



**Framsdén Social Enterprises CBS Limited**

**BUSINESS PLAN**

**To buy and run the village pub in Framsdén as a  
Community Benefit Society**



**THE FRAMSDÉN GREYHOUND**

Published May 2024

Email : [fsecbs@gmx.co.uk](mailto:fsecbs@gmx.co.uk)

# CONTENTS

## A. INTRODUCTION

- *Introduction*
- *Executive Summary*
- *Aims and Objectives*

## B: THE PUB AND THE COMMUNITY

- *Context and Setting*
- *Framsden and neighbouring Villages - profile*
- *The Pub and recent history*
- *Community involvement and engagement*

## C: BUSINESS PROPOSALS AND FINANCIALS

- *Purchase Price and Capital Requirements*
- *Income*
- *The structure of the business*
- *Management structure*
- *Testing feasibility*
- *Pub operational assumption*
- *Profit and loss forecast*
- *Interest on shares*
- *Tax relief*

## D: OPERATIONAL PLAN

- *Economic context – hospitality*
- *Drinks strategy*
- *Food strategy*
- *Costs*
- *Branding and marketing*
- *Car parking and gardens*
- *The wider market*
- *Net zero*
- *SWOT analysis*
- *Risks and mitigations*

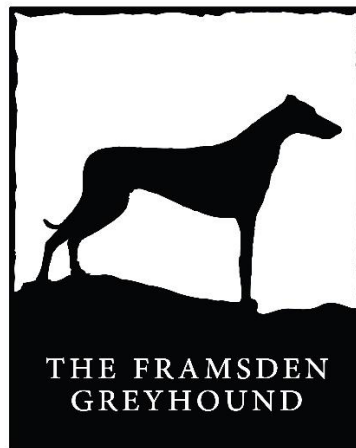
## E: FUTURE DEVELOPMENT

- *Developing the pub for the community*
- *Future development*
- *Timetable*

□ *Disclaimer*

## **Appendices**

- 1. Grade 2 Listing*
  - 2. Framsden Greyhound Balance Sheet*
  - 3. Renovation and repair costs*
  - 4. Community Survey*
  - 5. Site Plan*
  - 6. Board Members background and experience*
  - 7. CAMRA Public House Viability Test*
  - 8. Pub Operating Assumptions Cash Flow, Profit & Loss*
  - 9. Letter Dr Dan Poulter, MP*
  - 10. Overage deed details*
- References and further information*



## A: INTRODUCTION

This Business Plan sets out the proposals for the renovation and opening of the Framsdén Greyhound (previously the Dobermann Inn) by Framsdén Social Enterprises CBS on behalf of the people of Framsdén and its neighbouring communities. It sets out the business and community basis for the renovation and operation of the Framsdén Greyhound Inn as an economic and social hub for a rural community in Suffolk. This business plan follows an initial vision for a community pub created and issued in June 2019 and now expanded to contain detailed plans. We have outlined the business, marketing and financial plan for the reinstatement of the pub under new community ownership. The plan sets out:

- Capital and revenue requirements for a sustainable pub in the village
- Operational and community philosophy for the business
- Management structure, operational days and hours, staffing requirements, and the operational model for a sustainable community business
- Target markets and how these can be attracted to the pub
- A profit and loss forecast together with cash flow forecast for the first 5 years of operation
- The capital investment requirement and sources of finance.

The Framsdén Social Enterprises CBS Ltd has purchased the empty Dobermann Inn and now will operate the pub as a co-operative enterprise.

The pub will be operated under an appointed manager that will ensure a commercial and operational freedom but within the principles and overall social and economic objectives set by the CBS. The pub will provide a hub for a range of community activities and will draw on voluntary support from its members and the community, working together with the manager to broaden opportunity for social and economic engagement.

After seven years of work, we are now able to save the building for the community and begin the task of bringing our ambitions to fruition.



## **Change of Name! The Dog is Back!**

Now that the community has purchased the pub we have reverted to the pub's historical name. The pub was known as the Greyhound for most of its 300-year history, and after discussions with shareholders and the community, the CBS has named the pub ***the Framsdén Greyhound***.

There are references in this plan to the Dobermann Inn where appropriate but this plan is focused on the future of ***the Greyhound***.

# 1. EXECUTIVE SUMMARY

This plan demonstrates that the pub will be a viable business run at the heart of the community. As a community business the level of surplus generated needs to be sufficient to cover costs, to pay any interest on loans and to sustain the community principles of the enterprise. The availability of finance from local residents and other investors in the form of shares, and from national organisations supporting co-operatives and pubs means that these costs are manageable.

The CBS will appoint a manager or a management couple to run the pub day to day and to develop its business. We will appoint a committed and experienced manager who will provide the professional expertise to revive and grow the business.

This plan sets out both realistic and pragmatic assumptions about income and expenditure for the CBS and includes an overview of the underlying business. It demonstrates that the trade generated by the pub will sustain a modest but healthy income and shows that it is a viable community enterprise.

The plan presents a compelling case for the future of our community owned public house.

# 2. AIMS AND OBJECTIVES

The Framsdén CBS aims to develop the Greyhound Public House as a village hub and an asset for the whole community, young and old, in a rural area of Suffolk. The pub will form the focus for new services and amenities for the community and an impetus for new kinds of additionality to overcome loneliness, isolation and lack of opportunity.

We aim to create a fully inclusive community facility that provides a focus for a wide range of social, leisure and commercial activities for all ages and all people. It will underpin the economic and social sustainability of our village and the area and provide a centre for new developments. Our objective is to create a vibrant, welcoming and engaging community pub at the heart of our village.

Framsdén and its neighbouring villages are small rural communities in East Anglia which experience a range of disadvantages including lack of public transport, lack of job opportunities, low levels of facilities and services and high levels of social isolation.

We are inspired by other communities who have successfully bought and run pubs that were previously run down or closed. The message from these groups is that a community enterprise is totally different from a privately owned and operated public house. Community ownership not only operates on a different business model but it transforms the nature of the pub to promote well-being and active engagement of the whole community.

Our aims and objectives are to:

- Build a viable and sustainable hub for a range of social and leisure activities
- Save the pub for the benefit of the community with scope to develop further
- Bring the whole community together around new opportunities and amenities
- Develop a successful co-operative and collaborative enterprise
- Create an attractive and warm public house with attractive outdoor space
- Develop and operate the pub sustainability in line with moves to net zero

- Promote collaboration, co-operation and equality.

The objects of the CBS are:

*“...to carry on any business for the benefit of the community by acquiring, developing and maintaining the Dobermann Public House in the village of Framsdén to operate as a community hub and engaging in any other ancillary activities that further community benefit for the public at large.”*

The CBS is owned and controlled by its members on the basis of one member one vote.

***“When members of the community come together for a common cause, without purely financial or commercial motives, when they collaborate and co-operate to save and preserve something that is important and valuable to their community, they can unlock something very powerful.”*** Julian Ross, *The Old Crown pub in the village of Hasket Newmarket, the first co-operatively owned pub in Britain*

## **B: THE PUB AND THE COMMUNITY**

### **1. CONTEXT AND SETTING**

Framsdén was listed in the Suffolk Magazine as one of the ten prettiest places to live in mid Suffolk in 2017. The pub features centrally in the reasons for the listing.....

#### ***“5. Framsdén***

*Framsdén Village can be found just three miles from Debenham, it is known locally for its excellent footpaths - approximately 16 miles worth - that cross through countryside and ancient meadows. The village itself is almost completely surrounded by farmland much of which is owned and maintained by the [Helmingham Hall Estate](#). They actively preserve the wildlife in the area, protecting ancient trees, meadow and ponds making it a truly stunning area to live in and explore.*

*The village has a fabulous local pub, The Dobermann Inn, a small but comfortable local with a great reputation for food and ale. The school, Helmingham Primary, is located on the outskirts of the village and because of its location it has a mix of children from surrounding villages attending as well. It is also home to the Framsdén Windmill, a beloved historical landmark that has stood in the village since 1760.”*

Framsdén has a primary school and is within the catchment area of Debenham High School recently rated Good by OFSTED. The village is therefore particularly attractive to young families due to the number of properties rented from the Helmingham Estate, the good quality primary school and nearby secondary school and reasonable commuting distances to Ipswich for work. The village has a population that is spread across the age range.

The pub sits centrally on The Street, the main road through the village.

### **2. FRAMSDÉN AND NEIGHBOURING VILLAGES PROFILE**

Framsdén lies within a small cluster of villages in mid-Suffolk with a total population of 1,874 according to the 2021 Census: (Framsdén 331; Pettaugh 209, Crowfield 375, Helmingham 162, Ashfield cum Thorpe 208, Stonham Aspal 589). These villages have no public house of their own

having lost their pubs in recent years. Within a 10-mile catchment the adult population estimate is 66,471 providing the potential for a healthy customer base as a destination pub in Framdsen.

The profile of the area shows some pockets of disadvantage and higher than average indicators of economic and social need.

Our village has a comparatively large number of:

- private rented properties 26% (compared to the Mid Suffolk average of 11%)
- single older people households (15%)
- families with young children (under 16 = 23%).

