senior Security (9% compared to the GB average of 8%): *elderly singles and couples who are still living independently in comfortable homes that they own.*
- Domestic Success (the same as the GB average of 8%): *high earning families with affluent lifestyles in upmarket homes in sought after residential neighbourhoods. Their busy lives revolve around their children and successful careers.*

#### 4.3.3 Audience Spectrum data

From the Arts Council's Audience Spectrum data, we can get some understanding of the likelihood that the populations in the drivetime are likely to have an interest in the heritage of the White Lion and the village of Pailton.

Audience Spectrum data places 56% of the population within three segments (compared to 42% of the base population). The highest percentage is within Trips & Treats, over a quarter (26%) compared with base population average of 15%. The other prominent segments are Facebook Families (15% compared to the average of 11%) and Dormitory Dependables (the same as the GB average of 15%).

- Trips and Treats: these are comfortably off suburban families, typically with children, who are looking for leisure activities for all the family. These groups should provide a strong source of visits to the White Lion.
- Facebook families: are young and cash strapped, but they do go out as families sometimes. We anticipate that some of the activities at the White Lion may provide fun days out for these groups.
- Dormitory Dependables: many are thriving well off mature couples or busy older families; these groups show a preference for heritage activities so the White Lion's heritage should prove to be of interest to these groups.

#### 4.4 Tourism in Rugby and Warwickshire

Visit data are available for Rugby Borough and for Warwickshire. These show that around 15% of all visits to Warwickshire are to Rugby Borough and that 26% of Warwickshire's total of overnight visits are to Rugby Borough. Nearly half of these (48%) are in paid accommodation. These data suggest that the White Lion will be able to attract both holiday and business overnights. Below we summarise the data.



For Rugby Borough, the latest available data are from 2015 and show:

- A total of 2,273,000 trips by all types of visitors
- Total visit spend £110m
- 2,100,000 day trips
- Day trip spend £66.8m
- Total overnight visits 172,000 (136,000 domestic and 36,000 overseas)
- Total overnights 612,000 (335,000 domestic and 277,000 overseas), an average stay of 3.6 nights
- 48% of overnight trips were in paid accommodation
- Overnight visitors spent £32.8m
- The main purpose of visits is to visit friends and relatives (55%), followed by leisure/holiday (22%) and business (21%)
- Tourism supports 2,272 jobs and accounts for 5.2% of employment in the Borough
- The Borough accounts for between 12-16% of tourism in Warwickshire.

In December 2020, Rugby Borough Council joined the Destination Management Organisation, Shakespeare's England, with a view to increasing tourism in and around the Borough. The Councillor for growth and investment at Rugby Borough Council welcomed the move confirming *'Tourism has a major role to play in Rugby's economic recovery from the pandemic ... and we are looking forward to working with our partners across Warwickshire and the wider region to maximise the benefits major events can bring and increase the number of visitors we welcome...'*

The Economic Impact of Tourism – Warwickshire 2019 report:

- A total of 16,384,000 trips (day and staying)
- Visitors spent estimated at £968m
- 1.3 m of all visits were overnight visits, 453,000 of which were international visitors
- Half of overnight trips were in paid accommodation
- Overnight visitors spent £272m
- The main purpose of visits is to visit friends and relatives, followed by leisure/holiday and business.
- Total tourism value to Warwickshire County was £1.32 billion, around 6.7% of the total GVA.
- Tourism supports 18,941 jobs and accounts for 5.9% of employment.

#### 4.5 Comparators and competitors

##### 4.5.1 Comparators

Collectively we have identified comparator pubs, some of them owned and operated by local communities, others more traditional models, either family run or owned and operated by a small chain. Some of these were comparators from our development stage business plan, others are pubs that we have identified since. All are pubs with restaurants, and all are in village/small town locations. Only some have a café and/or accommodation. One has a shop in an adjacent building, another a shop in a container in the carpark (operated by someone other than the pub), another operates a virtual shop. Two run Post Offices. None has enterprise/studio space.

In each case we have fully researched their offer, and compared their offer with all that we intend to provide at the White Lion. In some cases, we have visited and discussed their operation with owners/operators.

Fourteen in total, some are community owned and operated, others are part of a group of pubs, owned and operated by small independent chains. The full list is below. In appendix 1 we provide more details about each.

In appendix 2 we highlight lessons learned and provide photographs from some of those that we particularly liked and researched in most detail.

- Queen Elizabeth, Elmley Castle, Worcestershire: community run; pub, restaurant and café.
- Fox, Loxley, Warwickshire: community run; pub and restaurant; café planned.
- Spotted Cow, Holbrook, Derbyshire: community run café, Post Office and guest bedroom; tenanted pub.
- Pheasant, Neenton, Shropshire: community run; pub, restaurant and three guest rooms.
- Angler's Rest, Bamford, Derbyshire: community run; pub, restaurant, café, Post Office.
- Green Dragon, Cockleford, Gloucestershire: operated by a small independent pub chain, Buccaneer Holdings; pub, restaurant, nine guest rooms.
- Yew Tree, Avon Dassett, Warwickshire: community run; pub, restaurant, café (part time in shack).
- Red Lion, Kilsby, Northamptonshire: family run; pub, restaurant, four rooms; shop in carpark with different operator.
- Boot Inn, Lapworth Warwickshire: operated by small independent chain Lovely Pubs; pub, and restaurant.
- Mortons, Gilmorton, Leicestershire: owner operated; café bistro in former pub premises.
- Crab and Cow, Leire, Lutterworth: owner operated; restaurant, serving brunch, lunch and dinner.
- Dun Cow, Dunchurch: part of the Vintage Inn chain, pub and restaurant with 16 rooms.
- Boat Inn, Birdingbury: owner operated; pub and restaurant.
- Bell Inn, Ladbroke, Warwickshire: part of Freespirit pub chain; pub and restaurant.

We have also looked at pubs with rooms and small local hotels to inform our room rates and type of offer. These are:

- The Golden Lion, Easenhall is a family run hotel and restaurant with 17 en-suite bedrooms.
- The Greyhound Coaching Inn, Lutterworth is a traditional family owned hotel and restaurant with 33 bedrooms. It also hosts wedding receptions.
- The Green Man, Dunchurch is part of the Splendid Pub Group and offers traditional pub food and bed and breakfast accommodation.
- The Barley Mow, Newbold is a bar and restaurant with a games room and playground situated next to the canal. It has nine bedrooms.
- The Oak, Bagington. A family run business offering a bar, home cooked food and 13 bedrooms in a separate annex at the rear of the main building.
- Three Horseshoes, Bubbenhall is a pub serving homemade food with seven bedrooms.
- The Dun Cow, Dunchurch. Part of the Vintage Inn chain, the pub has 16 rooms and is similar our ambitions for the White Lion.

See section 4.6 for how these comparators have informed our pricing.

#### 4.5.2 Competitors

There are three pubs in nearby villages, all under 2 miles from the White Lion. None has a shop or café and only one, the Golden Lion in Easenhall, has accommodation. Their lunchtime food offer is

limited – none at the Denbigh Arms except at weekends and Friday to Sunday only at the Golden Lion; the Old Lion, Harborough Magna, does lunch Wednesday to Sunday.

The nearest shop and café is a farm shop in Stretton under Fosse (1.6 miles from the White Lion), which does breakfasts and lunches, but is not open in the evenings. This is very popular and there are often queues for food. The next nearest shop is the coop in Newbold upon Avon, 3.5 miles from the White Lion. The nearest supermarkets are Tesco 5.1 miles away in Rugby (5.1 miles) and Waitrose and Morrisons in Lutterworth (5.2 miles).

Brinklow, 3.5 miles away, has a combined Post Office and general store and a very popular café, Pumpkins Deli, which is open 9-3pm. There are three pubs – the Raven, the Bull’s Head and the White Lion, none with accommodation, all serving pub grub.

Other than the Golden Lion at Easenhall, the nearest place with inn/hotel accommodation is Lutterworth, 6 miles away, a town with a population of over 10,000. These offers are the Greyhound Coaching Inn, a traditional family owned hotel and restaurant with 33 rooms, and the Best Western Ullesthorpe Court Hotel and Golf Club, with 72 rooms. There is also a Travel Lodge about a mile from the town centre. The White Lion’s offer, a village pub with small number of rooms, will be quite different from any of these.

#### 4.6 Pricing – food and accommodation

Comparator catering offers, including prices, are summarised in appendix 1. Pricing is fairly consistent between all the menus, irrespective of the type of food offer. Some serve traditional pub food, others are more adventurous, with Mediterranean and international influences. These are the prices we are working with:

- Breakfast – full breakfast £12; breakfast snack £4.
- Lunchtime – baguettes and wraps £6.50 to £7.50; simple one course hot meal £9.50.
- Evening menu – starters £6.50 to £7.50, mains £12.50 to £21.50; puddings £6.50.
- Sunday lunch – main course £17.50, two courses £21.50, three courses £27.50
- Children’s menus – main £7.50, pudding £3.00.
- Teas, coffees, cakes: tea £2.50, coffee £3.25 and cakes £3.50.

We have benchmarked room rates using comparators, local hotels and, in the case of the top floor suite, we have researched further afield to find anything comparable. Based on this research, we have used the following pricing structure in our revenue forecasting:

- 3 smaller rooms £85
- 2 larger rooms £105
- Top floor of suite £225

#### 4.7 Shop, Post Office and parcel pickup

We have identified three approaches to providing a shop amongst our comparators:

- Green Dragon, Cockleford, has a shop in adjacent buildings, supplying the daily essentials as well as more specialist products, together with homeware items.
- Red Lion, Kilsby, has a community shop run by a full time paid manager and volunteers in a container in the carpark, offering a wide range of general groceries, newspapers and magazines, local bread, meat and milk products.

- Queen Elizabeth, Elmley Castle, has a virtual shop that enables locals to buy from the pub's suppliers; an initiative started during covid, it has been maintained since.
- Gilmorton Village Shop: separate from Morton's, Gilmorton, owner operated shop, post office and café in village.

The Red Lion model shows that a successful shop can be operated by a paid manager and volunteers. Having had a number of meetings with the Kilsby shop managers, our intention is to build on local commitment and staff the shop with volunteers, supported by a full time manager (see sections 3 and 6).

The Post Office and parcel pickup will be co-located with the shop.

#### 4.8 Farmers, artisan and craft markets

None of the comparators above have this type of offer, but elsewhere markets associated with pubs do have a track record, for instance in the Teme Valley Market at the Talbot pub in Knightwick, Worcestershire – operating monthly since 1998. We consider that markets have the potential to offer local producers a selling opportunity and to bring new customers to the White Lion.

Originating in farmers' markets, and meeting the public's growing interest in local sourcing, artisan markets have now diversified to include a wide range of artisan food products, art and crafts. A growing market segment, there are opportunities for new sites to enter this market, providing new outlets for established producers and new entrants to test out their products. There are no markets of this sort in currently operating in the area, so the White Lion is a promising location to test out this opportunity.

We estimate that it will be possible to accommodate up to 20 stalls in the outside areas. Our research, based on consultation with market operators, suggests that the CIC could charge a hire fee to market organisers of around £300 for use of the area. Under this type of arrangement, the market organiser provides the stalls and other equipment, meaning that the CIC would not be required to purchase or store stalls. Further, the CIC would not bear any financial risk, these being shared by the organisers and the stall holders. The usual model is that the market organiser charges stall holders a sum for their participation. This varies from the more commercial regional/national specialist operations to more local operations but can range from £35 to over £80 depending on the type and scale of the market. The working group have also tested a model in which stalls are hired and the costs passed onto market stallholders – and have a price of £3,000 for hire of the stalls for four markets. The CIC intends to test these different approaches with operators and stallholders in the run up to opening.

During the delivery stage there will be funding from the activity funding pot to host markets for the benefit of local producers and local residents and to bring more people into Pailton. Stalls will be hired in and offered at a reduced rate to local producers for their first market. There will be four markets a year seasonally themed. See the activity statement for more details.

#### 4.9 Enterprise/studio space

Again, none of the comparators have this type of offer. We have considered workspace for small businesses and for artists' studios, the brewhouse upper floor, an area of around 400sq.ft, would be suitable for either.

We have tested demand for artists' studio space by talking to artists based locally at Grid Studios, in nearby Harborough Magna. This has evidenced demand as they have a waiting list and confirm that there is a shortage of space in the area. Grid Studios has 20 studios and also provides exhibition space for resident artists. Studios are of two sizes, 96 sq. ft. and 48 sq. ft. and rents are around £12 per sq. ft. per year.

The nearest enterprise workspace we have identified is the Exchange in Houlton, to the west of Rugby, which offers coworking space with private booths and meeting rooms on various membership options. This is nearly 20 minutes from Pailton.

For the purposes of the revenue planning, we have assumed a rental of £10 per sq. ft. per annum plus a contribution to running costs. This is modest rental and, depending on the fit out of the upper floor of the brewhouse and the level of demand, it may prove to be possible to charge more. However, as this is not a significant part of the CIC's business in income terms, the CIC may decide to support local artists/entrepreneurs at an early stage of their business development by charging a lower than market rent.

#### 4.10 Conclusions

Through our modelling of the offer, market, demand and pattern of business of the pub/hub, we can forecast the overall numbers of visits we expect to achieve over an average year once the business has built up over the first couple of years:

Shop	18,200 sales transactions annually
Café	7,280 individuals served annually
Restaurant	10,920 individuals served annually
Pub	28,600 individuals served annually, but note that this includes wet trade sales to café and restaurant customers
Accommodation	1,710 room nights per annum (between 1,710 and 3,420 pax)
Enterprise units	Assumed 80% occupancy once business built up
Events hires and activities	Assumed 20 hires/events markets per annum average

Note there will be overlap across most headings, we anticipate that accommodation bookers will eat and drink in the pub, café customers will use the shop, market attendees will visit café/pub and shop and so forth. Nonetheless, this demonstrates how widely visited and used the restored White Lion will be, and how many people will appreciate and be involved in its heritage and that of the village. This level of visits sits within the overall market capacity we have identified in this section and is consistent with the experience of the comparator projects to whom we have talked, including several for whom we have detailed figures showing success at levels above this.

Having forecast these levels of business, we have been able to go back and test them against specific comparators to sense-check these levels of trade. No comparator is perfect for the proposed model at the White Lion; in particular, few sites provide the range of offers and activities and this cross-fertilisation of the business will be particularly effective in driving business. Nonetheless we have been able to test our forecast levels of business, not only through expert advice and support from our consultant team, including catering specialists, but also from observation and comparator data from other projects that we have engaged with and visited – for example the Cornwood Inn on Dartmoor, the shop at Kilsby, shop and food offers in the village of Gilmorton and café.day-food and shop offers at Rebecca's Kitchen and Malt Kiln Farm Shop near Lutterworth.

These case studies have both informed and acted as a test for our own estimate of the potential and probable market set out above and financial assumptions in section 6.

## Save the White Lion

### Business Plan

#### 5 A day in the life of the White Lion

Here the PWLWG have described their aspirations for a typical day in the life of the White Lion community hub once it is up and fully running.

**8am:** The manager and the morning volunteers are just arriving for work at the shop on the ground floor of the Brewhouse. The delicious breakfast take-away offerings are being prepared before the customers start to arrive.

**8.30am:** Guests in the *Airbnb* accommodation are getting up and ready to head off. They pop quickly into the shop to collect a freshly brewed coffee and hot croissant for breakfast on the go. Passing drivers, contractors on the way to Magna Park pull in to the drop off spaces to allow for a quick get away with their breakfast treat from the shop. Locals take a leisurely morning walk to buy a paper and a pint of milk. They spend time chatting to the friendly staff in the shop hearing all about the plans for the farmers market at the White Lion the following Saturday. They are keen to find out more about the artisan producers that are going to be there. Most have already seen and read the updates on the White Lion Facebook and Instagram pages.

**8.45am:** Parents and their primary age children are hurrying to the bus stop for the school bus. Once the children are safely on-board parents gather for a catch-up with a coffee, sitting outside at the tables on the lawn to drink it together in the morning sunshine. They comment how much improved the village is with the increase of community usable green space in front of and behind the White Lion.

**10am:** Housekeeping staff arrive on foot, to service the accommodation, ensuring bedrooms are sparkling for the day's arrivals.

**10.15am:** The enterprise rooms above the shop in the Brewhouse are busy with artists, potters and needleworkers. They pop down to the shop for a morning snack and to add some craft pieces to the display area. One of the customers asks about the artwork and is delighted to know it is made on the premises.

**10.30am:** The chef and bar staff arrive to take in deliveries and prepare the day's wonderful food and drink offerings. A café style menu is available in Oscar's Café in the White lion at lunchtimes and a Bistro style menu in the White Lion restaurant in the evening.

**11am:** People arrive for coffee and cake at Oscar's Café at the White Lion, some have travelled from Coventry to sample the food and drink. A group of ramblers arrives who have booked a light lunch at Oscar's Café to refuel halfway round their walk. As they enter the building, they notice the stencilled names and dates of past landlords and landladies going back as far 1791. This starts up a fascinating conversation with bar staff and locals. They also discuss the route planner maps displayed by the bar – perhaps more walks will be planned!

**11.30am:** Parents with babies meet up as a support group in the meeting room for soft drinks and snacks. The doors can be closed for privacy allowing the babies to enjoy music and fun games.

**12 noon:** Making use of the high stools are a number of people busy working on their laptops, using the free WiFi and enjoying the background hum of conversation whilst having a coffee and a panini. The lunch time rush starts with a variety of people enjoying the café style food offering and a drink. Ranging from a sandwich, soup, jacket potato to a homemade curry from the specials board. There is a smaller meals option for those with a smaller appetite. The hand painted map on the wall attracts the attention of those who are interested in where their food is sourced, showing local suppliers and places of interest.

**2pm:** A villager drops into the post office to leave a parcel, buy some stamps and collect his weekly meat order that has been delivered to the shop by the butcher in Lutterworth. A lady saw the day's special offer, local fresh strawberries, advertised on Instagram and popped in to buy some, along with some cream to go with them. An elderly couple are making use of the chairs provided to have a little rest and to chat to the volunteers working in the shop before walking home with their shopping. Volunteers in the shop know a lot of the customers very well as most of them live in the village or surrounding villages and keep an ear out for anyone who might be unwell or may need food delivering to their house.

**3pm:** A group of parents arrive for tea and cake. They chat while waiting for the school bus to drop off their children. Once the bus arrives the children are eager for an ice-cream from the shop and some decide to stay for a while so the children can play on the play equipment in the rear garden of the pub. A particular favourite is the handmade wooden post van that illustrates the history of Pailton's first post office being at the White Lion.

**3.30pm:** Members of the gardening club arrive to tend the vegetable and herb beds and the children playing in the garden love finding out about all the different vegetables and smelling the herbs which are used in the kitchen. The gardening club hold their monthly meetings in the meeting room inside the White Lion.

**4pm:** Guests start arriving for the Airbnb rooms. An Australian couple have booked the special and luxurious top floor suite and are delighted by its history and quirkiness, especially the amazing staircase. They are touring England and chose to stay in Pailton as it is centrally located and easy to reach many places of interest. They are particularly looking forward to visiting the steam railway in Bosworth, the theatre in Stratford upon Avon and they really appreciated the information provided prior to arrival about places to visit locally and how to plan their days. A wheelchair user has booked the accessible room as he is working in the area at Magna Park for a few days. An elderly couple, staying on the first floor, make good use of the lift to get themselves and their luggage to their room.

**4.30pm:** As the shop closes, the staff bring over any excess fresh produce to be used by the chef in the next day's menu.

**5pm:** The manager is preparing the private dining room for the family party of 14 booked that evening celebrating a 60<sup>th</sup> birthday.

**5.30pm:** Locals are arriving for a refreshing drink after work and to meet up with friends. They get chatting with the Australian couple from the suite upstairs about places to visit locally and about the farmers' market there on Saturday. There is much discussion on the different beers, lagers and ciders available at the bar. The ladies staying in a room upstairs arrive at the bar for a drink and join the conversation. It turns to chatting about the characters in the photos on the walls showing the history of the village, the villagers and the pub. They are all interested to hear about the Oddfellows Society and study the board listing Grandmasters which dates back to 1844.



**6pm:** The first diners arrive and relax in the bar area on the comfy sofas and armchairs before being shown to their tables. They enjoy choosing from the extensive drinks' menu, including cocktails mocktails, and wine. The White Lion has built up a reputation as a destination restaurant, so people travel to eat here. Once at the table, diners choose from an adventurous bistro style menu with daily specials. It is a busy early service as the regular quiz starts later this evening. Long standing teams are drawn from the village as well as Rugby and Leicestershire and will grab a drink from the bar before settling down at their team table. The quiz has been running for 3 years before the pub opened, as a fundraising event for the White Lion. The quizzes have attracted a wide range of supporters who followed the journey of the project and come from a wide area and diverse range of ages.

**6.30pm:** Families are sat under the loggia in the rear garden, enjoying the outside area, children playing safely in the play area, parents having a drink. Dog walkers pop in for a drink at the bar. Cyclists leave their bikes in the bike racks and head to the bar for a well-earned drink and snack, some decide to book for dinner in the restaurant, next week. A family who came to the recent summer fete where they chatted to the bar staff at the Little White Lion and heard all about the restoration, have come to see how it has changed from when they used to visit in their youth.

**7pm:** A member of the CIC checks the notice board is up to date, its display includes events in the pub, such as; pub games nights, the Quiz, Table Skittles League, book club evenings, special food nights, special offers in the shop, details of craftspeople in the enterprise units, events at the village hall, the village fete, bus timetables, lost and found, items for sale, etc.

**7.30pm:** A group of people are having fun sat outside in the garden, playing the board games provided. They pop to the bar for drinks and make good use of the blankets also provided to keep them warm into the evening.

**9pm:** After the evening's food service, staff are busy cleaning up and packing away. In the pub the Quiz continues, and it is busy at the bar. More locals walk to the White Lion to have a last drink or two and chat to others in the warm friendly atmosphere.

**10.30pm:** By the end of the evening *the White Lion* hub has fulfilled its role as a centre of enterprise, community and hospitality to both locals and travellers from far and wide, re-interpreting its historic role for the modern age and sharing that history with all that come to visit.

## Save the White Lion

### Business Plan

#### 6 Financial appraisal

Based on the market testing and positioning and the operating structure and plans set out above, we have worked with the working group to understand the financial implications and sustainability of the proposed operation. We have been supported by Mark Hobbs, consultant with Kendrick Hobbs, a specialist catering and commercial consultancy who grew out of extensive experience in hotels and restaurants and have worked for many years on heritage and community owned projects throughout the country.

As set out in section 3, the CIC will be operational ahead of the completion of the building, so as to develop its capacity and readiness to move to the operational phase. With the shop complete first, in March 2025, the CIC will be ready to move in and operate the shop, with the assumption being that this will be done under a licence ahead of execution of the full lease, and with the early recruitment of the shop manager and volunteers. Thereafter the business will be built up and operated as follows:

##### 6.1 Pub/café/restaurant operations

Based on the comparators identified and the experience of the team, and with the practicalities and capacities of the design and market position of the pub in mind, we have forecast the level of trade we expect the pub to reach once the business has built up across each of the wet trade (alcoholic and non-alcoholic drinks, associated snacks and coffee/tea etc when the café and restaurant offers are not operating); the café trade in the hours set out above and the restaurant trade in the evening and on weekend lunchtimes. In the following tables, we estimate covers (or individuals served) in each service slot, establish average spends per head based on the above pricing, allow for VAT and calculate for costs of sales (foodstuffs and drinks) at levels appropriate to the service being offered.

White Lion Pailton Fully staffed model Wet trade					
Weekly forecasts	number of customers	total sales @ SPV	Turnover across trading weeks, say	Net of VAT @	Net of Cost of sales @
Mon	550	£ 10.00	52	20%	35%
Tues	60	600	31,200	26,000	16,900
Wed	60	600	31,200	26,000	16,900
Thurs	90	900	46,800	39,000	25,350
Fri	120	1,200	62,400	52,000	33,800
Sat	120	1,200	62,400	52,000	33,800
Sun	100	1,000	52,000	43,333	28,167
Total cumulative	550	5,510	286,052	238,334	154,917
Cost of column item				47,718	83,417
Gross profit is					154,917

White Lion Pailton Fully staffed model Café food/beverage offer Daytime					
Weekly forecasts	number of customers	total sales @ SPV	Turnover across trading weeks, say	Net of VAT @	Net of Cost of sales @
Mon	140	£ 12.00	52	20%	40%
Tues	20	240	12,480	10,400	5,720
Wed	20	240	12,480	10,400	5,720
Thurs	20	240	12,480	10,400	5,720
Fri	20	240	12,480	10,400	5,720
Sat	40	480	24,960	20,800	11,440
Sun	20	240	12,480	10,400	5,720
Total cumulative	140	1,692	87,412	72,800	40,040
Cost of column item				14,612	32,760
Gross profit is					40,040

White Lion Pailton Fully staffed model Restaurant food offer Evening plus Sunday lunch					
Weekly forecasts	number of customers	total sales @ SPV	Turnover across trading weeks, say	Net of VAT @	Net of Cost of sales @
Mon	210	£ 20.00	52	20%	45%
Tues	16	320	16,640	13,867	7,627
Wed	16	320	16,640	13,867	7,627
Thurs	16	320	16,640	13,867	7,627
Fri	42	840	43,680	36,400	20,020
Sat	60	1,200	62,400	52,000	28,600
Sun	60	1,200	62,400	52,000	28,600
Total cumulative	210	4,220	218,452	182,000	100,100
Cost of column item				36,452	81,900
Gross profit is					100,100

As set out in section 3, a general manager will be appointed to manage the operations of all elements of the main building provision. The manager will be recruited to be in post in September 2025, ahead of planned opening for December (and the Christmas business) of that year. The manager will be responsible for marketing both ahead of opening and in operation but will be supported by the CIC and the intention is to identify a young person or persons who can assist with social media presence.