Home ownership is lower than the average for Mid-Suffolk (69% as against 75%)

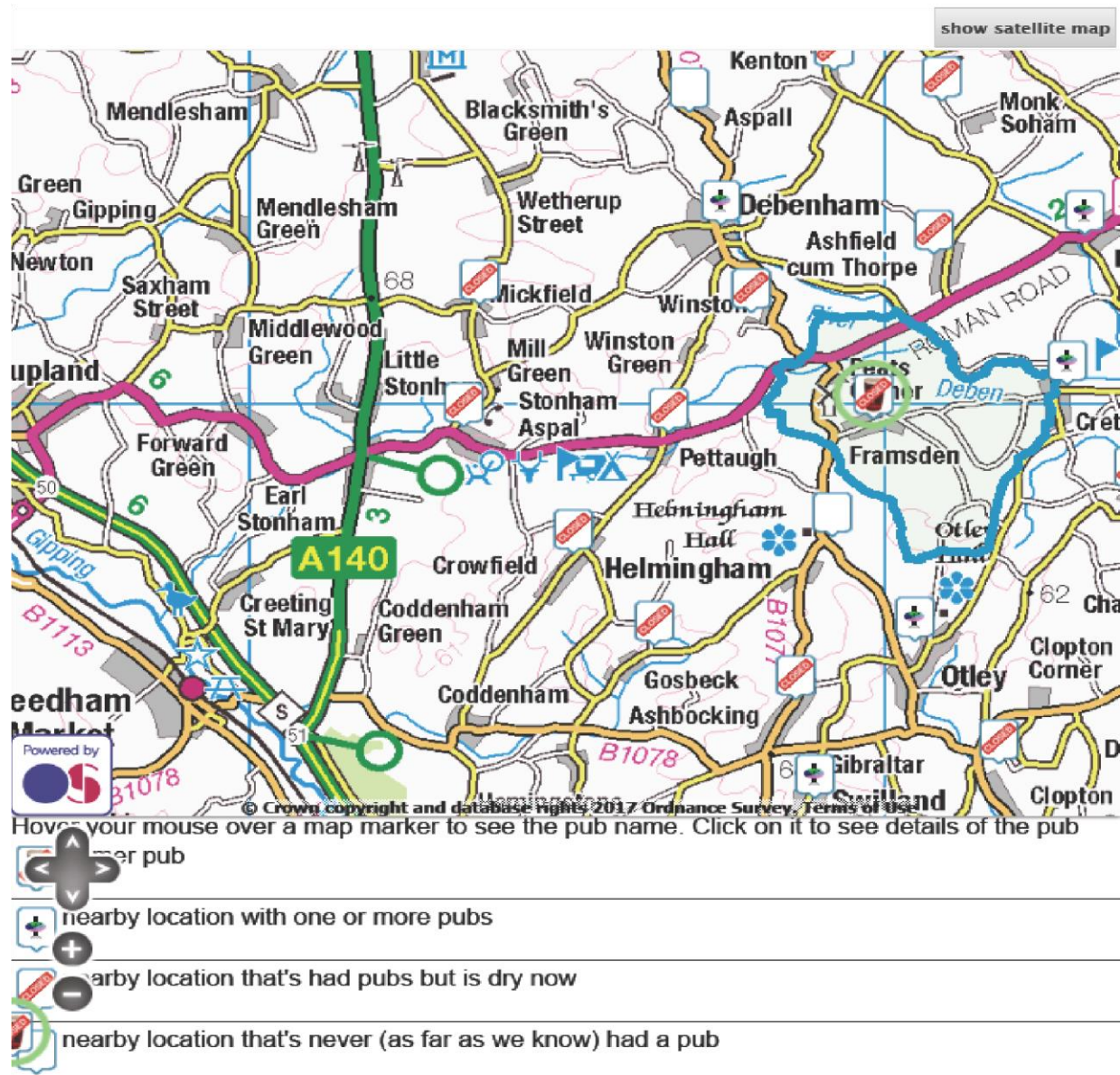
The health of the local population is generally good with 57% of residents of Framdsen reporting their health as very good against an average of 48% for Mid Suffolk.

Age UK analyses the risk of loneliness for Helmingham and Coddensham as being medium risk and neighbouring Debenham Ward as being High Risk (Age UK Loneliness Maps 2016). The number of people in mid Suffolk who were economically inactive but want a job was higher in 2020 than the national average (24.6% compared to 21.9%).

A particularly distinctive feature of the Framdsen community is the comparatively large number of single people who live alone. This is a function of the large number of privately rented properties. Reviving the pub as a community hub will enable people to reconnect with village life and will provide a facility for tackling isolation, promoting health and wellbeing and platform for inclusion.



## PUBS AND CLOSED PUBS IN THE AREA



Despite the pleasant country setting the village and neighbouring communities experience a number of disadvantages associated with being small and some distance from urban centres. Along with the Pub, the village has lost a lot of its local amenities in recent years and the community is isolated for those that don't have a car. The post office and shop closed in the early 1990s leaving those without their own transport no easy access to shops or services. Those without a car face considerable disadvantage – particularly young people and people with disabilities. Even those with access to a car connecting with facilities such as sports facilities, health services or educational opportunities can be really difficult.

Buses are infrequent and the timetable unusual. There are three buses a day that run to Ipswich but only one returns. The Church Hall provides the facilities for meetings, clubs and occasional social events. When the pub closed the village lost its centre and a hub and facility for a range of activities.

Re-opening the pub as a hub will create possibilities for the community across a wide range of activities such as pétanque, quizzes, music nights, celebrations and social events as well as training and work opportunities.

### 3. THE PUB AND RECENT HISTORY

The Pub closed in November 2016 following the death of the owner and landlady. Since that time it remained vacant and unmaintained. The building deteriorated with a leaking roof, rotting windows and overgrown grounds and forecourt. The owner twice applied for change of use to a dwelling and been turned down by the local council. They have also appealed twice to HM Planning Inspectorate and both appeals have been rejected.

The Framsdon Greyhound, is a classic thatched English country pub in a delightful rural setting. It is housed in a grade 2 listed building consisting of three ground floor areas, a cellar, outbuildings, kitchen and on the first floor three bedded accommodation and two bathrooms. The pub has car parking for 20 cars and there is a small garden bounded by a stream. There is a small brick-built barn used for storage. Previous marketing of the pub states;

*The Dobermann Inn occupies a notable grade II, 17<sup>th</sup> century detached 2 storey public house of brick and colour washed construction under a part thatched and part tiled roof. The position gives the venue a strong roadside location with ample parking" (quoted in Sidney Phillips sales brochure 2017)*

It has been a pub since the early 1700s and believed to have been created from workers' cottages dating from the sixteenth century. The pub was a free-house and for much of its history the pub sold Tolly Cobbold Ales but in recent years Adnams Southwold Bitter and Mauldons. Historically it was used as the site for auctions (especially of horses) and also coroner's inquests.



The pub has been the centre of village life for nearly 300 years and in the past the pub had an excellent reputation. Reviews from before its closure show 24 reviews with 84% rating it as very good and excellent.

*"The Doberman Inn is the epitome of the English country pub - small, oak beams and a roaring fire (even in early Spring) and a bit quirky";*

*"This is one of the last proper traditional pubs around and is quite simply special. A thatched, listed building set in a beautiful village amongst rolling countryside....."*

The pub is within the main village street of Framsdon and is in easy walking distance for the majority of villagers. It is at the centre within a network of country footpaths which connect the pub to the nationally significant Helmingham Hall Estate and other rural, holiday and leisure attractions.



## 4. COMMUNITY INVOLVEMENT AND ENGAGEMENT

Community engagement and consultation has been a central consideration of both the Community Benefit Society and its predecessor, the Framsdén Pub Group (set up in 2017 to save the pub after the landlady died). Since the pub's closure we have maintained a regular newsletter that has been circulated by email and through all letter boxes in the area. Newsletters have been circulated from November 2018, January 2019, January 2021 and January 2022. The CBS concept was tested, discussed and endorsed at a public meeting in August 2019 and the share offer for initial membership was circulated in January 2021. The CBS has held open public meetings in November 2022, March 2023 and February 2024.

Keeping the community informed has been challenging and has needed careful judgement as there have been long periods when the community has wanted to move forwards but no progress has been possible – during the protracted planning applications and appeals, during Covid and when there has been no engagement with the owner. Nevertheless, apart from formal meetings and newsletters, we have maintained a regular events when people have been able to talk about the future of the pub and share concerns and ideas. These have included New Year's Day dog walks, Fizz and Chips evenings and other opportunities at village events.

The Parish Council has had the pub as a standing item on the agenda for since it closed and members of the community and Councillors are able to ask questions and gain information about progress. Additionally, the CBS presents an annual report to the Council.



The dialogue arising from carrying out the door-to-door survey and on-going consultation highlighted a number of interesting ideas and suggestions of how to capitalise on the potential of a community

pub. As seen from the suggestions below, many of these ideas will promote the cohesion of the village community, enable greater sustainability of resources and in turn provide employment in the village. This business plan seeks to provide the means by which we can take these ideas further.

- Potential venue to support Health & Well Being of children & young people i.e. Holiday club/ activities to promote healthy eating, debating group, environmental activities, shared music hub (professional volunteers)
- Warm space in association with other activities
- Family friendly, dog friendly, walker & cyclist appropriate environment
- Venue for monthly Jazz/folk music
- Community Café to be open whilst the pub is not open
- Community Shop supporting locally sourced products and promoting localism.
- Computer Training Hub and Wi Fi access (the broadband hub is now installed next door to the pub) for those with no facilities/ cross generational
- Pétanque Club (established at Dobermann 2014)
- Reading room/ book group/ book swap/ local library
- Monthly lunch club for the community (those working at home/ ageing population)
- Linked activities with playgroups & primary school – parent café
- Pop up events and activities i.e. Arts events, Street Food etc
- Take away wholesome/ locally sourced products/meals
- Framsdén historical archive
- Gardening/allotment growing/sharing club – continuation of the Dobermann potato competition

It has been confirmed that the land to the rear of the pub may be used to create a garden area. This provides significant potential for a range of activities and for increased income generation. For more details see section 7. below.

The above ideas and opportunities can be developed through a community pub. These ideas and suggestions will reinvigorate and enhance community spirit, encourage cross generational communication and enable the village pub to become the cornerstone of the village once again.

Such diversity will also attract new residents and families to the village, encourage greater social connection and general well-being for those that live and work in the local environment.