This manager will be supported by kitchen and front of house teams in the pub and by part time housekeepers on the cleaning and accommodation domestic side of the operation. The rotas for these operations have been worked out in detail to ensure that there is a sustainable basis for the operation of the hours of service set out in section 3.2. In practice, the number and shift pattern of individual staff may vary from this illustration in the normal way of these operations, with different individuals having different availability, rotas being constructed according to the forecast business for the week ahead, special events, etc., but this provides us with a basis for assessing the required staffing and the cost of providing these staff. As previously set out, we don't at the moment assume that any of the pub/café/restaurant service will be carried out by volunteers, though we can see that there may be opportunities for volunteers to help out periodically with the receiving of deliveries, special events support and perhaps café and outdoor drink and food operations.

KITCHEN ROTA								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Chef 1		10.30 - 16:00	10.30 - 16:00	10.30 - 16:00	10.30 - 16:00	8.00 - 16:00	8.00 - 16:00	<b>38</b>
Snr' Asst' cook 1		16.00 - 21:00	16.00 - 21:00	16.00 - 21:00	16.00 - 21:00	10.00 - 18:00	10.00 - 16:30	<b>34.5</b>
Asst' cook 2					18.00 - 22.00	18.00 - 22.00		<b>8</b>
Asst' cook 3						18.00 - 22.00	10:30 - 14:30	<b>8</b>
KP 1		18.00 - 22.00	18.00 - 22.00				12.00 - 17.00	<b>13</b>
KP 2				18.00 - 22.00	18.00 - 22.00	18.00 - 22.00		<b>12</b>
<b>Sub total hours:</b>								<b>114</b>

FOH ROTA - Pub/café, housekeeping and shop								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Bar/ café 1		10:30 - 16:00	10:30 - 16:00	10:30 - 16:00	10:30 - 16:00	8:30 - 16:30		<b>30</b>
Bar/ café 2		12:00 - 18:00	12:00 - 18:00	12:00 - 18:00			8:30 - 16:00	<b>26</b>
Bar/ café 3		17:30 - 23:30			12:00 - 18:00	10:00 - 18:00	10:00 - 18:00	<b>24</b>
Bar/ café 4		18:00 - 23:30	18:00 - 23:30			18:00 - 23:30	18:00 - 23:30	<b>22</b>
Bar/ café 5			17:30 - 23:30	17:30 - 23:30	17:30 - 23:30			<b>18</b>
Bar/ café 6				18:00 - 23:30	18:00 - 23:30	17:30 - 23:30	17:30 - 23:30	<b>23</b>
Bar/ café 7						10:30 - 14:30		<b>4</b>
Bar/ café 8							10:30 - 14:30	<b>4</b>
<b>Sub total hours:</b>								<b>151.0</b>

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Housekeeping & cleaning 1	10.00 - 12:00	10.00 - 12:00	10.00 - 14:00				10.00 - 14:00	<b>12</b>
Housekeeping & cleaning 2				10.00 - 14:00	10.00 - 14:00	10.00 - 14:00		<b>8</b>
<b>Sub total hours:</b>								<b>20</b>

SHOP								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Shop Manager	08.30 - 16:30	08.30 - 16:30	08.30 - 16:30	08.30 - 16:30	08.30 - 16:30			<b>37.5</b>
Volunteers	09.30 - 16:30	09.30 - 16:30	09.30 - 16:30	09.30 - 16:30	09.30 - 16:30	08.30 - 12.00	08.30 - 12.00	<b>42</b>
<b>Sub total hours:</b>								<b>79.5</b>

## 6.2 Shop

The staffing of the shop will be by way of a shop manager supported by the community through volunteering. The manager will be recruited to be in post a month before anticipated opening (April 2025) with preparatory work before that being done by the client team and volunteers.

Again, as with the pub, the scheduling of the manager's time may vary from that shown and may in fact suit a substantial part time person, perhaps during school hours. Because this is an area where there is significant enthusiasm to volunteer, we can be flexible in operation to accommodate the right candidate for manager and may in fact be able to make savings against this rota.

### 6.3 Accommodation

The operation of the accommodation is planned to be by the CIC employed team, rather than being wholly contracted out, as was considered at the development application stage. Discussion with other providers, including with operators of other projects we have been involved with in heritage sites, suggests that the in-house management model is, in the end, preferred by most – whilst the agency/contracted out model is useful for sites where there is no one to run the accommodation or deal with bookers, etc., where there is a staff team who can market, sell and deal with bookers for accommodation, it tends to prove more successful and offers a more personal and immediate service for customers.

We have assumed that the accommodation will be mainly booked through Airbnb and the room specifications and service model are based on this assumption. We are aware from discussion with business visitors to nearby enterprise and logistics businesses not only that there is considerable potential business in this market, but also that this value-focused offer, in which many residents in the week will be looking for room-only accommodation suits this market. This enables us to keep prices down within the market evidence set out in section 4, with a relatively light operational overhead on the accommodation.

There won't be staff supervision on site overnight, rather, as in the classic Airbnb model, guests will be provided with a contact through a duty telephone roster among the CIC and volunteers and the manager and more senior staff. We will be able to offer a slightly richer service than many Airbnb type accommodations as, notwithstanding that we don't anticipate substantial demand for breakfasts on weekday mornings, we will be able to provide a continental breakfast to the room, delivered the previous evening from the kitchen, where required.

We have provided the cost of the 'host-only' agency fee usually charged by Airbnb at the upper end of its range of charge on all bookings. In fact, we expect that this will be a cautious assumption – we expect a number of regular bookers will emerge as part of the work at local enterprise and logistics hubs, and these will almost certainly move to book direct after the first or second visit, but we've allowed the full Airbnb fee at the moment.

We anticipate that the small domestic housekeeping team will be able to clean/prepare the rooms (which our demand assumptions show might be let three rooms a night on average once the business has built up) and provide housekeeping (linen, wet cleans, etc.) for the pub ground floor to complement the cleaning by front of house staff in which the kitchen porters clean the kitchen to hygiene standards and front of house servers in the pub/café/restaurant do end of shift main cleans.

The build up of the accommodation financial assumptions is set out overleaf – in which we benchmark rates of occupation against other operational units in similar schemes – and in particular units in Caernarfon delivered by our consultants with NLHF Heritage Enterprise support, with a standard assumption of 70% occupancy once the business has built up from initial more cautious levels, but with a more cautious 50% occupancy assumption for the larger second floor suite.

White Lion Pailton		Accommodation					
	Market rate estimate	100% let net VAT 52 weeks	80% occupancy	70% occupancy	65% occupancy	50% occupancy	
<b>First floor</b>							
Unit 1	£ 595	£ 25,783	£ 20,627	£ 18,048	£ 16,759	£ 12,892	
Unit 2	£ 595	£ 25,783	£ 20,627	£ 18,048	£ 16,759	£ 12,892	
Unit 3	£ 735	£ 31,850	£ 25,480	£ 22,295	£ 20,703	£ 15,925	
Unit 4	£ 735	£ 31,850	£ 25,480	£ 22,295	£ 20,703	£ 15,925	
Unit 5	£ 735	£ 31,850	£ 25,480	£ 22,295	£ 20,703	£ 15,925	
Second floor suite	£ 1,575	£ 68,250	£ 54,600	£ 47,775	£ 44,363	£ 34,125	
<b>Totals</b>		£ 215,367	£ 172,293	£ 150,757	£ 139,988	£ 129,220	

### Staffing costs

Based on the staffing levels and rotas above, we foresee this overall staffing structure and cost as set out overleaf. Salary and wage levels are taken from observation of the current market at more senior levels with all staff being paid in line with the Living Wage Foundation guidelines. We foresee that, in fact, there will be savings against this forecast in respect of younger employees – one of the things that has been missed with pubs and shops closed has been the opportunity for young people to secure casual weekend work. This should offset forecast increases in the Living Wage Foundation pay rates.

WHITE LION STAFF STRUCTURE COST MODEL								
	Expected Weekly Hours	FT Salary Level	Ers Pension Contribution (Y/N)	Ers Pension Contribution	Per Month	Ers NI	Total per Month	Annual Cost
				3.0%		13.8%		
<b>Salaries</b>								
<b>Management</b>								
Manager	40.0	£ 37,500.00	Y	£ 1,125.00	£ 3,678.57	£ 399.91	£ 4,078.48	£ 48,941.79
<b>Sub total:</b>	<b>40.0</b>	<b>£ 37,500.00</b>		<b>£ 1,125.00</b>	<b>£ 3,678.57</b>	<b>£ 399.91</b>	<b>£ 4,078.48</b>	<b>£ 48,941.79</b>
<b>Wages</b>								
<b>Café &amp; bar</b>								
Bar / café 1 - supervisor	30.0	£ 22,500.00	Y	£ 675.00	£ 1,655.36	£ 152.08	£ 1,807.43	£ 21,689.20
Bar / café 2	26.0	£ 21,255.00	Y	£ 637.65	£ 1,355.26	£ 121.16	£ 1,476.42	£ 17,717.07
Bar / café 3	24.0	£ 21,255.00	Y	£ 637.65	£ 1,251.01	£ 111.84	£ 1,362.85	£ 16,354.22
Bar / café 4	22.0	£ 21,255.00	Y	£ 637.65	£ 1,146.76	£ 102.52	£ 1,249.28	£ 14,991.37
Bar / café 5	18.0	£ 21,255.00	Y	£ 637.65	£ 938.26	£ 83.88	£ 1,022.14	£ 12,265.66
Bar / café 6	23.0	£ 21,255.00	Y	£ 637.65	£ 1,198.88	£ 107.18	£ 1,306.07	£ 15,672.79
Bar / café 7	4.0	£ 21,255.00	Y	£ 637.65	£ 208.50	£ 18.64	£ 227.14	£ 2,725.70
Bar / café 8	4.0	£ 21,255.00	Y	£ 637.65	£ 208.50	£ 18.64	£ 227.14	£ 2,725.70
<b>Sub total:</b>	<b>151.0</b>				<b>£ 7,962.53</b>	<b>£ 715.95</b>	<b>£ 8,678.48</b>	<b>£ 104,141.72</b>
Analysis based on 4 or 5 staff/ day/ 6 days/ week @ 6 hours each and 151 hours/ week								
<b>Kitchen</b>								
Chef 1	38.0	£ 35,000.00	Y	£ 1,050.00	£ 3,261.67	£ 348.70	£ 3,610.37	£ 43,324.41
Senior asst' cook 1	34.5	£ 24,000.00	Y	£ 720.00	£ 2,030.57	£ 191.89	£ 2,222.46	£ 26,669.55
Asst' cook 2	8.0	£ 21,255.00	Y	£ 637.65	£ 417.00	£ 37.28	£ 454.28	£ 5,451.41
Asst' cook 3	8.0	£ 21,255.00	Y	£ 637.65	£ 417.00	£ 37.28	£ 454.28	£ 5,451.41
KP 1	13.0	£ 21,255.00	Y	£ 637.65	£ 677.63	£ 60.58	£ 738.21	£ 8,858.54
KP 2	12.0	£ 21,255.00	Y	£ 637.65	£ 625.50	£ 55.92	£ 681.43	£ 8,177.11
<b>Sub total:</b>	<b>113.5</b>				<b>£ 7,429.38</b>	<b>£ 731.66</b>	<b>£ 8,161.04</b>	<b>£ 97,932.42</b>
Analysis based on approx 3 staff/ day/ 6 days/ week @ 6 hours each and 118 hours/ week								
<b>Rooms/ Housekeeping</b>								
HK 1	12.0	£ 21,255.00	Y	£ 637.65	£ 625.50	£ 55.92	£ 681.43	£ 8,177.11
HK 2	8.0	£ 21,255.00	Y	£ 637.65	£ 417.00	£ 37.28	£ 454.28	£ 5,451.41
<b>Sub total:</b>	<b>20.0</b>				<b>£ 1,042.51</b>	<b>£ 93.20</b>	<b>£ 1,135.71</b>	<b>£ 13,628.52</b>
Analysis based on approx 1 staff/ day/ 6 days/ week @ 3-4 hours each and 20 hours/ week								
<b>Shop</b>								
Shop Manager	37.5	£ 28,000.00	Y	£ 840.00	£ 2,575.00	£ 257.86	£ 2,832.86	£ 33,994.35
<b>Sub total:</b>	<b>37.5</b>				<b>£ 2,575.00</b>	<b>£ 257.86</b>	<b>£ 2,832.86</b>	<b>£ 33,994.35</b>
Analysis based on support by volunteers								
<b>Total:</b>					<b>£ 22,687.98</b>	<b>£ 2,198.59</b>	<b>£ 24,886.57</b>	<b>£ 298,638.80</b>

### 5.4 Other incomes, costs and the overall viability of the business

These trading forecasts and staffing costs are then taken forward to the overall summary income and expenditure forecast overleaf.