***“The Helmingham Estate wholeheartedly supports the efforts of the Framsdén Community in securing the future of the Dobermann as a Community pub and its ambitions to restore the building once again as a place where everyone is welcome.”***  
(Edward Tollemache, email 3<sup>rd</sup> October 2023)



## C: BUSINESS PROPOSALS AND FINANCIALS

### 1. PURCHASE PRICE AND CAPITAL REQUIREMENTS

With the help of funding from the Community Ownership Fund and contributions from members of the Board we have purchased the pub for £220,000.

The total budget required to complete the project and start trading will be **£436,525 capital** and **£45,872 Revenue** (see Appendix 3). This comprises;

- 1) Freehold purchase of £220,000.
- 2) Phase 1 Renovation costs of £90,025
- 3) Phase 1 Extra costs of £40,700
- 4) Phase 2 Commercial building work, Kitchen and equipment etc £85,800.
- 5) Revenue Costs of £45,872

We commissioned a full survey and valuation of the property provided by James Aldridge, Chartered Surveyors on 3<sup>rd</sup> May 2023. This survey has itemised the repair and renovation issues that need to be dealt with as well as costings for the commercial work needed to make the building ready to trade. The valuation provided a valuation of the building.

A further survey was carried after the flood that swept the Village during Storm Babet on 20<sup>th</sup> October 2023. This additional survey detailed the additional works that were necessary to stabilise and dry the building.

The summary costs below allow for recent inflation of labour and material costs and include a +10% contingency for further cost inflation and other variations.

There was no VAT payable on the purchase price. VAT payable on any renovations and set up costs would be reclaimable by the CBS but would be an additional cash flow requirement prior to trading. In the renovation and refurbishment process we comply with the Department of Levelling Up, Housing and Communities procurement regulations.

We have allocated other estimated pre-opening and set up costs as follows:

	Amount
<b>Freehold Purchase</b>	<b>220,000</b>
<b>Renovations phase 1</b>	<b>130,725</b>
<b>Commercial building &amp; equipment phase 2</b>	<b>85,800</b>
<b><u>TOTAL CAPITAL</u></b>	<b><u>£436,525</u></b>
<b>Revenue</b>	<b><u>£45,872</u></b>
<b><u>TOTAL PROJECT COSTS</u></b>	<b><u>£482,397</u></b>
<b><i>RENOVATIONS INCLUDE:</i></b>	
<i>Modern Sewage Treatment plant and installation</i>	<i>36,000</i>
<i>Re-ridge &amp; Repair thatch</i>	<i>15,000</i>
<i>Urgent flat roof repairs</i>	<i>10,000</i>
<i>Window repair</i>	<i>10,000</i>
<i>Rewiring and upgrade</i>	<i>25,000</i>
<i>Plumbing &amp; Heating</i>	<i>25,000</i>
<i>Stripping out and drying the building</i>	<i>8,000</i>
<i>Replace and repair doors and windows</i>	<i>10,000</i>
<b>(For full costs see appendix 3)</b>	
<b><i>REVENUE includes:</i></b>	
Insurance	10,000
Project management	10,000
Legal and consultancy fees	13,000
<b><u>TOTAL REVENUE</u></b>	<b><u>£45,872</u></b>
<b>(For full costs see appendix 3)</b>	

## 2. INCOME

We will raise the income required through a mixture of a community share issue and grant applications. Grants depend on matched funding and a requirement to meet a minimum threshold as well as the approval process. Funds that are already in place are marked \*.

Source of Funds	Amount
COF Grant Capital*	243,300
COF Grant Revenue*	33,000
Share booster grant Co-ops UK*	6,672
Community Share Equity to date*	64,400
Architectural Heritage Fund*	£5,000
<b>Community Share Target</b>	<b>130,025</b>
<b>TOTAL</b>	<b>£482,397</b>

**Grants:** The Government's £150 million Community Ownership Fund (COF) supports community groups to take ownership of assets which are at risk of being lost to the community. The fund can be used to purchase a facility by the community or to fund the renovation of a property that is at risk.

We have been awarded a total **£276,300** (capital and revenue) from the COF which has been used to purchase the property and to begin the essential repairs. A grant of **£6,672** has been received by the CBS from Co-operatives UK's Booster Fund for planning, survey and valuation, legal fees and support to the business planning and the production of a share offer document (Including the application for the award of the Community Shares Standard Mark).

The Society has also received a grant £5,000 from the Architectural Heritage Fund to pay for a qualified Heritage Architect to work with us.

### Shares:

We have raised £64,400 in community shares to date. This comprises shares from our open membership offer launched to create a the basis for our Society, together with specific fund raised by the Board and their families to provide the match funding required for the COF grant.

We will issue a community share offer to raise the further money we need from local residents and interested individuals together with an application for an equity share from Co-operatives UK Community Shares Fund.. It is our intention to achieve the Co-operatives UK community share Standard Mark for our share issue. This will enable us to apply to the **Co-operative UK's Booster Fund for equity investment up to £25k**, provided the share offer target is achieved and once the share offer has been assessed and awarded the Co-operatives UK Community Shares Standard Mark. The Co-operatives UK's equity investment is on the same terms as investments of other members.

Our target is to raise an additional £130,000 (£105k shares from the community plus £25k from the Co-op Booster Fund)

To raise the additional capital required to renovate and open the pub commercially we will launch a time limited share offer inviting investors to support the project. This share offer will be open for 6



weeks in the summer of 2024 and be backed by a comprehensive Share Offer Document. This will be widely marketed via email, village mailing lists and through local media. It will be launched at an open meeting in the village. We will also use a crowd funding platform to advertise our offer. For instance, the Co-operatives UK have a partnership with Crowdfunder (<https://www.crowdfunder.co.uk/>) which provides a discount to Community Share offers that have the Standard Mark.

We have also considered what will be the minimum level of capital we would need to raise to allow the project to proceed at reduced and less effective level. The purchase price and associated fees is a fixed cost and cannot at this stage be altered.

The renovation costs are a big part of the project and the details included in Appendix 3 are essential and have been verified as such by our surveyor. However, we have considered a minimum level of funding in order to proceed.

If we only achieved 50% of our additional shares target (£65k of £130k) we would proceed by reducing renovation expenditure and seeking to programme the work over a longer period. For instance, we could proceed with short term measures such as scaling back on some work, reducing some of the commercial expenditure on the kitchen, repair rather than replace some of the fabric and seek to purchase reconditioned furniture and equipment. This naturally adds to the risks of the project and may only delay the improvements needed.

The CBS has been able to negotiate a soft loan facility from shareholders in the village to smooth out variations in cash flow for the first year after the purchase. We do not anticipate drawing on this facility but it will enable to the CBS to cover short term variations between expenditure and income particularly in relation to the drawn down of grant and payments to contractors and the payment and refunding of VAT payments should this prove necessary.



### **3. THE STRUCTURE OF THE BUSINESS**

The business is a Community Benefit Society and operates under the model constitution and rules for a CBS established by Co-operatives UK. The model rules for Framdsen Social Enterprises CBS can be found on our website. It is registered with the Financial Conduct Authority (registration number 8305). The community benefit society legal form is increasingly used by a range of community

enterprises nationally including over 160 pubs, 500 shops, woodlands and land trusts, community energy projects and so on. A community benefit society is a social enterprise where the emphasis is the benefit of the wider community rather than simply benefit for the society's membership. The community in this case are the people of Framdsen together with the wider communities in the area. The CBS model has galvanised the local communities around the ownership of the pub and its services as a community asset.

The CBS is a democratic organisation and operates on the basis of one member one vote no matter what size shareholding is held. In this way the democratic and co-operative foundations of the Society are built in. The CBS operates an asset lock so there is no potential for individual capital gains. Should the business fail, any remaining balances can only be transferred to another asset locked business or a charity benefiting the local area.

The CBS is managed by the Board of Directors that are elected from the membership of the CBS (see Appendix 6) and section 5 below.

The Society was formed in 2020 and has not traded to date. The CBS is registered with the Financial Conduct Authority using Cooperatives UK Model Rules. You can find our annual reports here - <https://mutuals.fca.org.uk/Search/Society/30580>.

## 4. COMMUNITY SHARES

Nationally community owned pubs have an excellent record of survival and remarkable level of sustainability. Ninety-five percent of community businesses are still in operation five years after their launch: the comparable figure for privately owned and operated businesses is less than 50% after five years. To date only one community owned pub has closed. (Further details of community businesses and community engagement can be found in our report "The Power of Connection" which is on our website links for which are in the appendix).

Community Benefit Societies uniquely operate as co-operatives with the share capital being generated by a broad-based community ownership. Community shares are a type of share capital, unique to co-operative and community benefit societies, that are ideally suited to the needs of community businesses. Community benefit societies must only use their assets for the benefit of the community. If a community benefit society is sold, converted, or amalgamated with another legal entity, its assets must continue to be used for the benefit of the community and must not be distributed to members (Co-operative and Community Benefit Societies Act 2014). Community shares are not regulated by the Financial Services Ombudsman and shareholders do not have a recourse to the Financial Services Compensation Scheme.

Community shareholding will provide members of the community with the opportunity to own a share of the pub, contribute to the life and vitality of our community and help build a hub for social and economic life. Apart from supporting the local community the benefits of share ownership are that members elect their Board, can stand for election, raise issues and questions, help in the development of the Society, ensure that the CBS is run properly and agree how the money raised by the CBS is spent.

***"Investing in community shares engages communities in a virtuous circle where it is in their interests as members and investors to also be active as customers, supporters, and volunteers."***

*(The Community Shares Handbook, Co-operatives UK)*

Shareholders in the business will be expected to maintain their investment for three years while the pub develops and establishes its commercial base. After that time shareholders will be able to apply

to withdraw their investment and the Board will determine whether the business can afford this at the time.

The Board will be able to consider requests for the withdrawal of funds within the three-year period if there are exceptional circumstances.

The CBS is able to pay interest on shares, but a CBS may not pay dividends. Surpluses from the operation of the business after interest and loan repayments have been made must be reinvested in the business or made available for community benefit. Payment of interest is always subject to the availability of funds and decided by the shareholders at an annual general meeting. We aim to pay an interest rate 2% above the prevailing Bank of England base rate at the time. Currently this equates to an interest rate on shares of 7.25% and this is included in our P&L table below.