White Lion Pailton		NLHF Heritage Enterprise Delivery Application November 2023 Final See supporting trade analyses where appropriate									
Revenue Plan	Year 2024/25	Year 2025/26	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 2030/31	Year 2031/32	Year 2032/33	Year 2033/34	Year 2034/35
	Pre-opening	Brew House Open April, Pub December	Food offer opens in full April								
<b>Trading</b>											
<b>Pub/Wet trade</b>											
Assumed pattern of trade build-up Wet trade sales revenue		80%	85%	90%	100%	100%	100%	100%	100%	100%	100%
		62,920	208,661	227,563	260,433	268,246	276,294	284,583	293,120	301,914	310,971
Less costs of sales		(22,022)	(73,031)	(79,647)	(91,152)	(93,886)	(96,703)	(99,604)	(102,592)	(105,670)	(108,840)
Less FOH staffing		(27,493)	(91,176)	(99,436)	(113,798)	(117,212)	(120,729)	(124,351)	(128,081)	(131,924)	(135,881)
<b>Gross beverage profit Pub and café food trade</b>		13,405	44,453	48,480	55,483	57,148	58,862	60,628	62,447	64,320	66,250
Assumed pattern of trade build-up Food sales revenue		80%	85%	90%	100%	100%	100%	100%	100%	100%	100%
		0	194,396	212,006	242,629	249,908	257,405	265,128	273,081	281,274	289,712
Less food cost of sales		0	(100,385)	(109,479)	(125,293)	(129,051)	(132,923)	(136,911)	(141,018)	(145,248)	(149,606)
Less kitchen staffing		(3,610)	(85,740)	(93,507)	(107,013)	(110,224)	(113,531)	(116,936)	(120,445)	(124,058)	(127,780)
<b>Gross food profit</b>		(3,610)	8,271	9,020	10,323	10,633	10,952	11,281	11,619	11,968	12,327
<b>Pub gross margin</b>		65%	57%	57%	57%	57%	57%	57%	57%	57%	57%
<b>Pub net margin</b>		16%	13%	13%	13%	13%	13%	13%	13%	13%	13%
<b>Accommodation</b>											
Assumed pattern of trade build-up Accommodation revenues		80%	85%	90%	100%	100%	100%	100%	100%	100%	100%
		0	120,037	130,911	149,820	154,315	158,944	163,713	168,624	173,683	178,893
Accommodation agency etc costs		0	(18,006)	(19,637)	(22,473)	(23,147)	(23,842)	(24,557)	(25,294)	(26,052)	(26,834)
Less housekeeping staffing		(2,726)	(11,932)	(13,013)	(14,892)	(15,339)	(15,799)	(16,273)	(16,761)	(17,264)	(17,782)
<b>Gross accommodation profit</b>		(2,726)	90,100	98,262	112,455	115,829	119,303	122,882	126,569	130,366	134,277
<b>Shop</b>											
Assumed pattern of trade build-up Shop sales revenues		90%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		136,957	156,739	161,441	166,285	171,273	176,411	181,704	187,155	192,770	198,553
Less shop cost of sales		(61,630)	(70,532)	(72,648)	(74,828)	(77,073)	(79,385)	(81,766)	(84,219)	(86,746)	(89,348)
Less staffing	(2,833)	(33,994)	(35,014)	(36,065)	(37,147)	(38,261)	(39,409)	(40,591)	(41,809)	(43,063)	(44,355)
<b>Gross shop profit</b>	(2,833)	41,332	51,193	52,729	54,310	55,940	57,618	59,346	61,127	62,961	64,850
<b>Enterprise units</b>											
Assumed pattern of trade build-up Rents and service charge		90%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		4,795	5,488	5,652	5,822	5,997	6,177	6,362	6,553	6,749	6,952
Landlord's costs		(480)	(549)	(565)	(582)	(600)	(618)	(636)	(655)	(675)	(695)
<b>Gross rental profit</b>		4,316	4,939	5,087	5,240	5,397	5,559	5,726	5,897	6,074	6,257
<b>Sundry event/market hires, tickets and sundry income NEC</b>											
Assumed pattern of trade build-up Hires and sundries income		90%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		2,228	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	9,786
Associated costs		(668)	(2,318)	(2,387)	(2,459)	(2,532)	(2,608)	(2,687)	(2,767)	(2,850)	(2,936)
<b>Sundries gross profit</b>		1,559	5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651	6,850
<b>Total profit after costs of sales and direct staffing</b>	(2,833)	54,276	204,364	219,148	243,549	250,855	258,381	266,132	274,116	282,340	290,810
<b>Operating costs</b>											
Salaries - Manager		24,471	50,410	51,922	53,480	55,084	56,737	58,439	60,192	61,998	63,858
Recruitment and training	1,000	1,696	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Building Maintenance		2,750	3,075	3,155	3,235	3,315	3,395	3,475	3,555	3,635	3,715
Horticultural Maintenance, plants and materials		1,025	1,056	1,087	1,120	1,154	1,188	1,224	1,261	1,298	1,337
Equipment servicing etc		2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Security		2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Utilities, water		14,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337	45,667
NDR		3,306	13,622	14,030	14,451	14,885	15,331	15,791	16,265	16,753	17,256
Waste/refuse		750	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
Insurance		2,500	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Travel & Subsistence		750	773	796	820	844	869	896	922	950	979
Clothing/laundry/sanitation/consumables		1,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Printing, stationery, office expenses		500	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Telephones, data lines, IT		1,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Accounting and bookkeeping		9,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Finance/merchant charges etc		1,500	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
Advertising and publicity	3,000	10,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
<b>Total expenditure</b>	4,000	78,248	143,095	147,376	159,297	163,754	169,094	173,822	178,691	183,707	188,873
<b>Net Profit</b>	(6,833)	(23,973)	61,269	71,772	84,251	87,101	89,287	92,310	95,425	98,633	101,937
<b>Financing incomes</b>											
Income from Brewery Grant Income		4,800									
from NLHF activity funding <b>Financing Costs</b>	3,833	26,167									
PWLB finance repayments/interest	0	0	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)
Costs of AHF bridging loan		(8,317)	(5,033)	0							
<b>Retained profit after below the line costs</b>	(3,000)	(1,323)	31,299	46,836	59,315	62,165	64,351	67,374	70,489	73,697	77,001

The forecast is for 11 years – the first year 2024/25 in which works are on site, included here to show the early recruitment cost and cost of shop manager role prior to opening, plus ten years from April 2025 when the shop is anticipated to open. The shop will be equipped to serve teas, coffees, morning goods, cakes and perhaps, in these early months before the full café offer in the pub is up and running, some limited savouries.

In 2025/26, the pub is scheduled to open to trade through December 2025 and then on a more limited basis in the new year, before full operation, including the start of food offers in April 2026, in preparation for Easter that year.

We have forecast on the basis that accommodation bookings will also begin in April 2026 – the rooms should be ready and fitted and out for people taking breaks ahead of and during Easter and school holidays.

Overall, we have allowed that the business will build up over the early years – from 80% of eventual targets at the outset in 2025/26, through to 100% of target by year 3. We acknowledge that in fact there will be considerable excitement around the reopening of the shop then the pub, but believe it to be prudent in forecasting the early trading years.

As the expenditure section toward the bottom of the forecast shows, we have estimated all operating costs on a prudent basis reflecting what we know of the operation and the experience of comparable pubs and shops elsewhere.

Expenditures differ in 2025/26 as the pub will open only toward the end of the year, but there are allowances for recruitment and for launch marketing which then settle back to more normal annual levels.

The working group have been able to test a number of these forecasts through specific action:

- Utilities tested by reference to the services scheme proposed in the design strategy.
- Bookkeeping, accounts, stocktaking – by indicative quotation from a local potential supplier.
- NNDR – benchmarked to specific similar operations and local rateable value calculations.
- Building, horticulture maintenance and renewals sinking fund – from the MMP.

We have set the account out to show the gross and net profits of the trading business so as to enable the usual trade comparisons and analysis. Below the line we have then made specific provision for the annualised cost of renewals in line with the MMP and for the annual costs of servicing the PWLB loan that funded the purchase of the site and part funds the delivery stage of the project, and the costs of servicing the proposed short term loan to be provided by the Architectural Heritage Foundation to provide positive cashflow through the construction and pre-opening revenue requirements. It is proposed that this loan will be of £180,000, drawn down in two equal tranches in September 2025 and February 2026, and repaid in several instalments as funds are available with the last remaining part paid off in April 2027.

Overall, after these costs are allowed, our view is that the business presents a clearly sustainable, and from an industry point of view, recognisable, profile.

With the contribution from NLHF project activity costs of £30,000 toward the costs of staffing in 2024/25 and 2025/26 as the scheme is delivered, the profile shows a modest loss in 2024/25 equivalent to the allowance for pre-opening marketing in the spring of 2025 and a further modest loss in 2025/26 as a result of pre-opening costs for the pub operation and the costs of servicing the AHF loan, before the gradual development of an ultimately healthy net profit, before tax and depreciation. By year 5 the annual surplus, after repayment of PWLB loan, reaches a stable surplus of c£60,000 annually plus the effect of inflation as the years progress.

The team are confident that the small losses on 2024/25 and 2025/26 can be closed by volunteer effort and special and other events around the launch. In the medium and long term, we take the view that a sustained surplus of around £60,000 - £70,000 enables the development of an acceptable reserves position (we would recommend a reserves policy at around £200,000 in the fullness of time – which, once one assumes that much of the kitchen, FOH and housekeeping staff would be on relatively short notice, would reflect six months of core staff and overheads costs). This

level of reserve also protects against potential sensitivity of the model – which we discuss in the following section.

## 6.5 Cashflow and working capital

Finally, we have looked at the likely cashflow profile of the business. Overleaf we set out a cashflow that incorporates both the capital delivery of the project and its launch and operation, so as to see the overall working capital requirement on the CIC. The cashflow is laid out monthly and reflects a forecast pattern of trade across the year, in which there are busier (summer months and December) and quieter (Winter months other than December) months.

There will be a series of front loaded costs that will call for a degree of working capital – as shown in the forecast cashflow through the delivery period and to full operation set out overleaf:

- Shop stock ahead of shop opening – we have allowed for a full stocking of the shop prior to opening, so as planned at present March 2025. This will, though, be done quite shortly before opening as the shop will feature quite a high proportion of fresh goods. Many of these products, particularly from local suppliers, will be on a sale or return basis with costs falling due on day of sale and generally paid within seven days thereafter. Others will be on wholesale terms, with payments due either 14 or 28 days from supply. There will, however, be a proportion of stock that will need to be bought in advance and we have allowed 50% of stock to be pre-paid in this way. This results in an initial stock budget for prepaid items of c£7,500 hereafter, the cashflow allows the full restock of the shop on a monthly basis.
- Pub stock ahead of pub opening – particularly wet trade stock (food stock is always bought quite shortly ahead of service). We have cautiously allowed a relatively high degree of up front stock costs ready for opening in December 2025, but indications from our discussions with potential suppliers are that we should be able to reduce this up front stock cost through agreement with a particular brewery and/or wholesaler without becoming a ‘tied property’ or unreasonably restricting our product range, particularly of craft beers etc.

The cashflow (and net income) of the pub opening period is significantly assisted by the forecast of an initial payment to the CIC by a brewery or wholesaler in recognition of an agreement to take their products. WE have been supported by discussions with Gary Nimmo at Sky Wines, who is a wholesaler in the licenced trade and supportive of the project. He has indicated that on the basis of our proposed barrelage, we should expect a minimum contribution from the brewery of £4,800, payable at the point of commencement of wet trade sales.

Overall, in other respects we foresee that the business will be cash neutral or even somewhat cash positive – with income largely on an immediate cash payments basis. There may be a short lag in receipt of incomes from merchant providers for card payments and the Airbnb booking and payment mechanism means that accommodation booked via that route will not be fully paid at point of booking, but generally income should arrive within days of the transaction at latest.

Staff costs will be generally monthly in arrears and trade costs on 28 day or similar terms (though it is possible that in the early years, or in return for more favourable pricing, some brewery or wholesale beverage suppliers may seek payment on supply terms). To take a worst case, we have allowed all stock, staff and other costs in the month in which the trade is undertaken to provide the equivalent income – i.e., we have not put trade creditor payments in a month behind income.

Overall, we do see a need for working capital to support the revenue operation through the period from just before the shop opens to about six months after the pub opens and three months after the



food offer goes live. As the cashflow shows, this working capital also supports the servicing of the AHF loan and, combined across capital project and operational costs, shows the viability of the cashflow through this key period. Thereafter the CIC moves into a period in which the pub moves to profitability and the income generated gradually reduces the cash exposure created by up front stock costs. Thereafter we see the cashflow remaining positive year-round.

White Lion Palton																			
Cashflow - combined capital project and revenue operation																			
	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
<b>Capital project</b>																			
Repair and conservation work	0	0	0	0	0	0	0	60,656	75,656	105,656	105,656	115,656	135,656	135,656	135,656	150,656	125,656	125,656	102,466
Other capital work	0	0	0	2,000	750	0	1,250	0	0	4,000	21,000	29,000	50,500	19,000	5,000	11,500	15,000	66,000	55,000
Professional fees relating to above	0	0	11,496	11,496	12,996	2,496	8,996	4,646	4,646	6,646	6,646	3,496	3,496	3,496	5,496	3,496	3,496	3,496	5,496
Activity costs	0	0	140	740	1,340	2,111	2,311	4,671	1,661	1,831	2,791	3,996	1,731	4,431	2,481	9,031	12,148	10,160	10,360
Other costs	0	0	0	0	0	750	0	5,004	16,242	23,717	37,217	26,542	18,192	18,192	21,192	27,429	33,867	20,367	15,453
Total monthly cost	0	0	11,636	14,236	15,086	5,357	12,557	74,977	98,204	141,849	173,309	178,689	209,574	180,774	169,824	202,112	190,166	225,678	188,775
<b>Funding</b>																			
NLHF	0	0	0	0	0	0	0	0	87,316	0	175,239	126,516	130,443	152,989	131,965	123,972	147,542	138,821	164,745
Own resources	65,025	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other fundraising	112,500	0	0	2,500	0	20,000	296,000	0	0	10,000	0	25,000	249,421	0	0	0	0	0	0
AHF Cashflow support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	90,000	0
Total monthly funding	177,525	0	0	2,500	0	20,000	296,000	0	87,316	10,000	175,239	151,516	379,864	152,989	131,965	123,972	147,542	228,821	164,745
Balance c/f	177,525	177,525	165,889	154,154	139,068	153,712	437,155	362,178	351,290	219,441	221,371	194,197	364,487	336,702	298,843	220,703	178,079	181,222	157,192
<b>Revenue operations</b>																			
Seasonal trading pattern	100%									5%	5%	6%	8%	8%	8%	12%	12%	8%	7%
<b>Costs</b>																			
Salaries - Manager										944	944	944	2,833	2,833	2,833	2,833	2,833	2,833	4,078
Other staff costs												7,704	4,930	4,930	4,930	7,396	7,396	4,930	4,314
Stock costs													40	40	40	40	40	40	40
Accommodation Agency costs										1,333	1,333	1,333	4,481	4,481	4,481	4,481	4,481	4,481	4,481
Unit and event costs																			
Other operating costs																			
PWLB finance repayments/interest																			
Costs of AHF bridging loan																		3,318	622
Total costs	0	0	0	0	0	0	0	0	0	2,278	2,278	9,981	12,285	12,285	12,285	14,750	14,750	15,603	16,369
<b>Income</b>																			
Trading revenues													10,957	10,957	10,957	16,435	16,435	10,957	9,587
Units and events													400	400	400	400	400	400	400
NLHF project activity funding												3,833			6,542	0	0	6,542	0
Income from Brewery Grant																			
Total income	0	0	0	0	0	0	0	0	0	0	0	3,833	11,356	11,356	17,898	16,834	16,834	17,898	9,987
Cash balance on month	0	0	0	0	0	0	0	0	0	(2,278)	(2,278)	(6,149)	(929)	(929)	5,613	2,085	2,085	2,295	(6,382)
Balance c/f on operations	0	0	0	0	0	0	0	0	0	(2,278)	(4,555)	(10,704)	(11,632)	(12,561)	(6,948)	(4,863)	(2,779)	(4,883)	(6,866)
Overall cash position	177,525	177,525	165,889	154,154	139,068	153,712	437,155	362,178	351,290	217,163	216,816	183,494	352,855	324,141	291,896	215,840	175,300	180,738	150,326

White Lion Palton																		
Cashflow - combined capital project and																		
	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	
<b>Capital project</b>																		
Repair and conservation work	77,556	70,656	85,656	95,656	44,848	0	0	0	0	0	0	0	0	0	0	0	44,848	
Other capital work	10,000	500	75,000	77,600	0	0	2,060	0	0	0	0	0	0	0	0	0	0	
Professional fees relating to above	3,496	3,496	3,496	3,075	4,563	4,325	0	0	0	0	0	0	0	0	0	0	1,000	
Activity costs	10,638	6,773	1,632	597	315	192	0	0	0	0	0	0	0	0	0	0	0	
Other costs	13,398	15,829	20,067	22,892	13,700	5,000	2,500	3,000	5,000	2,550	7,000	0	0	0	0	0	102,403	
Total monthly cost	115,088	97,254	185,850	199,819	63,425	9,517	4,560	3,000	5,000	2,550	7,000	0	0	0	0	0	148,251	
<b>Funding</b>																		
NLHF	137,806	84,014	70,995	135,671	130,128	0	0	0	0	0	0	102,009	0	0	0	0	0	
Own resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	98,500	
Other fundraising	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
AHF Cashflow support	0	0	0	90,000	(35,000)	0	(80,000)	0	0	0	0	(65,000)	0	0	0	0	0	
Total monthly funding	152,806	84,014	70,995	225,671	95,128	0	(80,000)	0	0	0	0	37,009	0	0	0	0	98,500	
Balance c/f	194,910	181,670	66,815	92,667	124,369	114,852	30,292	27,292	22,292	19,742	12,742	49,751	49,751	49,751	49,751	49,751	0	
<b>Revenue operations</b>																		
Seasonal trading pattern	100%	6%	15%	5%	5%	6%	9%	8%	8%	12%	12%	8%	8%	6%	12%	5%	5%	7%
<b>Costs</b>																		
Salaries - Manager	4,078	4,078	4,078	4,078	4,078	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201
Other staff costs	2,833	10,388	10,388	10,388	13,998	19,914	18,026	18,026	25,580	25,580	18,026	18,026	14,249	25,580	12,360	12,360	16,137	
Stock costs	3,698	22,458	8,102	8,102	5,019	21,955	19,516	19,516	29,274	29,274	19,516	19,516	14,637	29,274	12,197	12,197	17,076	
Accommodation Agency costs						1,620	1,440	1,440	2,161	2,161	1,440	1,440	1,080	2,161	900	900	1,260	
Unit and event costs	40	207	207	207	207	239	239	239	239	239	239	239	239	239	239	239	239	
Other operating costs	4,481	4,481	4,481	4,481	4,481	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	
PWLB finance repayments/interest						(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	
Costs of AHF bridging loan	626	630	635	1,239	1,247	1,022	1,029	502	506	509	513	516	86	87	87	88	88	
Total costs	15,757	42,243	27,891	28,496	29,031	54,598	50,096	49,570	67,605	67,609	49,580	49,583	40,138	67,186	35,631	35,631	44,648	
<b>Income</b>																		
Trading revenues	8,217	39,420	19,432	19,432	27,093	61,185	54,387	54,387	81,580	81,580	54,387	54,387	40,790	81,580	33,992	33,992	47,588	
Units and events	400	956	956	956	956	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	
NLHF project activity funding	0	6,542	0	0	6,542	0	0	0	0	0	0	0	0	0	0	0	0	
Income from Brewery Grant																		
Total income	8,617	51,718	20,388	20,388	34,592	62,286	55,488	55,488	82,681	82,681	55,488	55,488	41,891	82,681	35,093	35,093	48,689	
Cash balance on month	(7,140)	9,475	(7,503)	(8,107)	5,560	7,688	5,391	5,918	15,076	15,072	5,908	5,904	1,754	15,495	(538)	(538)	4,042	
Balance c/f on operations	(14,006)	(4,531)	(12,034)	(20,141)	(14,581)	(6,892)	(1,501)	4,417	19,493	34,565	40,473	46,377	48,131	63,625	63,087	62,549	66,591	
Overall cash position	180,904	177,140	54,781	72,525	109,788	107,960	28,791	31,709	41,785	54,307	53,215	96,128	97,881	113,376	112,838	112,300	66,591	

We therefore see the business as cashflow positive after its initial period, during which its working capital requirements can be met. As with all businesses, it will be important to take care to plan and manage the cashflow so that there is sufficient funding available at moments where larger payments in arrears are due (VAT returns likely quarterly, Corporation Tax payments, etc.).

# Save the White Lion

## Business Plan

### 7 Risk and sensitivity

The operating risks of the project are captured in a risk register attached in appendix 3. This will be further developed and costed as the scheme progresses toward start on site and delivery, but in essence features a number of groups of risks:

- Levels of trade fail to reach target at all, or reach it more slowly, across the operations.
- Staffing costs rise, including as a result of staff shortages, e.g. chefs and reliance on agency.
- Other costs subject to hyper-inflation or specific cost pressure.
- Unforeseen, primarily non finance, risks impacting trade, e.g. governance, major external events, etc.

The detailed financial forecasts in section 6 enable us to understand the sensitivity of the financial model to some of these risks and this is set out in the following sensitivity analysis:

White Lion Pub Ltd Sensitivity Analysis of Business Case Analysis based on full year - 2028/29																																										
Line	Item	Variation	Risk Analysis Applies to negative variances only		Gross Risk Score	Base Assumption 2028/29	Linked? L-linked I=isolated	Duration S=sustained T=temporary O=one off	"Worst" Case	Result Shortfall Against Base	Adverse Case	Result Shortfall Against Base																														
			Likelihood score	Impact score																																						
<b>Income</b>																																										
1	Pub wet trade fails to meet targets	Net under-achievement	3	4	12	55,483	I	S	(20%)	(11,097 )	(10%)	(5,548 )																														
2	Pub dry trade fails to meet targets	Net under-achievement	3	4	12	6,823	I	S/T	(20%)	(1,365 )	(10%)	(682 )																														
3	Pub costs of sales run higher than forecast	Over-cost	3	2	6	216,444	I	S/T	(10%)	(21,644 )	(5%)	(10,822 )																														
4	Accommodation occupancy run below target	Net under-achievement	3	4	12	107,361	I	S/T	(30%)	(32,208 )	(15%)	(16,104 )																														
5	Shop income runs below target	Net under-achievement	3	2	6	54,310	I	S/T	(20%)	(10,862 )	(10%)	(5,431 )																														
6	Shop cost of sales runs higher than target	Over-cost	2	2	4	74,828	L	S/T	(10%)	(7,483 )	(5%)	(3,741 )																														
7	Events etc income runs below target	Net under-achievement	3	1	3	5,737	L	S/T	(30%)	(1,721 )	(15%)	(861 )																														
8	Enterprise units run below capacity	Net under-achievement	4	1	4	5,240	I	S/T	(30%)	(1,572 )	(15%)	(786 )																														
<b>Expenditure</b>																																										
9	Staffing costs run above budget	Over-cost	3	5	15	329,832	I	S	(10%)	(32,983 )	(5%)	(16,491 )																														
10	Premises costs exceed budget	Over-cost	3	3	9	67,829	I	S/T	(20%)	(13,566 )	(10%)	(6,783 )																														
11	Marketing budget has to be boosted	Over-cost	2	2	4	5,000	I	S	(100%)	(5,000 )	(50%)	(2,500 )																														
Gross risk score is a starting point Risk scores will be assessed as risks are mitigated and expected to fall					Risk Assessment key					<table border="1"> <tr> <td>5</td> <td>10</td> <td>15</td> <td>20</td> <td>25</td> </tr> <tr> <td>4</td> <td>8</td> <td>12</td> <td>16</td> <td>20</td> </tr> <tr> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td>15</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td>10</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>			5	10	15	20	25	4	8	12	16	20	3	6	9	12	15	2	4	6	8	10	1	2	3	4	5	1	2	3	4	5
5	10	15	20	25																																						
4	8	12	16	20																																						
3	6	9	12	15																																						
2	4	6	8	10																																						
1	2	3	4	5																																						
1	2	3	4	5																																						
					Likelihood					Impact																																

The sensitivity analysis shows how, as a trading business, the operation does have a certain sensitivity to variations, particularly in income lines and in the costs of staffing.

As discussed above, we believe the income targets in the base case set out here to be cautious, and certainly any temptation to boost them beyond the evidence at hand has been resisted. Staffing costs remain very volatile and were, for instance, the business to have to source chefs through agency arrangements for a period, it is certainly possible that variations around the £30,000 level could be encountered as shown.

However, the level of sensitivity impact is essentially within the forecast net profit and the team would, if adverse results were to be sustained over time, have recourse to a range of strategies for cost reduction in the overheads section of the expenditure analysis to offset gross profit variations.

## Save the White Lion

### Business Plan

#### 8 Monitoring and evaluation

Our Evaluation Framework sets out our plans for monitoring and evaluating our project's performance and impact.

The framework sets out the project aims and mission, which in summary are to restore and renew the White Lion and its grounds and to establish a sustainable community hub at the heart of the village of Pailton. The hub will: respect the heritage and traditional uses of the White Lion, as an inn; introduce new uses to the site, including a shop and Post Office, restoring to the community facilities that have been lost over recent years; support local artisan businesses through new initiatives including workspace and artisan markets; and deliver a wide range of community focused activities.