### **TAX RELIEF ON SHARES**

We will establish an open share offer after the first year so that people can buy additional shares or new shares at any time. This means that people new to the village will be able to become members or people who want to increase their shareholding will be able to add to their investment. An open share issue will be a way that the CBS can add to its reserves or undertake further development of the business.

The Society will apply for a certificate from HMRC that will allow shareholders to apply for tax relief on their investments under the Seed Enterprise Investment Scheme (SEIS). This scheme aims to encourage equity investment in new small enterprises and, if awarded, allows investors to claim back 50% of their investment via a reduction in income tax. Our application for SEIS is not guaranteed to be successful but many other community enterprises have used SEIS to the benefit of their shareholders and we will work with expert community share practitioners from Co-operatives UK to complete our application. For detailed guidance see HMRC Venture Capital Schemes Manual VC30000 onwards. More details will be provided in our share offer document. Investors should also seek independent financial advice.

### **SHARE WITHDRAWALS**

Shareholders will be able to apply to withdraw their shares subject to surplus funds being available. Shares cannot be traded. We anticipate that most shareholders will want to retain their shares for a long period other than exceptional circumstance such death, moving abroad, bankruptcy etc. However, we have allowed for an element of share withdrawal by members after three years and this is contingent on new equity being sold. We will replace withdrawn share capital with further share offers. As set out in the Society's rules, it should be noted that withdrawals will only be permitted if sufficient surplus funds exist, and then only at the Management Board's discretion. This is consistent with the expectation that investing in the business is a long-term investment in the community rather than for short term gain.

Importantly the CBS operates an asset lock which means that its assets must be used specifically for community benefit and may not transfer to any person or organisation for private gain. Should the business close, any residual monies after debts and shareholders have been paid, must be passed to an organisation that benefits the community at large.

Shareholders are not responsible for any debts incurred by the CBS.

### **OVERAGE**

Additionally, the CBS has agreed an overage deed with the previous owner. This means that if the property is sold at any time within the next fifteen years with a planning gain (i.e. sold as a house with the pub restriction removed) the previous owner would be entitled to 50% of the residual value after the purchase price and essential repairs had been deducted. Essential repairs in this context are

defined as the repairs that are needed after the purchase and include flat roof repairs, structural timbers, rethatching, rewiring, heating system, repairs to windows, plastering and redecoration, new septic tank, outbuilding repairs and works to the grounds (See Appendix 10). The CBS agreed to the overage clause providing our costs and investments were excluded. It has never been the objective of the CBS to benefit from any windfall profit associated with change of use.

### **COMMUNITY SHARE OFFER**

The Society's community share offer (summer of 2024) will aim to widen the number of society members and raise the additional capital required to complete the project. This will be a time-limited offer initially for six weeks. Limiting the time of the offer is to encourage shareholders to commit the funding, provide a clear timetable for the Board to consider the options should more or less than the target funding be raised and provide clarity on the capital available to the society for its planned renovations and improvement.

The share offer document will be professionally designed and printed by Yellobelly and hard copies and electronic copies will be available.

Promotion of the share offer document will be comprehensive including:

- Local Media (EADT: CAMRA, Radio etc)
- Village leaflet drop all households
- Promotion on social media (village etc)
- Promotion via existing email mailing list and village mailing lists
- Promotion through the local CAMRA branch
- Large banner placed on A1120
- Advance village hall meetings (2)
- Promotion in the village and parish newsletters
- Promotion on the Framsdon Greyhound website
- Promotion on crowd funding site/s such as Crowdfunder
- Delivery: Share offer documents will be available in print on request & Online

Board members have professional experience of promotion and media management and we have established links with a local media and promotion company that will help with creating a strong impact for the share offer document. The CBS has a strong record of engaging and informing the local community and we have had strong interest in our local media including a prominent splash for our event celebrating the purchase of the pub. We will also be advised by Yellobelly. We will capitalise on these links to ensure that our share issue has a strong media impact and that as many people as possible are able to consider share purchases.

### **FAILURE TO RAISE THE REQUIRED CAPITAL**

If the CBS is unable to raise the capital required for the pub project, the CBS will consider what other community uses can be made of the building to retain the asset for the village. This will be considered in consultation with shareholders and the community.

## **5. MANAGEMENT STRUCTURE**

The membership of the Board of the society is determined by the members at the Annual General Meeting in line with its constitution and rules. The Board is charged by the membership with creating a sustainable and viable community business. The Board of the CBS will be accountable to the membership for the discharge of these functions. Current Board members are listed in Appendix 6.

The members of the Board are equally responsible in law for committee actions and decisions. They are collectively responsible and accountable for ensuring that the organisation is performing well, is solvent and complies with all its obligations, including to its members and the wider community.

The Board will appoint key portfolio holders from within its number to oversee the financial aspects of the business and provide the immediate liaison and support for the manager. The Board will develop lead responsibilities as the business develops. This will include leads for:

- liaison with the manager,
- renovation and development of the premises,
- community engagement and communication

We recognise that as a Board we are at the early stage of the projects development and that we will need to supplement the skills and knowledge of the current membership with specific technical and professional expertise such as architects, project management and planning. We have identified a small revenue budget to assist with the costs associated with development (legal advice for example) but as a community project we will expect in addition to be able to capitalise on the expertise of willing professionals.

The Board will also co-opt expert advice and assistance as required. There are many talents within our community including people experienced in the licenced trade and hospitality. We have also had the help of experts outside of the area in developing our plans and we will continue to work with people that can bring our project to completion. (See professional advice and experience Appendix 4.)

The Board will oversee the renovation of the pub building in two stages:

Period 1 (April to June 2024): Given the poor state of repair immediate works to make the building watertight, clear weeds and carpets and provide drying to ensure the structure does not deteriorate further.

(June to September 2024): Comprehensive building works to the premises and grounds to renovate and save the building and bring up it to a sound base standard.

Period 3: (September 2024 onwards) Works to get the building ready for commercial operation and occupation.

For the management of this process the CBS proposes to appoint an experienced project manager and have built in a budget of £10,000 for this purpose. The project manager will ensure that procurement complies with the Department of Levelling Up, Housing and Communities procurement regulations, that there is proper phasing and co-ordination of the works and that the work complies with the requirements of the local authority, the CBS and the community.

Nationally there are training and development programmes provided by Co-operatives UK and the Plunkett Foundation which support the boards of co-operatives and community businesses. We will take advantage of these support programmes as the business develops. We will also provide directors and managers insurance cover for our Board's responsibilities.



## 6. TESTING FEASIBILITY

The CBS has tested the feasibility of the project repeatedly both in terms of the desire and commitment of the community and in the economic foundations for the purchase and renovation. We have done this consistently since the pub closed.

We completed a door-to-door survey of all households in the village and beyond in 2018 and this generated 90% in favour of retaining the pub in the village. Responses showed that 80% of respondents were strongly in favour of retaining the pub, 10% agreed that the pub was worth saving, 7% were neutral and 3% were against saving the pub.

Furthermore, residents suggested ideas about how the pub could be developed and the pub and how they would use the asset. These ideas will be found throughout this plan as well as our proposals for phasing their introduction towards the end of the document.

We developed a business plan early in 2018 and this has become a living document that has developed and grown as we have moved forward. Part of this business planning included the engagement of a local resident experienced in the hospitality trade at the time and their expertise was used to develop projected trading figures and a five-year profit and loss profile. This convinced us that the pub, owned and run by the community, is a viable business. We have revisited and updated these figures for this plan.

We have had the CAMRA pub viability test completed by an independent expert in the industry and again this demonstrates the pub's potential. (Appendix 7)

We have visited other community owned pubs in the region and have participated in the East Anglian network of community businesses which is supported in part by the Plunkett Foundation.

The advice and data from these contacts has helped build this plan and again reinforce the feasibility of our project.

We have published a Community Viability Study (The Power of Connection, 2021) with funding from our County Councillor. This study looks at the co-operative and community business model and how this might work for our community.

A valuation and survey has been completed by a local chartered surveyor and valuer specialising in the licensed trade. This has provided the current valuation and an estimation for future values. More importantly he has also provided a detailed assessment of the condition of the building and the works that will need to be done to return the premises into a sustainable building.

We have also engaged consultants with the help of funding from Co-operatives UK and in-kind support from the Plunkett Foundation that has helped us with our development and business planning. This input has helped us shape our proposals and proved that our plans are viable.

The pub has been subject to two appeals to HM Planning Inspectorate for a change of use from a public house to a dwelling. Both appeals were rejected. One factor taken into account in the planning process is the economic viability of the business. In both appeals the HM Inspectors found that the pub was a viable enterprise particularly when run as a community hub.

*“... the FPG (Framsden Pub Group the precursor to the CBS) has summarised three principal operational models as options to sustain the enterprise. From a viability perspective, a community enterprise model could involve a reasonable prospect of grant funding as illustrated by the initial action plan prepared by the FPG to the Plunkett Foundation. The FPG highlight that the building could diverse its offer including bed and breakfast accommodation, shop, parcel drop, social events, cybercafe, coffee mornings and an expanded pub garden area. I find all of these options realistic rather than fanciful. I note the village shop in Framsdén closed in the 1991 but that is not to say an alternative operating model as part of a “pub hub” would not work now. The FPG provide evidence of a number of community enterprise model pubs which appear to be operating successfully. This evidence persuades me that despite the declining viability of the Dobermann in recent years, a new operating model could carve out a viable future for the building with tangible social and economic well-being consequences for the local community.” (HM Inspector Appeal decision 9<sup>th</sup> April 2019)*

Finally, we have repeatedly canvassed local residents on their ability and willingness to buy shares in the co-operative and this shows on-going support and enthusiasm for our upcoming share issue.