The framework goes on to show how the project will deliver across all Heritage Fund outcomes. Using the Theory of Change Model, the framework shows how the outcomes arise from all the different project strands including building conservation, new build, trading, heritage research and sharing and audience engagement and activity work.

The framework then sets out success criteria The project will be successful if, by the end of the Heritage Fund supported scheme, it has:

- Enhanced the former derelict pub building and its grounds as a place that is busy and a 'must use' amenity.
- Attracted more and varied, existing community and surrounding area/visitors as initially new users and customers that become regular, repeat consumers, during the week and throughout the year.
- Created a visible improvement to the building's fabric layout and is more attractive and welcoming place to visit.
- Created a place that the community, volunteers and the business operators are proud to work in, and positive to talk about.
- Unpeeled layers of hospitality and social history and shared the pub and communities' stories to people previously unaware.
- Provided a business venue with a stronger financially sustainable operation and better appreciation of future maintenance and management needs.
- Seen a breadth of partnerships and collaborations with other organisations to use the site and build community linkages.

The framework sets out how each of these headline measures of success, quantitative and qualitative, will be monitored and evaluated and the means by which data will be gathered to inform this process. A toolkit will be provided, including a suite of sample surveys and templates, which can be adapted and refined as activity progresses. Data gathering will include 'hard' and 'soft' measures. Hard/quantitative data will include footfall, attendance, participation, business performance data. Soft/qualitative data will include observations, feedback, anecdotes, photographs and videos. Training in data gathering and recording will be provided for staff and volunteers. Full details are in our Evaluation Framework.

The framework then explains how the quantitative and qualitative monitoring data will feed into the annual and final evaluation reports and show progress towards delivering the project's aims, approved purposes and outcomes.

In all this work, the CIC, staff and volunteers will be supported by a professional evaluator.

Save the White Lion

Business Plan

Appendices

White Lion Comparators	Appendix 1 Queen Elizabeth - Elmley Castle, Worcestershire	The Fox - Loxley, Warwickshire	The Spotted Cow, Holbrook, Derbyshire	The Pheasant Neenton, Shropshire	The Anglers' Rest, Bamford, Derbyshire	The Green Dragon, Cockleford, Cowley, nr Cheltenham	The Yew Tree, Avon Dasset, Warwickshire	The Red Lion, Kilsby, Northamptonshire	The Boot Inn, Lapworth, Warwickshire	Mortons, Gilmorton, Leicestershire	Crab & Cow, Leire, Leicestershire	Dun Cow, Dunchurch, Warwickshire	Boat Inn, Birdingbury, Warwickshire	Bell Inn, Ladbroke, Warwickshire
Business model	Community run, with directly employed full time manager	Community run	Community run café, post office and guest bedroom, tenanted pub	Community run	Community run	Operated by a small independent pub chain, Buccaneer Holdings	Community run	Family run	Operated by a small independent pub chain, Lovely Pubs	Owner operated	Owner operated	Operated by small independent pub chain, Vintage Pubs	Owner operated	Part of Freespirit Pubs chain
Offers:														
Pub	✓	✓	✓	✓	✓	✓	✓	✓	✓	Pub premises	✓	✓	✓	✓
Restaurant	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Café	✓		✓		✓		Shack' summer weekends serving café type food			Yes, describes itself as café-bistro				
Garden and outside eating		not yet		No		No		No	No	✓ heated pods for dining and drinking, tables and chairs in rear garden, grass area	No	No	No	No
	✓	✓	✓		✓	✓	✓	✓	✓ with teepee available for private hire	✓ courtyard for drinking and dining			✓ garden to rear and side, undercover dining; beside Grand Union canal, waterside terrace	✓ garden to front and back for drinking and dining, not under cover
Accommodation			✓ - one room	No	No but camping on site	✓ - 9 rooms	No	✓ - 4 rooms	No	No	No	Yes, 16 rooms	No	No
Shop	Flat for chef Virtual (opportunity to buy from QE's suppliers)	No	No	No	No but there is a DIY cycle repair shop	Yes, sells food and homeware	No	In carpark, different operator.	No	No	No	No	No	No
Post Office	No	No	✓	No	✓	No	No	No	No	No	No	No	No	No
Enterprise space	No	No	No	No	No	No	No	No	No	No	No	No	No	No
Events and activities			Live music and Morris dancers, regular open mic nights and weekly quizzes, board games. Also hold Halloween and Christmas parties and co-host village events such as Damson Sunday and the Christmas market.	Dinner concerts, pub quizzes, live music and brewery tours.	Vinyl nights, live music, pub games and rotating local artwork with meet the artist nights.	No	Live music, pub quiz, music quiz, pub games and soapbox derby.	Live music and music festival, quizzes and board games	No	All food related eg pizza nights, summer bbqs,	Pie nights, steak nights and tapas. Alfresco dining	Takeaway food	Wedding and event hire	Comedy and tapas; charity quiz and Thai night
Population of village	580	340	1,538	228	1,241	351	220	1,340	1,944	1,237	636	4,123	341	270
Location	On B4084, nearest towns Pershore (11 mins) and Evesham ( 12 mins)	Goldicote Road, nearest town Stratford upon Avon (12 mins)	Town Street, Holbrook, nearest towns Belper (8 mins) and Heanor (16 mins)	On B4364, nearest towns Bridgenorth (12 mins) and Ludlow (20 mins)	Just off A6013, Hathersage (5 mins), Hope (8 mins), Chapel en le Frith (14 mins)	Off the A435, nearest towns Colesbourne (4 mins), Cheltenham (27 mins)	Off the B4100, nearest towns Fenny Compton (7 mins), Banbury (14 mins)	Off the A5, nearest towns Daventry (12 mins) and Northampton (30 mins)	On B4439, nearest town Solihull (14 mins)	Main Street, Gilmorton, nearest towns Harborough and Leicester	Main Street, Leire, nearest towns Hinkley, Leicester	On A426, nearest towns Rugby and Coventry	Off A426, nearest towns Rugby, Leamington Spa, Daventry	Off the A423, nearest towns Leamington Spa, Banbury
Distance from Pailton/Winchcombe	11.5 miles from Winchcombe	27 miles from both Pailton and Winchcombe	53 miles from Pailton	56 miles from Winchcombe	84 miles from Pailton	12.5 miles from Winchcombe	26 miles from Pailton	12 miles from Pailton	26.5 miles from Pailton	8.2 miles from Pailton	7.6 miles from Pailton	8.9 miles from Pailton	14.8 miles from Pailton	18 miles from Pailton
Market	Locals, walkers, cyclists and destination (award winning)	Locals, cyclists, walkers, perhaps visitors to Loxley Hall	Locals, cyclists, walkers, dog friendly	Locals, walkers, tourists	Locals, walkers, cyclists, dog friendly (Sheffield District Pub of the Year 2022)	Locals and visitors to the area	Locals, walkers, cyclists, horse riders	Locals, families	Locals, visitors to the canal	Destination eatery				
Date opened		2014	May-21	Jul-17	2022?	closure	Unknown	2017	Refurbished pub reopened in December 2016	Unknown	Recent			

**White Lion**

<b>Room rates Pubs and inns</b>	<b>Miles from Pailton</b>	<b>Offer</b>	<b>Room rates (double)</b>
Golden Lion, Easenhall	1.8	Family run hotel and restaurant with 17 en-suite bedrooms.	£90-£110 B&B
Barley Mow, Newbold	3.5	Bar and restaurant with a games room and playground situated next to the canal with nine bedrooms	£73-£81 room only
The Greyhound, Lutterworth	5.7	Traditional family owned hotel and restaurant with 33 bedrooms.	£85-£115 B&B
The Dun Cow, Dunchurch	8.9	Part of Vintage Inn chain, pub with 16 rooms.	£105-£155 B&B
The Green Man, Dunchurch	8.9	Part of the Splendid Pub Group, offers traditional pub food with accommodation	£72 room only
The Oak, Bagington	11.4	Family run, offering a bar, home cooked food and 13 bedrooms in a separate annex.	£85-£120 B&B
Three Horseshoes, Bubbenhall	11.6	Pub serving homemade food with seven bedrooms	£75-£94 B&B
The Red Lion, Kilsby	12	Family run, traditional pub with 4 rooms	£70 room only
The Wheatsheaf, Crick	12	Family run village pub with 11 rooms	£90 B&B
Olde Coach House, Ashby St Ledgers	14.5		£75 B&B
<b>Suites</b>			
The Bell Alderminster	30		£195-£205 B&B
Arrow Mill, Alcester	35		£280-£355 B&B
Langar Hall, Nottingham	46		£250 suite only
Timsbrelss Yard, Wiltshire	92		£225-£250 suite only
Tudor Farmhouse Hotel, Gloucestershire	106		£314 B&B
Inn at Whitewell, Lancashire	147		£250 B&B
The Traddock, Settle	158		£250 B&B
<b>Hotels</b>			
Brownsover Hall Hotel	5		£102-£122 room only/B&B
Travel Lodge, Lutterworth	5.3		£67-£122 room only
Premier Inn, Rugby	7		£85 room only
Best Western, Ullesthorpe	7		£98 room only
Travel Lodge, Rugby Dunchurch	9		£90-£123 room only
Draycote Hotel	10		£102-£164 B&B



## White Lion

### Comparators' menus

#### Queen Elizabeth, Elmley Castle, Worcestershire

##### Bar and restaurant:

- Evening menu quite traditional for hungry people. Includes fish and chips, burgers, pie of the day, pork belly, gammon, plus fish, vegetarian, vegan options. Prices: starters £6.50 to £7.50; mains £12.90 to £21.90; puddings £7.50, cheeseboard £10.50.
- Special evenings - e.g. tapas - fixed menu and price £30.
- Sunday lunch - main course £17.50, two courses £21.95, three courses £27.95
- Lunchtime - baguettes and wraps £6.50 to £7.50.

##### Tearoom (a section of the pub):

- Breakfast (starts at 9.30 but pub has no accommodation) - full English (inc veg option) £12; breakfast bap £4.
- Tearoom open 9.30-5.00 serving tea (by the pot £2.50), coffee (£2.75) and cakes (av. £3.50).

#### The Fox, Loxley, Warwickshire

- Main menu - very traditional pub food. Includes fish/scampi and chips, pies, burgers, steaks, veg and vegan options, salads, sandwiches. Prices: starters £6.25 to £9.95; mains £13.95 to £21.95; puddings £6.95; sandwiches, roll only £4.95, with salad and chips £8.95.
- Children's menu - the sort of things you would rather your children didn't eat, £6.95.
- Sunday lunch - starters av. £6.25; mains £13.95; puddings £6.95.

#### The Spotted Cow, Holbrook, Derbyshire

- Main, Sunday, Kids, Vegan/Vegetarian and Lunch menus.
- Main menu - again very traditional pub food similar to The Fox. Prices: starters av £6.50; burgers £15; steaks £15-£27; fish and chips £14.50; puddings av £6.75
- Sunday lunch as above plus roasts priced at £13.50 adults and £7.50 kids
- Kids - starters £3, mains £7 and puddings £3.
- Lunch - sandwiches/toasties/paninis/baked potatoes, all around £8; fish and chips, pies etc £13.50-£15.

#### The Pheasant, Neenton, Shropshire

- Main menu - more adventurous than above with European and international influences, but short on vegetarian and vegan options. Prices: starters £6-£8; mains £15-£25; puddings £6.50-£8.50.
- Sunday menu - again looks more interesting though conforms to 'roast dinner' formula. Prices: 1 course £16.95; 2 courses £21.95; 3 courses £26.95.
- Children's: £7.50

### The Angler's Rest, Bamford, Derbyshire

- Main menu - mostly traditional pub food and with a few more unusual offers. Prices: starters £6.50-£8; mains £14-£16.
- Lunch - (hot) sandwiches, jacket potatoes, soup £6.50-£8.
- Sunday roasts - £16 for mains
- Children's - £7.50

### The Green Dragon, Cockleford, Gloucestershire

- Main menu - traditional, but with a twist. Prices: starters £7.95-£8.95; mains £16.50-£24.95 (+ vegetables); puddings £6.50-£7.95
- Sunday - prices similar to main menu; children's mains £7.50-£9.95.
- Lunch - sandwiches mainly £7.50-£8.95.
- Children's - £7.95

### The Yew Tree, Avon Dassett, Warwickshire

- Summer menu, available evening and lunchtime - some traditional, like fish and chips, others more inventive. Prices: starters £7.95-£8.95; mains £15.95-£18.95; steaks £26.95; pizzas £14.95-£15.95; puddings £6.95-£7.95
- Lunch menu (the shack) - small selection of sandwiches eg steak ciabatta @ £13.95
- Sunday roasts - mains £16.95-£24.95.
- Pizza Nights (Thursdays) - build your own pizza - 2 pizza, 2 drinks £25.
- Children's - mains £6.95, pudding £3.50.

### The Red Lion, Kilsby, Northamptonshire

- Main menu - tapas, burgers and mains. Prices: starters £5.95-£7.95; tapas £4 each, 3 for £10; burgers £14.95-£15.95; mains, traditional pub food, £11.95-£23.95; puddings £4.95-£6.95.
- Lunch - wraps, toasties, sandwiches £8.50; tapas as above; burgers as above.
- Sundays - roasts in 3 sizes, £12.95, £9.95 and £6.95. Burgers and mains as above.
- Kid's menu - £5.50
- Vegan menu - £6.95-£12.95

### The Boot Inn, Lapworth

- Main menu - European and middle eastern influences - sharing plates £13.95-£25.95; starters £5.95-£11.95; salads in two sizes £8.95/15.95-£9.95/16.95; mains £15.95-£30.95.
- Sundays - some of above plus roasts.

### Mortons, Gilmorton, Leicestershire

- Main menu - salads, fish, chicken, pizza and burgers. Prices: Antipasta selection for starters £14.00; mains £14.00 - £30.00 (steak); pizzas £10.00-£16.00; deserts £8.00. Bistro food.
- Lunch - pizzas, salads and some mains from main menus. Prices from £10.00 - £22.00. Scones and cakes also available for £3.50.
- Kid's menu - Beans/egg on Toast £5.50 or burgers/pizza £8.00-£10.00.
- Breakfast - croissant, pancakes, porridge, eggs, avocado and full grill. Prices: £4.00-£14.50.

### Crab & Cow, Leire, Leicestershire

- Main menu - Bistro type food: risotto, lamb, fish, burgers and steaks. Prices: starters £6.50-£15 (for scallops); mains £16.00- £26.00 for steaks. Pie nights are held every Tuesday with pies from £7.50-£10.00. Tapas nights are held every Wednesday with dishes £8.00 or £9.00 each. Deserts £8.00.
- Sundays - Roasts together with burgers, steak and fish and chips from main menu. Prices: Roasts £16.00-£18.00 with a vegetarian wellington at £14.00 and Chateaubriand for two £65.00.
- Lunch - as well as the main menu, sandwiches are also available from £9.00-£12.00.
- Saturday Brunch - ranging from Avocado Toast at £9.00 - Full English £14.00.

### Dun Cow, Dunchurch, Warwickshire

- Main menu - fairly traditional with some additions, e.g. chicken schnitzel, curry and aubergine parmigiana. Also burgers, pizzas and steaks. Prices: Pizzas from £12.95; burgers £15.50-£17.75; steaks £19.75 and £22.95; other mains £13.50-£23.75. Starters £4.95-£7.50 (or camembert for 2 at £13.75). Puddings £6.95-£7.95.
- Sundays - Roasts are available together with some items from the main menu. Prices: £16.50-£19.25.
- Lunch - as well as the main menu sandwiches are available for £9.75 together with a fixed price lunch featuring some items from the main menu. Prices: 2 courses £15.95, 3 courses £19.95.
- Kid's menu - chicken nuggets, pizza, sausages, burgers and fish. £7.95 for a drink, main and side.
- Brunch - ranging from toast/pain au chocolat at £3.95 to full English at £10.95.

### Boat Inn, Birdingbury, Warwickshire

- Main menu - fairly adventurous menu featuring pasta, fish, chicken, steak, hoisin duck and ramen. Prices: £18.95-£37.50. Starters £7.50-£10.95 or baked camembert £16.95. More traditional food is available from the bar including burgers and cod and chips. Prices: £17.50-£24.95. Pizzas £13.45-£15.95. Deserts £8.50-£13.95.
- Sundays - Roasts for £15.95.
- Kid's menu - pizza, spaghetti, cheeseburger and goujons. Price: £6.50-£7.95.

### Bell Inn, Ladbroke, Warwickshire

- Main menu - fairly traditional with some Italian influence; pies, lamb, chicken, duck, fish and chips, burgers, bolognaise, cannelloni and steak. Prices £16.95-£34.95. Starters £6.95-£13.50. Puddings £6.95-£7.95.
- Sundays - Roasts plus bolognaise, cannelloni, fish and chips and fish of the day. Roasts £19.95-£22.95.
- Lunch - sandwiches are available for £10.95.
- Kid's menu - pizza, pasta, goujons, burgers for £8.95.

## Appendix 2

During this phase we have visited several shops and pubs/cafes. Impressions and photographs follow.

How the Research has influenced our thinking:

- Marketing on social media - Instagram etc is essential and must be current and frequent.
- Ambience – getting the right professionals to create right atmosphere within the pub and the shop.
- Staff welcoming and knowledgeable so training vital.
- Outside space - important to make best use of – outdoor cooking ideas for the future.
- Food presentation must be really good to match the quality of the ingredients.
- Gift vouchers good idea.
- Table booking must be slick.
- Café model is the best way of attracting daytime custom.
- Food must be served promptly, especially during the day and as starters.
- Keep food waste to a minimum by incorporating surplus perishable food from the shop.
- Shop must look inviting to attract custom.
- Market research amongst core customers for range of stock.
- Local produce where possible, celebrate the provenance.
- One speciality product that people will travel to buy.
- Not to do too much, too soon.
- Don't try to be all things to all people.
- Breakfast takeaway from shop especially as we will have a captive market when we open from the building site in the pub.
- Good fast coffee machine essential.
- Seasonal and weekly specials sell well.
- Training of volunteers must be thorough from experienced professional.
- Volunteers easier to recruit if short shifts offered..
- Opening hours of shop need to be tested and trialled to meet demand.

### Kilsby Village Community Shop

We visited on many occasions and chatted with the manager who was extremely helpful.

What we learned:

- It is a community shop in a portable building, in the pub carpark.
- It is run by 2 part time paid managers and many volunteers who do 2 hr shifts.
- The manager is responsible for the volunteer rota and ensuring the volunteers are all trained.
- They make very good use of Facebook as a marketing tool.
- They have weekly and daily specials.
- They try to buy from local stockists wherever possible. They advertise their local suppliers regularly.
- They have events to showcase new suppliers as tasting sessions.
- Opening hours are Mon – Wed 9am to 4pm Thurs – Fri 9am -5.30pm – Sat 9am – 4pm Sun 9am -12 noon. They did a trial with later opening on Thursday and Friday which worked well.
- They have a wide range of items for sale, chilled, frozen, tinned, packet, household, alcohol, cards, local craftwork.
- During COVID, they did very well delivering food to people's homes.
- They pride themselves in being a haven for people to come and chat, they notice if regulars are not coming into the shop and check up to see if they are OK.



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*Kilsby Village Shop*

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# Kilsby Village Community Shop



THEY ARE BACK!!

Please pop along and join us on Saturd... See more



Guest Supplier Event - back by request!

## Saturday 19<sup>th</sup> Aug 10am to 12noon

We are pleased to welcome back **The Lost Farm** from Grandborough Fields, who pride themselves in rearing livestock the traditional way, slowly and with care - there is nothing to beat the flavour & eating quality of a properly reared & pure-bred piece of meat, especially from one of the many forgotten breeds of beef, sheep, pig & poultry.



Mans Loughtan Lamb

Pure Bred Dexter Beef

Pure Bred Native Breed Pork

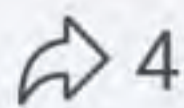
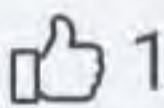


We are also pleased to welcome back **Little Webby Cheesecakes** - Sophie decided to start **Little Webby Cheesecakes** as an alternative to returning to work after maternity leave with their first daughter Poppy. It was an immediate hit in the local area, and they were busy straight away, almost aided by the lock downs as people wanted to treat themselves when they couldn't go out. They have since had a little break to have their second daughter Daisy but are back and ready to provide everyone with their scrumptious cheesecake needs!



We are very excited to have two of our suppliers back again this month, so we invite you to come along, browse the meats & Cheesecakes grab a cup of tea or coffee while trying our new cake ranges from the **Cotswold Cookie Cake Company & Bramble Cakes of Market Harbour**.

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### Kilsby Village Community Shop

Aug 5 · 🌐





## Gilmorton Village shop

We visited a few times, we chatted with the owner/ manager who was very helpful.

What we learned:

- We really like the market stall barrow outside displaying the fresh fruit and vegetables.
- They have a small café upstairs, used by villagers and cyclists.
- We liked their display of cakes, all made by a local lady.
- They started with a deli counter but found it didn't work as there was too much food waste.
- They have a full post office inside, it is expensive to set up and staff.
- They made good use of the large display window at the front with an autumnal display of goods decorated with lovely, coloured leaves.
- We were advised which trade magazine would be useful for us to get to help us decide what to stock and where from.
- The middle aisle was rather tall
- The manager said she wished she had elastic walls in the shop.





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# *Gilmoreton Shop*

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## Morton's in Gillmorton

We visited for breakfast , lunch and dinner and chatted to the front of house manager, who was very helpful.

Things we learned:

- We particularly liked the ambience they had created here, with the history celebrated and the basic table settings. We really liked the use of mirrors inside to give the appearance of space.
- The outside space was well used, hut, tables and chairs, Big green Eggs, Pizza ovens.
- The ice cream parlour outside served the children from the school next door well.
- They started as a breakfast only then branched into lunch and now into evening meals at weekends.
- The chef is part of the management team.
- The open fire inside is very welcoming, especially with the sofas nearby.
- The menu is small and does not change very often. It does however always include a variety of pizzas. Food was very good, always beautifully presented.
- There is only one starter an antipasti board (easily assembled and to table quickly).
- The summer menu makes great use of outdoor cooking and space.
- They use Instagram very well as a marketing tool.
- They are very popular with cyclists for brunch especially at weekends.
- Staff are friendly and well trained.
- They have a separate small barn building that they hire out for larger groups.
- They have their own gift vouchers for meals.
- It only has 1 ladies' toilet.
- All table bookings are made online, there is a phone number to ring. An email is available.





Mortons - Gilmorton

## Malt Kiln Farmshop

We visited on numerous occasions for breakfast and lunch.

Things we learned:

- They are a very large café attached to a large farm shop, with an outside area with a children's climbing frame.
- They can seat over 100.
- They regularly fill all the seats with a queue at the food counter.
- They serve breakfast, lunches and cakes only.
- Opening hrs – 9am – 4pm
- They have a very good popular menu of café food.
- The food is served quickly after ordering at the counter.
- The chef uses seasonal fruit and veg from the attached farm shop.
- They are very popular for Sunday roasts. The meat is reared on the family farm.
- They do afternoon tea if prebooked.
- Big open space with high ceiling.
- Makes good use of Facebook and Instagram as a marketing tool.
- They offer gift vouchers for afternoon tea or lunches.
- They have special events – wreath making and breakfast with Santa.
- Display and sell work by local artists.





Rebecca's Kitchen



15 - 25	Unacceptable
9 - 14..	Close Monitoring

0 - 8..	Acceptable
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STAGE ONE