## **7. PUB OPERATIONAL ASSUMPTIONS**

The Board of the CBS has examined the management options for the business including volunteer run, managed and tenanted options. We have examined the experience of other community pubs and consulted with experts in the field. We have chosen to opt for a managed model as we think this is the best way to ensure that the business can operate with the professionalism it will need while still supporting other community hub activities.

The pub will operate as a freehouse, which will provide the manager with the freedom to choose suppliers to secure the best quality products and better value for money on the beers, wines, spirits, soft drinks, and food that the pub will sell.

Our financial forecasts for Years 1 to 5 are set out in detail below in the Cash Flow Projections together with a profit and loss projection for the business of the Pub.

Accommodation is available for the manager to reside on-site. Once repaired and refurbished this will provide good standard and newly refurbished three bedroomed accommodation with a



bathroom and a master en-suite. Depending on the accommodation requirements of the manager this could also be adapted to two bedroomed accommodation with a sitting room and a kitchenette. We have excluded any rental element from our calculations as the precise nature of this will be determined alongside the salary we have included for the manager.

Recruiting the right manager will be critical to the success of the business and meeting our wider community and economic goals. There are people within the community that have experience of the licenced trade who may be interested in applying for the role. We will also advertise more widely through the licensed trade press and through word of mouth. The selection of the manager will be undertaken through a competitive process managed by the Board but with co-opted support from experts with experience in the trade – again some local residents will be helpful in this process.

We have included a realistic figure for salaries and on-costs so that the manager and any employed staff will be paid well above the living wage.

Key qualities that Framsdon CBS will look for in a manager will be:

- The ability to build community benefits and engagement along with creating an attractive and sustainable village public house
- The ability to work with groups and individuals in the community to build engagement
- Previous experience and a track record in running successful village pubs
- Enthusiasm, drive and a central focus on exemplary customer service
- Attention to detail for customer service
- Innovative ideas regarding how to attract and promote the pub towards the target audiences as highlighted.
- A strong commercial awareness together with a clear commitment to developing the business
- Experience of developing a food menu and running a kitchen to provide a good profit margin.

There is a strong appetite within the village to offer volunteer help and support including those who will be happy to help behind the bar but the management of this will be at the discretion of the manager. The Board envisages that the times when the pub is closed it will be available for community led activities run by volunteers aimed at fulfilling our social objectives. The Board of the CBS will work with the manager to ensure that use of volunteers is appropriate and well managed and will work with the manager to develop volunteering and safeguarding policies.

It has been confirmed that the land behind the pub will be available to create new gardens and other facilities for the pub. Lady Tollemache (a 3 gold medal Chelsea Flower Show Winner) has indicated that she will be delighted to assist with the design. The creation of attractive garden space will be a great asset and will be a strong marketing story. The provision of an attractive south facing pub garden will make a significant contribution to the pub's income across the year as well as providing the space for the development of social and economic initiatives such as community growing, training and work experience for local young people and the fresh produce for the pub kitchen. This outside space provides additional opportunities to work together as a community.

## **8. PROFIT & LOSS ASSUMPTIONS**

We have taken a pragmatic and realistic approach to projecting sales and costs. Financial forecasts have been prepared using industry averages for a pub of this size and type – with sources such as the British Institute of Innkeepers and other industry benchmark surveys. Input from consultants experienced in the pub and

hospitality industry and in community co-operative enterprises have helped in preparing these forecasts (see appendix 6). We have also remained in close contact with the network of community business in the east of England and received support from Co-operatives UK and the Plunkett Foundation in building our business plan and offer document. We have developed a set of operational assumptions in order to test the commercial viability of the pub. Full details of these operational parameters are included at Appendix 8.

## 9. CASH FLOW FORECAST

The cash flow forecast has been built using industry standard figures for a small rural pub and our income as a CBS is built on this. Full cash flow, profit and loss projections and a balance sheet for the Pub are included at Appendix 2. We have made assumptions about the costs and income based on conservative estimates of custom and have been cautious about the pace that the pub may be able to move from its current closed state with a recent history of declining usage, to a position where it can build and grow.

The impact of the pub as a community hub will grow over the three-year period. Re-establishing the business and extending its reach and marketing will take time and this is reflected in the growth and expenditure estimates. Even with this conservative assumption the figures show that the pub is not only a viable business but is able to build into a sustainable and stable enterprise.

According to data provided by the previous owner the average trading figures for the Pub between 2010 and 2015 were £1,869 per week or £97,188 per year. We have no means for verifying these figures. Applying the Bank of England inflation calculator to these figures produces an adjusted figure for 2024 **£2,471** per week or **£128,648** a year at today's prices. These trading figures were achieved by a pub that stipulated no children, no dogs and no electronic payments.

The British Beer and Pub Association cost guides for a small community pub calculate a weekly income of £4,000 per week (wet sales only) and a Rural Character pub of £5,000 per week (50/50 wet and food sales).

Taking into account inflation and a more modern operating policy we have set a more modest possible weekly income target for £2,961 in the first full financial year of operation (from April 2025) or £2,208 in 2015 prices. This provides a target of on 99 meals at an average of £15.00 per head and 329 drink servings at an average of £4.50 per drink.

We have adopted an increased target for year 2 of 15% and then increased turnover at 10% annually until year 5.

These figures are based on the assumption that the renovations and new kitchen are completed and so apply to a full financial year from full opening.

The following forecast shows the year-on-year costs and expenditure predicted on the above figures. These anticipate salaries and utilities cost increases of 10% per year but other cost increasing at 5%.

We have also provided estimates of profit and loss based on a reduced turnover of less 10% and an increased target turnover of plus 10%. In both these cases we have used the same figures for expenditure as above as these costs will not change.

A full two-year monthly cashflow projection is included at page 71 along with annual cash flow forecast for five years.

**These cash flow projection demonstrate that the Framsdon Greyhound can manage its commitments and costs and can maintain a positive cash balance throughout the first five years.**

Additionally, the Society has prepared a profit and loss projection for the pub based on initial renovations and operations in the set-up year (year zero) and projections of operating costs for the first full year of trading from April 2025. These projections show that the pub can operate sustainably and develop a healthy year on year balance.

## **D: OPERATIONAL PLAN**

The CBS Board will oversee the operation of the hub as an asset on behalf of the shareholders. A manager liaison group will be appointed by the Board to co-ordinate activity and maintain an overview of the contract agreement and particularly help develop the community engagement and activity aspects of the pub as a hub.

Full details of these operational parameters are included at Appendix 8.

### **1. ECONOMIC CONTEXT**

The last few years have been difficult times for public houses. Changes in social habits, the smoking ban and years of slow or stagnate real wages has meant that the hospitality sector has been under increased pressure and many pubs have closed. In recent times the Covid pandemic and the associated lock downs, together with the recent rise in inflation, energy and material costs has made operating profitability more difficult.

A report by UK Hospitality (Future Shock 2022) suggested that by the end of 2022 the pub economy would be back to pre-covid levels and that both customers and managers felt more confident about the immediate future. Anecdotally pubs have not returned to pre-covid levels of activity and further price shocks have been experienced as a result of rises in material and energy price rises and persistent inflation. It is said that privately owned and operated pubs are said to be closing at a rate of two a week.

Despite the pressures on the hospitality sector 100% of community owned pubs remain operating since the first one opened in 1983. This is a remarkable statistic and demonstrates that community ownership is a robust and flexible model that can weather turbulent economic conditions (Plunkett Foundation “A Better Form of Business”, 2022).

The economic context will remain difficult for some time, and it will particularly affect those in our community who are on fixed incomes or who are on low wages. However, it is possible to see that the most difficult times are coming to an end and the experience of covid has reinforced the importance of sociability, neighbourliness and community, all features that will be central to our community pub.

### **2. THE OPERATION OF THE PUB**

As a managed premises the decisions on the operation of the pub will be the manager’s responsibility. In Appendix 8 the CBS has set an assumed operating strategy that reflects the comments made to us by the community. We have set out our strategy for food and drink to enable us to plan and to reflect the consultations and discussions we have had with shareholders and the local community. It is our plan to develop the operational foundations of the pub to support the development of the premises as a hub and focal point for a range of additional activities and facilities in consultation with the manager.

Our consultation suggests that local beers have a big following and fit with our ethos of providing locally sourced food and drink, providing support to local business but also reducing food miles and support sustainability. We would also expect drinks and food to be sourced on ethical considerations.

The local community has emphasised the need for family orientated menus with food at a reasonable cost and with a local emphasis and plan for a food offer that will appeal to different groups at different times including young people and families, older people and so on. There is potential here to develop the pub in association with social activities aimed at combatting isolation and provide facilities for those commuting or working from home during the day. We will work with the manager to develop a food offer that supports local businesses and reduces food miles and unnecessary travel costs. Additionally, the reduction in waste and the management of stock will be critical to the success operation of the business.

An experienced publican will be skilled at controlling costs. For the CBS we will need to ensure that our income covers insurance, replacement and renewals and the continued development of reserves for improvements, support to community initiatives and, in time, share capital withdrawal.



### 3. BRANDING & MARKETING

The CBS will work to develop the marketing and branding. In the past the pub had a strong brand and a somewhat quirky reputation which attracted custom from a wide area.

The name Dobermann Inn was unique and is widely known in the area and beyond. Initially retaining the name would have the advantage of being able to reach people who are familiar with the pub quickly. However, there was a view locally that the name is unfriendly and not welcoming particularly as it is accompanied in the past by images of Dobermann hounds.

The CBS Board has therefore opted to change the pub's name back to **the Greyhound** with a prefix: **"The Framsdén Greyhound"** to distinguish it from other pubs of this name. The pub was known as the "Greyhound" or "the Dog" for most of its 300-year life. Returning to its original name and marketing it as the Greyhound would signify a change in operating policy and ownership. Including the village name strengthen awareness of the location of the pub as well as placing an emphasis on its historical roots and the community feel of the pub. A new identity will be created in terms of décor and style to reflect the name. We have purchased a number of domain names that will be put to use.

Further decisions on branding will be taken by the Board, in consultation with the manager and reported to shareholders and the community.

We envisage a proactive marketing approach, particularly as the pub has been closed and good-will and reputation needs to be built. One member of the Board has a professional background in communications and marketing and there is a successful marketing company in our neighbouring

village that has already helped the CBS to date. We will use this expertise in the marketing for the business. Additionally, we will engage local young people to help maintain an active social media presence and website. We anticipate that we will establish weekly website posts and occasional mailing drawing people to the pub by advertising menus, activities and special beers/food as well as social and community events – “this week at the Framsdon Greyhound”.

We aim to extend our reach to make the pub a destination venue for people from Ipswich and to Helmingham Hall and the surrounding area, without compromising our vision for an unspoilt timeless local. We believe that the pub can attract day visitors because of its location where local recreational and holiday activities are a draw for visitors and holiday makers to the County and the Suffolk Heritage Coast.

#### **4. CAR PARKING AND GARDENS**

Parking at the pub is limited. There is a small car park to the right behind the unconverted barn for about 6 cars and to the left of the property is a second car park for approximately 10 vehicles. Further car parking across the front of the pub could accommodate another 4 vehicles.

There is an area that previously was the garden and patio area which could provide seating for approximately 10 patrons and offset from the car park is a secluded and cosy beer garden with picnic table seating for approximately 24 patrons. All of these features are now seriously dilapidated and will require substantial renovation.



The pub is surrounded by attractive countryside and is bounded by a small stream and open fields rich in wildlife. The Helmingham Estate has agreed to rent a substantial portion of land to the CBS to enable the pub to expand its car park, extend its gardens and to provide space to increase pub facilities. This land will enable the pub to create attractive gardens, space for events, develop growing schemes, provide activities such as pétanque and possibly provide training and work experience opportunities in horticulture. With a south facing garden and open views of the evening sunsets the garden designed by Xa Tollemache will be significant source of customer attraction.

#### **5. THE WIDER MARKET**

In recent years the nearby stately home of Helmingham Hall (1.7 miles away) has developed a full and varied calendar of events ranging from a twice-yearly plant and artisan fayres, classic car rallies, open air concerts and illuminated garden trails. It currently attracts up to 70,000 visitors a year for

the gardens alone. As one of two pubs on the boundaries of the estate we will market the pub as a destination for visitors to the Estate where they can enjoy a pre or post event drink and a meal.

HM Planning Inspector noted ***“Whilst Framsdén is a very small rural community with a commensurately small base population to support the pub, it is nonetheless only a very short distance from the main A1120 (tourist route) road and the B1077 between Debenham and Ipswich. It is not remote from the urban population of Ipswich and is close to the tourist attraction of Helmingham Hall. This adds to my view that there is a realistic prospect of creating a viable pub enterprise at the Dobermann site.”*** (HM Planning Inspectorate Appeal Decision 19<sup>th</sup> April 2019)

In the past the pub was also the centre of the Framsdén Street Fayre which provided a range of unusual attractions along the main street that was closed for the day. The Street Fayre was a very significant and fondly remembered event which attracted a high number of visitors from far and wide each year. The potential for income for the pub from such a festival is quite significant if it were to be revived.

A fuller list of marketing approaches is included in appendix 8. The CBS's role will be to add value to these strategies and help with a rolling campaign:

- A new website highlighting the drinks and food menus and contact/location details with regular updating of events and items of interest. The website will be search engine optimised to ensure high ranking in search pages and be mobile friendly as more searching is carried out on mobile devices. The CBS has already secured some domain names that might be useful in our marketing
- Potential new signage on B1077 and A1120
- Listing on dog friendly pub sites and other groups such as walkers and cyclists – the pub is located within a number of circular walks and rides that can start and end in the village.
- Maps of local walks and cycle routes with Framsdén as start/finish/stop off point to be prepared/obtained and downloadable on website (there is an existing walkers and sight-seeing map made freely available by the Parish Council which shows the Pub at the heart of well sign posted circular routes.)
- Participation of national/regional and local food, drink, pub and social events to be coordinated where appropriate
- Use village, parish and district websites that may be available for publicising events
- Contact local businesses to encourage use of the premises for entertainment, promotions, meetings
- Ensure that the pub is promoted to all local holiday rentals and accommodation.

Our research and local oral history describes a rich and diverse past for the pub. This includes being the meeting place for lots of clubs and hobbies (Vintage motorcycles, pony and trap meets, at the heart of the Village Fayre), significant social and family events as well ordinary stories of pleasant evenings of good company, beer and food.

In the past it has featured in visits by the cast and crew from Only Fools and Horses.

Significantly Ed Sheeran's first public performance was held at the Dobermann at the age of 15. It is said that he was asked to stop for being too loud!

There is potential to market the pub on the basis of some of these stories and traditions. It will also be able to use its range of locally sourced food and drink and the fact that it is owned by the community as an attractive marketing story. It will put friendly customer service as a high priority



and we believe that word of mouth, assisted by our shareholders will spread the recognition of the pub as an excellent place to visit for a meal or a drink.



## 6. MOVING TOWARDS NET ZERO

Consultation has shown that the community values reducing CO<sub>2</sub>, preserving the local environment and increasing sustainability highly. There are many ways that the CBS and the Pub can support and lead actions to meet these aspirations.

Firstly, the pub will need substantial renovation after the period of time it has been empty and unmaintained and this provides the opportunity to assess how works can enhance the building's sustainability and reduce its energy consumption. As a relatively unimproved 16<sup>th</sup> century timber framed traditional building there is a need to increase insulation, provide more efficient electric system and assess whether there are alternatives to oil fired heating. We will also consider installing EV charging points for customers and residents and solar panels subject to listed building regulations.

As well as renovating the pub to modern environmental standards the work that we do to the building may provide an example of what can be achieved to the local community. We would seek to involve local companies and experts in this work.

The recent rises in energy costs have increased the need to warm comfortable venues for those who are worried about their heating bills. As there are a large number of older buildings in the village and a significant number of single households the provision of a warm venue to go to during the day will have direct benefits socially and help to reduce the use of fossil fuels.

Minimising food miles and building a market for local produce will help reduce car use and support those locally who don't have access to private transport.

Finally, within the community some residents have established Sustainable Framdsen CIC with the intention of increasing investment in green technology, green energy and reducing CO<sub>2</sub>. The CBS will work with this local expertise to maximise the advantages to the area and residents – for instance by co-ordinating the provision of EV charging points. There is the opportunity for the pub to develop as a hub for environmental and net zero activities using the extended garden and liaising with the CIC.

## 7. SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for the Community Pub can be addressed as follows:

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Long term survival of the community ownership model for pubs (see Plunkett Foundation annual Community Business Report)</li> <li>• Attractive, unspoilt 16<sup>th</sup> Century grade 2 listed building</li> <li>• Large population in the catchment area</li> <li>• Proximity of Helmingham Hall and its attractions</li> <li>• At the heart of the local community</li> <li>• Cross generational engagement</li> <li>• Strong enthusiastic local support for the ownership of the pub as a community hub</li> <li>• Low level of loan debt and mortgage free</li> <li>• Access to community and co-op funding especially grant funding</li> <li>• Attractive accessible rural setting</li> <li>• Lack of local competition</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Seasonal trade (1)</li> <li>• Small community which may affect the capacity for volunteering and expertise (2)</li> <li>• Currently restricted car parking and gardens (3)</li> <li>• New enterprise needing to build business and reputation from run down base (4)</li> <li>• Grade 2 listing may make adaptation more costly (5)</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• A hub for new community engagement and new services</li> <li>• To relaunch and rebrand the business on a sound financial base and more customer friendly model</li> <li>• Net Zero – EV charging points insulation, low carbon energy etc.</li> <li>• Improved gardens and car parking</li> <li>• Cross generational engagement especially the engagement and training for young people</li> <li>• Connections with local produce and beers</li> <li>• Links to Helmingham Hall events</li> <li>• Beer and food festivals, community events</li> <li>• Additionality – new social and economic regeneration opportunities</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Continued precariousness of licenced trade (6)</li> <li>• Availability of suitably qualified and motivated manager &amp; staff (7)</li> <li>• Cost of living increases reducing disposable income of customers (8)</li> <li>• Continuing inflation – especially drink and food costs, energy (9)</li> <li>• Failure to raise the minimum share and grant capital (10).</li> <li>• The manager fails to engage with the community and is unwilling or unable to fulfil the plans for the pub as a hub for the community (11).</li> </ul>

The numbers displayed against the Weaknesses and Threats are addressed in the next section.



## **8. RISK & MITIGATIONS**

### **1. Seasonal trade**

With careful management of opening hours across the year and with a well-managed diary of activities co-ordinated with bank and summer holidays, events at Helmingham Hall and so on, income will be maximised in busy periods and costs will be controlled in quieter periods. The cash flow projections include adjustments across the year for seasonal variations in income.

### **2. Small community which may affect the capacity for volunteering and expertise.**

The commitment to the pub from a substantial proportion of the community suggests that there will be volunteer capacity and expertise on which we can draw. In addition, the reality and potential of the community pub has become apparent we would expect more people to become engaged. However, as a small rural area we recognise that there are limits to what the community can provide. For this reason, we will appoint a professional manager so that their expertise and commitment can be complemented by the enthusiasm of the community.

### **3. Currently restricted car parking and gardens**

There is potential to improve the gardens and parking through a better design and layout of existing land. For instance, the need to replace the septic tank to meet modern requirements provides the opportunity to relocate this to the other end of the building freeing and making better use of the existing garden. The provision of extended gardens and car parking through agreement with the Helmingham estate will create significant potential.

### **4. New enterprise needing to build business and reputation from run down base**

There will be a lot of interest in the regeneration of the pub and there is already a substantial appetite for the reopening demonstrated by the continued commitment of villagers to save the pub over the last seven years. The advantage of a community owned pub is that shareholders from the village, neighbouring communities and beyond will have an interest in coming to the pub and helping to build its trade and its activities. The market strategy outlined above will be a key feature in growing the reputation and attractiveness for the business.