Date: 24th August 2023

	Risk	Potential Impact	Prob (1:5)	Impact (1:5)	Total (R)	Recommended Action/Comments	Owner	Residual Risks		
								Residual Prob	Residual Impact	Total
1.0	FUNDING / FINANCIAL / COST									
1.1	Impact of UK and overseas economic stability in fundraising	Reduced funding availability leading to the need to reduce overall project costs.	3	3	9	Fundraising Consultant appointed at Development Phase, to assist with strategy and planning. Positive relationships with local community will be maintained, providing opportunities for crowdfunding and community fundraising.	Fundraising Consultant & PWLWG	3	3	9
1.2	Failure to raise sufficient partnership funds / match funding	Ability to deliver project and approved purposes impacted. Additionally, NLHF funding may be at risk if match funding is not sufficient to meet requirements.	3	5	15	As above	Fundraising Consultant & PWLWG	2	5	10
1.3	Unaccounted VAT costs	Increased project costs.	3	3	9	VAT fully recoverable by Pailton Parish Council. VAT status of CIC to be confirmed and accounted for within the Business Plan forecasts.	Project Manager	3	2	6
1.4	Inflation exceeds budgeted amounts	Increased cost of building materials, labour and contracts which could lead to works over budget.	3	4	12	Contingency and inflation allowance included within budget.	Project Manager	3	3	9
1.5	Cost over-run	Impact on contingency / reserves and potential unaffordability of the project.	3	4	12	Monitor budget/ cashflow forecast. PM to monitor invoicing according to agreed schedules. Also see above.	Project Manager	2	3	6
1.6	Failure to secure NLHF Stage Two funding	Cannot secure NLHF funds within timescaled available. NLHF might have 'insufficient funds' to help.	4	5	20	If a Stage 2 NLHF award is not forthcoming, the project will not be able to proceed. A resubmission of Stage 2 application could be made depending on NLHF advice.	Project Manager & PWLWG	3	4	12
1.7	Insufficient or inadequate fundraising advice	Missed opportunities for grant applications, not learning from best practice lessons of other fund-raising efforts. Fail to raise funds, reputational risk.	2	4	8	Fundraising Consultant appointed at Development Phase, to assist with strategy and planning.	Fundraising Consultant	1	3	3
1.8	Lack of budgetary control and financial reporting	Decisions are made with poor or missing financial information/ projections. Project does not meet financial objectives.	4	5	20	Monitor budget/ cashflow forecast. PM to monitor invoicing according to agreed schedules. Also see above.	Project Manager	3	4	12
1.9	Insufficient cash flow	Insufficient cash available to meet financial obligations, resulting in damaged relationships with suppliers and/or NLHF, as well as reputational risk.	2	4	8	PWLWG have secured funds, including from Public Works Loan, to assist with cashflow	PWLWG	1	4	4
1.10	Tender responses for development capital works contract exceeds budgeted amounts.	Increased project costs leading the development phase works being over budget.	4	5	20	Competitive process for procuring contractor with suitable weighting allowed for cost encourages keenly priced responses. Allowance for negotiation with preferred contractor. Inclusion of PV panels within tender package to establish competitive rates mindful that	Project Manager	2	5	10
1.11	Lack of or unclear tender responses for capital works contract	Non compliance with tendering protocols and the mandatory requirement to re-tender. Will cause impact of prolongation to current project programme	4	4	16	Look to advertise in Industry recognised e-procurement portals and in addition ensure that good range of providers are alerted to forthcoming notice through word of mouth. Clear schedule of works. PM to oversee queries during tender period and respond in a clear and timely way.	Project Manager	3	4	12
1.12	Insufficient income derived from operation of the completed buildings.	Income not sufficient to operate the site and implement plans for ongoing management.	3	5	15	Business Planning Consultant appointed during Development Phase. Expressions of interest from local enterprises have already been logged, and conversations will remain ongoing, to translate these into formal agreements.	PWLWG	2	4	8
1.13	Additional professional fees incurred as a result of the increase in overall project value	Budget income insufficient to cover professional fees, contingency required which therefore reduces contingency left for capital works.	3	3	9	Once the capital budget has been arrived at post-mid stage review, this will form the basis of discussing and re-negotiating professional fees for inclusion within the NLHF Stage 2 bid thus forming a fixed budget within the overall project budget. Any further uplifts will be by discussion with the client/ NLHF and subject to drawdown from contingency in the agreed change control format.	Project Manager	2	2	4
2.0	STATUTORY CONSENTS / PLANNING									
2.1	Listed Building Consent required	Permission refused, or changes required impacting on the designed scheme. Refusal could result in an appeal and project delay and associated costs.	4	5	20	LBC application to be submitted Nov 23 with a view to being granted in Feb 24. Open dialogue underway with LPA officers and a site visit undertaken.	Project Manager	2	5	10

	Risk	Potential Impact	Prob (1:5)	Impact (1:5)	Total (R)	Recommended Action/Comments	Owner	Residual Risks		
								Residual Prob	Residual Impact	Total
2.2	Planning consent required	Permission refused, or changes required impacting on the designed scheme. Refusal could result in an appeal and project delay and associated costs.	3	5	15	LBC application to be submitted Nov 23 with a view to being granted in Feb 24. Open dialogue underway with LPA officers and a site visit undertaken.	Project Manager	3	3	9
3.0	<b>SITE DISCOVERIES / FINDINGS</b>									
3.1	Archaeological survey reveals items of high significant value	Programme delay and financial impact caused by findings of unknown objects of high archaeological interest	2	3	6	Research into the history of the site suggests this is unlikely. Complete full drainage survey undertaken in the Development Phase, in addition to extensive research completed by Heritage Consultant.	Project Manager	1	3	3
3.2	Ecology/ protected species	Impact caused by finding of unknown objects of ecological interest	2	3	6	Undertake necessary ecological assessments to enable alternative planning to mitigate. Preliminary Ecological Appraisal Survey undertaken and subsequent emergence surveys suggesting little activity and limited mitigation required.	Project Manager	1	3	3
3.3	Significant structural issues encountered	Cost increase of delay to design caused by unknown findings/ cost of unknown findings.	2	4	8	Opening up works undertaken to confirm extent of works required. Further opening-up as required during detailed design development. Contingency in place.	Contractor	1	4	4
3.4	Hazardous materials on site	Hazardous materials discovered that require specialist removal and increases enabling works timeline of project.	3	4	12	Nothing of concern noted to date - review of available information to be carried out and see if there are any gaps to be filled.	Contractor	2	4	8
4.0	<b>DESIGN / CONSTRUCTION/ BUILDING PERFORMANCE</b>									
4.1	Poor design of capital works	Capital Works not fit for purpose and fail to meet the funder outcomes.	3	4	12	Suitably-qualified architect appointed. Ongoing review and gateways at each RIBA stage for client review. Reference to specialist consultants to advise on specific areas e.g. traffic, access, and fire to mitigate risk of poor design coordination.	Project Manager	2	4	8
4.2	Design of interior restoration unsuitable for intended purpose, e.g. Pub	Lack of experience of running a pub results in a design which causes operational issues	3	4	12	Appointing Business Planning Consultant to assist. PWLWG have conducted Review of Best Practice visits to other similar sites, to gain knowledge.	Business Planning Consultant & PWLWG	2	4	8
4.3	Difficulty in meeting Equality Act (previously DDA) requirements.	Plans for ramp and internal layout are insufficient or unsuitable and site is not accessible to wheelchair users.	2	4	8	Access to be key consideration during development and feedback from community consultation to be considered and incorporated where possible/ desirable.	Project Manager & PWLWG	1	4	4
4.4	Adverse press / public exposure	Project not seen as beneficial or attractive by local population and they do not support it.	2	2	4	PWLWG have strong links with the community and a positive reputation, so this will continue. Many village events have been hosted by the PWLWG to keep locals engaged. Activity Planning Consultant at Delivery Phase will undertake further activity to engage and include the local community.	PWLWG	1	2	2
4.5	Unacceptable levels of disruption caused by construction works	Local antagonism, financial impact on local traders, disruption to local residents, impact on main road traffic during works	4	3	12	As above	Contractor & PWLWG	3	3	9
4.6	New works undertaken damage existing buildings	Work to demolish modern wing damage older parts of the building.	3	3	9	Plans carefully designed to consider existing buildings	Contractor			
5.0	<b>GOVERNANCE / LEADERSHIP / PEOPLE PERFORMANCE</b>									
510%	PWLWG / PPC members stand down	Cannot make decisions if insufficient number of members of PWLWG. Governance lacks continuity if there is a large turnover of PWLWG members.	2	5	10	There are 11 PPC members and it is accepted that 5 members are sufficient for effective management of the PWLWG.	PWLWG	2	3	6
520%	Insufficient skills to deliver project	Inability to effectively organise and manage the project; notably community engagement activities and oversight of conservation works.	3	5	15	PWLWG have range of skills and experiences which serve the project well, in addition to a Business Planning Consultant, Activity Consultant, contractors, and project management.	ALL	3	4	12
5.3	Poor communication within the project team	Poor oversight and management of the project.	3	4	12	Ensure robust project documentation and regular briefings / meetings.	ALL	1	2	2
5.4	PWLWG / PPC members cannot maintain current level of commitment	Many tasks assigned to PWLWG / PPC members would have to be reassigned, and at a cost, as PWLWG members are currently providing their expertise as volunteers	2	4	8	Ensure there is sufficient contingency to cover the cost, and/or retain flexibility to assign tasks to another member of the team, e.g. Activity Consultant	Project Manager & PWLWG	2	2	4
5.5	Project Manager lacks required skills	Lack of focus on key tasks, poor management, reputational risk.	2	4	8	Appointed Project Manager has necessary skills and experience to deliver project successfully.	Project Manager	1	4	4
5.6	Disaster recovery	Loss of, or access to, key files, documents and materials leads to the inability of the CDCT to function and progress project.	2	4	8	Routinely back up drives to PM server and Cloud, and print hard copies of vital information.	Project Manager	2	3	6

	Risk	Potential Impact	Prob (1:5)	Impact (1:5)	Total (R)	Recommended Action/Comments	Owner	Residual Risks		
								Residual Prob	Residual Impact	Total
5.7	Fail to comply with statutory public sector / NLHF procurement rules	Inability to comply could result in null and void tenders, re-tendering periods (& associated costs) and potential legal challenge.	2	4	8	Procurement Strategy prepared and agreed with NLHF and process stated in the PEP. All procurement greater than £10,000 to undergo procurement process. Any areas of uncertainty to be addressed with NLHF on an ongoing basis to ensure clarity before proceeding.	Project Manager	2	2	4
<b>6.0 CONSTRUCTION PHASE</b>										
6.1	Poor contractor performance	Works not carried out according to agreed drawings/ quality.	3	3	9	Contingency within budget structure. Establish strong and accountable working relationships between key staff, architects and contractors. Procurement process and selection key to success and professional team have strong skills and experience in the selection process. Regular site inspections from architect.	Project Manager & Contractor	2	3	6
6.2	Poor workmanship and use of inappropriate materials	Workmanship not commensurate with the significance of the property. Reputational risk and issues arising with planning authorities.	3	5	15	All materials to be agreed and vigilance of compliance during construction.	Contractor	2	2	4
6.3	Main contractor goes out of business	Leads to financial difficulties	2	5	10	Use of pre qual and ITT process to evaluate commercial robustness of each contractor tendering.	Project Manager	1	5	5
6.4	Site Discoveries / findings leading to programme prolongation	Targeted Practical completion date not met and impacting commencement of operations	4	3	12	Selection of right contractor who has experience of similar projects and risks, build in element of float in construction programme. Use of contingency. Complete full drainage survey in the Development Phase	Contractor	3	3	9
<b>7.0 FORCE MAJEURE</b>										
7.1	Abnormal Weather Events	Legitimate grounds for extension of time to the main contractor during the construction phase	4	3	12	Provision of float within programme to accommodate and use of contingency.	Principal Contractor/ CA	3	3	9
7.2	Government restrictions prevent progress on project	Restrictions on construction work prevent progress against programme, and/or restrictions on retail and hospitality impact viability of pub and shop within site	2	3	6	Use of contingency to deal with increased costs or delays. Maintain good relationships with tenants/intended tenants, and assist with advice around funding or safe opening practice, if required.	Project Manager	2	2	4
<b>8.0 ACTIVITIES</b>										
8.1	Lack of engagement from local community with 'Village Memories' project	Lack of input, in the form of time, stories or artefacts, would prevent a display from being created, and prevent the project meeting the targets in the Activity Statement.	2	3	6	Many villagers already engaged and have shown interest when surveyed. PWLWG will continue to encourage villagers to get involved, aided by the Activity Consultant at Delivery Phase.	Activity Consultant & PWLWG	1	3	3
8.2	Lack of response from schools	Schools not responding would prevent the project meeting the targets in the Activity Statement, as no school workshops would be held.	3	2	6	PWLWG will continue to encourage villagers to get involved, helping relationship with local school community too, aided by the Activity Consultant at Delivery Phase. If unsuccessful, other options can be explored, such as broadening geographical range or creating online workshops.	Activity Consultant & PWLWG	2	2	4
8.3	Unable to find suitable Pub Manager	Would impact opening hours, income of site, and reputation of project, both in terms of publicity and approval from local community.	3	4	12	Commercial attractiveness. Remuneration set at an attractive level. Advertised in appropriate locations to secure interest. Recruitment starts we	PWLWG	1	4	4
8.4	Income forecasts not realised	Overall operation becomes unviable if ongoing operational costs are not met.	3	5	15	Sensitivity analysis built into business planning. Review of financial performance at least monthly in order that corrective action can be taken if performance is below expected. Opening shop early in the programme as part of a sectional completion enables early income generation; opening pub at Christmas gives best possible start to pub trading. Allowance of marketing/ website budgets to ensure good coverage and awareness of offer.	PWLWG	2	4	8
8.5	Insufficient trade to justify opening hours	Operational costs are too high when considered alongside income meaning operating at a loss	3	5	15	Review staffing/ income at least monthly. If issues arise, consider further promotion to encourage higher income or review staffing levels and adjust accordingly. Consider moving some daytime/ morning activity from pub into shop e.g. café offer. Carry out updated consultation with users to ensure offer is still fit for purpose.	PWLG	2	4	8
8.6	Economic downturn owing to external events affects income	Income is reduced such that viability of the operation is impacted.	2	5	10	Review financial performance at least monthly with a view to being able to anticipate and take corrective action against negative external factors as far as possible. Be prepared to adjust opening arrangements and menu such that financial viability is maintained.	PWLG	2	3	6
8.7	Operation is not run in line with visitor expectations	poor reviews and service lead to lack of visitors/ users and income is negatively impacted. Opportunities to develop and adapt to offer ongoing improvements is lost	2	5	10	Ongoing visitor and user questionnaires to ensure that opportunities are explored and any issues tackled as they arise.	PWLG	2	3	6
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