### **5. Grade 2 listing may make adaptation more costly**

We have been in contact with our Mid Suffolk District Council Heritage team and they have offered advice about renovations that are required pending the purchase and fuller investigations. Close working with the Heritage Officer will ensure that the renovations are completed to standard and are done right first time. There is a range of expertise in the community – trades people, professionals – as well as experts from the wider area. We will work with local people to maximise the cost effectiveness of the renovations.

### **6. Continued precariousness of licenced trade**

The community owned model has proved to be incredibly resilient in running sustainable pubs. There are over 160 community pubs nationally, over 60 following the CBS model, and there are more coming on stream. The licenced trade is no longer as profitable as it was many years ago and it is unlikely to reverse anytime soon. However, with minimal loan financing and no requirement to

maximise profit and the support and energy of local people, the community model is well placed to ride out the difficulties of the sector.

#### **7. Availability of suitably qualified and motivated manager & staff**

To be successful the engagement of a qualified, sympathetic and dedicated manager will be critical. The Board will take an active role in recruiting the right manager along with advice and help from the members. The report above sets out the criteria that we would expect to be met by the successful manager but we would also use expertise locally from the hospitality trade.

The excitement that the community feels for the relaunching of the pub in our community should assist in recruiting staff and securing their engagement in our wider project.

#### **8. Cost of living increases reducing disposable income of customers & 9. Continuing inflation – especially drink and food and energy**

The mitigations for these risks are very similar. There will be a continued need to control costs and reduce expenditure. Local providers will provide price competitive food and drink and experienced manager will need to be alive to wastage control. The availability of food and drink priced for the community not for maximising profit, will help make the pub attractive to families and people on restricted budgets.

The Board intends that during the renovation and during its operation the pub should operate on the principle that we are moving to net zero. There are opportunities to cut energy use and to provide a demonstration model for insulation, low carbon and EV charging for the community and wider afield. There are many 16<sup>th</sup> century building locally and cutting energy costs whilst reducing emissions will provide an interesting exemplar for community members.

#### **10. Failure to raise the minimum share and grant capital**

The Community Ownership Fund provides the base capital for the project but more is needed to complete the renovations of the building. The share issue will provide additional resources and the Board will seek to raise grant funding from other sources including the National Lottery, Plunkett Foundation and others.

Failure to raise the minimum capital required will result in the failure of the project as currently designed and the Board will consider what other methods for creating a community hub might be possible and what other community uses the building could be adapted to. There will be consultation with the community and with shareholders on these options.

If no other community uses can be identified the Board will consult with shareholders about the closure of the project and the return of shareholders capital investment.

#### **11. Failure of the manager to deliver community additionality**

The provision of a detailed contract between the manager and the CBS will make it clear what is required. The selection process detailed above will assist in choosing the right manager. The CBS will work with the manager to ensure that the contract agreement clearly specifies responsibilities for the delivery of the community hub and the benefits we require for the community, in particular how volunteer activity and community facilities will integrate with the commercial priorities of the manager. We have budgeted for legal advice in developing the tenancy agreement and schedules

that will work for all parties. Should the manager not be willing or able to develop the community benefit we require we will enter negotiations to end the contract.



## **E: FUTURE DEVELOPMENT**

### **1. DEVELOPING THE PUB FOR THE COMMUNITY**

The pub has huge potential as a community hub and our plan is to recapture the essence of a traditional country pub at the heart of its local community, encouraging interaction and social engagement across a wide area.

Our discussions with the village have thrown up a range of things residents require from their local. We plan to develop and build these facilities and attractions in two steps.

Step 1 – from opening the pub

- Dogs and children welcome;
- Good food priced for families
- Good real ales (locally Debenham, 3.6 miles away, is home to the popular Cliff Quay and Earl Soham Breweries); good wine list.
- Small, cosy and unspoilt charm of a traditional country pub
- Open fires
- Garden and outside seating
- Community and pub activities – social clubs, coffee mornings, social events – enhancing wellbeing and community cohesion
- Continuing the established links with Morris dancing, pétanque league, walkers, cyclists etc.

Step 2 (after year one when the pub is established)

- Gaming club or other activities specify aimed at young people

- Live music
- IT and internet training
- Shop providing essentials and local produce
- Re-establish a refreshed annual street fayre, beer festivals etc
- Services and activities when the pub is closed run by volunteers or supported by grant aid from community services – internet hub, coffee mornings, associations for older people
- Training and work experience opportunities for young people:
  - in hospitality
  - horticulture and agriculture with links with a local agricultural college (Suffolk New College, Otley 4.7 miles). There is a range of agricultural, horticultural and ecological skills and expertise in the village that could provide support and guidance.
- Mother and toddler coffee mornings.

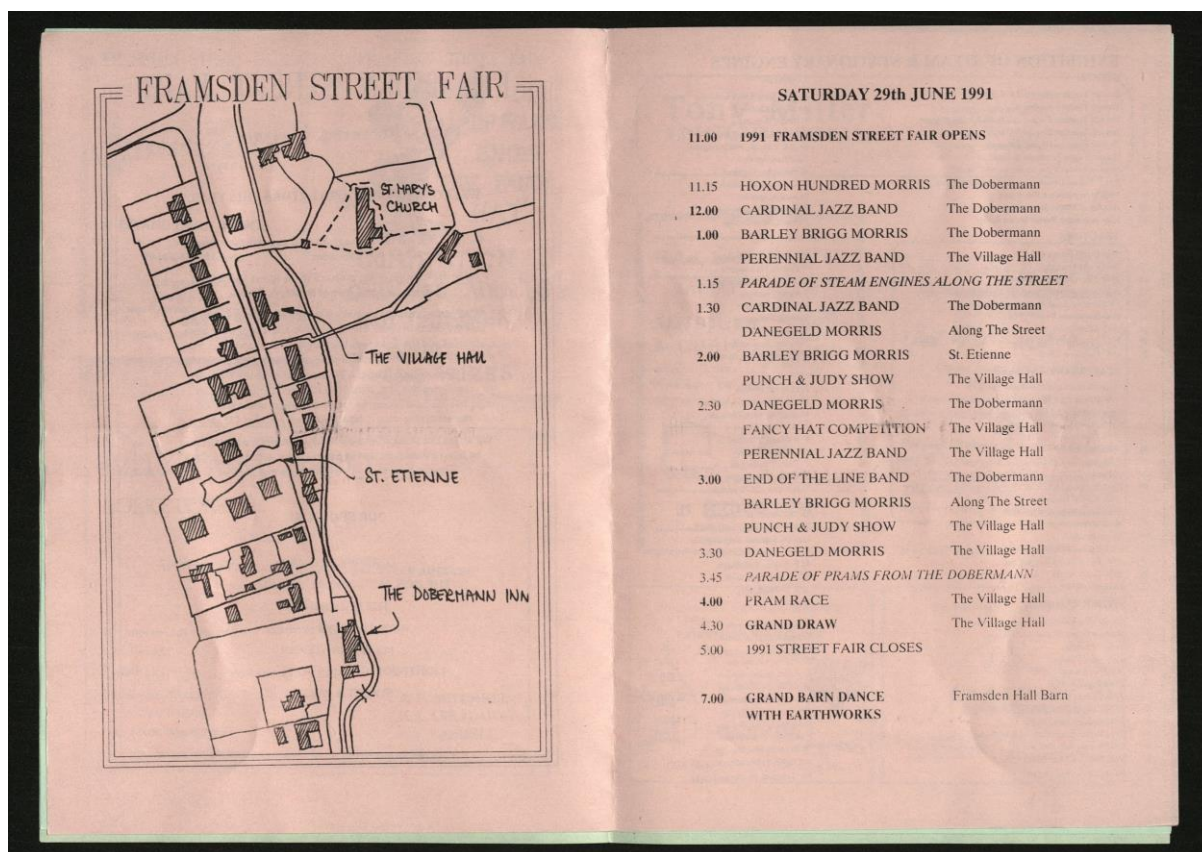
## Community Hub Development: Evaluation Framework

The following is an example of the assessment the CBS will make in developing some of the facilities and projects that have been suggested by the community. A full assessment of feasibility will need to be made including consultation with target beneficiaries in the community, development of target outcomes, discussions with the manager and the exploration of funding including possible commissioners for health & social care and education & training.

Project	Target Group	Social benefits	Economic benefits	Requirement
<b>Training and work experience opportunities for young people in hospitality, horticulture and agriculture with links with a local agricultural college (Suffolk New College, Otley 4.7 miles).</b>	Young people and school leavers	Support to young people developing confidence and skills	Reduce barriers to entry to economic activity;  Stimulate recruitment to key industries;  Support to local entrepreneurialism	Engaged and willing manager  Increase gardens space and access to land in the village;  Voluntary support from local gardeners and horticultural experts There is a range of agricultural, horticultural and ecological skills and expertise in the village that could provide support and guidance.

<b>Mini Shop providing essentials and local produce</b>	Whole community – particularly those without own transport	Informal social interaction and opportunity for volunteering	Reduce travel (net zero),  Support to local producers  Opportunities for young people to develop retail skills and knowledge	Some capital funding – shares or grant; spare capacity in the pub or outbuilding;  Community survey to establish operating principles;  Advice.
<b>Linked activities with play groups &amp; primary school – parent café</b>	Young families and children	Support to parents, social development and engagement of very young children	Maintenance of confidence and engagement of parents	Space and facilities in the pub; co-ordination with nursery and school diaries; funding for small scale equipment; negotiation with the manager.
<b>Engagement with those living alone – fish and chip delivery each week from pub kitchens</b>	Middle aged and elderly and those living alone – particularly men	Re-engagement and social contact will reduce isolation and reduce exclusion	None directly.	Agreement with the manager; volunteer neighbours for delivery;





## 2. FUTURE DEVELOPMENT

Our business plan sets out the practical operation detail of how we will grow and develop this community venture. We will draw on the skills and enthusiasm of local people to get the pub up and running. Learning from other communities that have established their own community pub this will mean that we start small and build our revenue and customer base slowly.

The condition of the pub and the works needed to bring it to standard will mean that for the first 12 to 15 months of the CBS ownership the focus will be on bringing the building back to life and re-connecting the pub as a hub for the community. Thereafter there are a range of developments that the CBS will assess and progress. It is likely that these projects will require further funding and the CBS will consider open share issues or specific issues for particular projects and further applications for grant support. Once the pub is trading successfully it will also be possible to consider access to commercial lending if required.

We envisage that the following may be developed in consultation with the manager:

**Bed and Breakfast.** There is potential to develop the building and business further. There has been previously planning approval for the conversion of the small barn next to the pub into bed and breakfast accommodation providing four double bedrooms. This planning approval has now lapsed but there is potential for a reapplication and the extension of the pubs business and income by providing attractive B&B or self-catering facilities for holiday makers, visitors and business travellers.

**Village Shop.** The village shop and post office was closed in the early 1990s and there are currently no facilities of this kind in the village. There is potential for the Pub to provide a small shop for the village and passing traffic (as parking is easily accessed) from the B1077. There is further potential for this shop to provide more targeted and value-added produce from the local farms and communities (Helmington Hall Estate, Seeds of Distinction, local growers, Scarlet Mustard etc.) exploiting the high quality, high-end produce of the area.

**Gardens.** Currently the pub has a small garden area and in summer tables and chairs on its frontage for evening drinking and eating. With the provision of much larger area at the rear we will create attractive pub garden for eating and drinking exploiting the long dry days and evenings found in East Anglia. The location, views and quiet situation of the pub would make the development of a colourful and restful beer garden a highly attractive feature. It would also make the pub more attractive to dog walkers, holiday makers and children and families and provide space for events and village celebrations.

**Services.** In line with our philosophy and ideas submitted by the village it will be possible to develop the pub as a hub for health and social care services providing easy access for sessions by health professionals or sustaining social activities such as elderly luncheon clubs etc. Some financial support for these services might be available from health and care commissioners and national grant aid.

***“We believe putting business in community hands transforms places.”***

*David Chater Head of Community Business Funds at Power to Change*



### **3. GOVERNANCE AND BOARD DEVELOPMENT**

We have detailed above some of the development needs we anticipate for the Board and the CBS and have highlighted how we will allocate lead roles to ensure that the CBS responsibilities are managed well. In addition, the CBS will need to develop a suite of policies that will enable it to function as a co-operative

community enterprise and safeguard the interests of our community and our business. Now the purchase of the pub is complete we will develop policies which focus on:

1. Safeguarding – covering volunteers, people who use our facilities including children and vulnerable people as well as staff and workers
2. Governance and transparency
3. Access, inclusion and equity
4. Employment
5. Volunteer rights and responsibilities.



## 4. TIMETABLE – October 2023 to December 2024

- **Complete Community Ownership Fund Application** - Round 3 Window opens 30<sup>th</sup> August and closes 11<sup>th</sup> October 2023. **Completed and successful**
- **Complete purchase late** 2023/early 2024 **Complete and successful**
- **Complete the Co-op UK Shares Standard Mark for** the share offer document (by late May 2024) **Completed**
- **Commence Community Share Issue** (July 2024)

### **BUILDING WORKS (Commencing April 2024)**

#### **Immediate Emergency works**

- clear grounds, secure loose facias, secure windows etc., clear contents, carpets etc., secure tarpaulins.

### **PERIOD 1: Immediate and urgent repair works to stabilise the building –**

(April to June 2024):

- Given the poor state of repair immediate works to make the building watertight, clear weeds and carpets and provide drying to ensure the structure does not deteriorate further.
- Appoint project manager/architect.
- Investigate electricity, wood condition walls etc.
- Obtain three quotations for urgent repairs (April - May 2024):
- Internal wood and structural timbers: treatment and repair (wood worm, dry and wet rot)
- Tenders/quotations for works

(June to September 2024):

- **Comprehensive building works to the premises and grounds to renovate the building and bring up it to a sound base standard.**
  - Finish Garden
  - Create parking
  - Run pop up events
  - Purchase pub and garden furniture

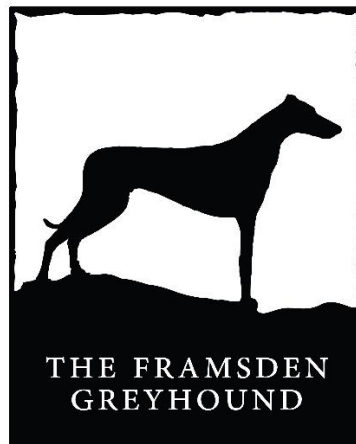
## **PERIOD 2: - Getting Commercially Ready**

(September 2024 onwards)

- Works to get the building ready for commercial operation and occupation.
- Instal kitchen
- Equip bar and cellar
- Install tills and commercial equipment
- Appoint Manager.
- Open for business December 2024

✓ **PUB “SOFT” OPENNING –NOVEMBER 2024**

✓ **FULL TRADING FROM APRIL 2025**





## APPENDIX 1

### Grade 2 Listing details

**Entry Name:** Former Greyhound Inn

**Listing Date:** 22 September 1987

**Grade:** II

**Source:** Historic England

**Source ID:** 1033062

**English Heritage Legacy ID:** 279677

**Also known as:** The Doberman Inn

**ID on this website:** 101033062

**Locat**

**County:** Suffolk

**District:** Mid Suffolk

**Civil Parish:** Framsdon

**Traditional County:** Suffolk

**Lieutenancy Area (Ceremonial County):** Suffolk

**Church of England Parish:** Framsdon St Mary

**Church of England Diocese:** St Edmundsbury and Ipswich

**Tagged with:** [Inn](#) [Thatched pub](#)

This list entry was subject to a Minor Amendment on 07/08/2019

TM 15 NE

4/58

FRAMSDEN

THE STREET

The Doberman Inn

(Formerly listed as The Greyhound Inn)

II

Public house, c.1600 with alterations of C18 and mid C19. One storey and attics. Timber framed, encased at front in mid C19 red brick. Thatched roof with C19 gabled plaintiled casement dormers; the plaintiled section of roof to right indicates the C18 extension. Axial chimney of red brick. C19 window openings with cambered arched heads; mid C20 metal small-pane casements. C20 half-glazed four-panelled entrance door in C19 frame. Probably built as a two-cell house.

Plain framing of c.1600 exposed at first storey; the chamber over the hall has an exceptionally steeply cambered tie-beam with arch-bracing. Close studding and windbraced clasped-purlin roof. Various C20 single-storey extensions at rear and both ends. Listing NGR: TM1980859690

## **APPENDIX 2 – BALANCE SHEET AND PROFIT AND LOSS FORECAST**

The following balance sheet demonstrates the value of assets, the movement of investment funds, particularly share capital and the impact of trading over the next five years taking as its bench the first full year of trading as April 2025 to March 2026.

It demonstrates that the net liabilities and assets remain strongly positive over the next period and that the Society is able to meet the needs of its investors in terms of projected share withdrawal.

Similarly the Profit and Loss projection below demonstrates that the business can remain in positive accounting balance when taking into account depreciation of the assets and the payment interest on shares after year 3.

## FRAMSDEN GREYHOUND BALANCE SHEET PROJECTIONS

		0	1	2	3	4	5
	FY Mar 24	FY Mar 25	FY Mar 26	FY Mar 27	FY Mar 28	FY Mar 29	FY Mar 30
<b>Fixed Assets</b>							
Freehold Property (including Land)	£220,000	215,600	211,200	206,800	202,400	198,000	193,600
Freehold Property improvements	-	126,540	119,880	113,220	106,560	99,900	93,240
Fixtures & Fittings	-	78,218	69,527	60,836	52,145	43,454	34,763
	£220,000	420,358	400,607	380,856	361,105	341,354	321,603
<b>Current Assets</b>							
Stock	£0	2,000	2,000	2,000	2,000	2,000	2,000
Cash	£126,092	51,482	65,632	98,017	128,189	135,521	151,703
total	£126,092	53,482	67,632	100,017	130,189	137,521	153,703
<b>Current Liabilities</b>							
Trade Creditors		2,000	2,000	2,000	2,000	2,000	2,000
Taxation		1,770	2,360	3,546	3,900	4,290	4,720
	£0	3,770	4,360	5,546	5,900	6,290	6,720
<b>Net Assets/Liabilities</b>	£346,092	470,069	463,878	475,327	485,393	472,585	468,587
<b>Members Funds</b>							
Share capital	£69,792	199,520	201,560	203,560	200,560	187,560	174,560
Profit and Loss	£0	2,765	3,050	21,015	42,597	51,305	68,823
COF Grant reserve	£276,300	267,784	259,268	250,752	242,236	233,720	225,204
	346,092	470,069	463,878	475,327	485,393	472,585	468,587

**Notes:**

## Fixed Assets / Depreciation

Cost	
------	--

Freehold Property (including Land)	£220,000	220,000	220,000	220,000	220,000	220,000	220,000
Freehold Property improvements	-	133,200	133,200	133,200	133,200	133,200	133,200
Fixtures & Fittings		86,908	86,908	86,908	86,908	86,908	86,908
	£220,000	440,108	440,108	440,108	440,108	440,108	440,108

## Depreciation

Freehold Property (including Land)	2% straight line	4,400	4,400	4,400	4,400	4,400	4,400
Freehold Property improvements	5% straight line	6,660	6,660	6,660	6,660	6,660	6,660
Fixtures & Fittings	10% straight line	8,691	8,691	8,691	8,691	8,691	8,691
		19,751	19,751	19,751	19,751	19,751	19,751

Net Book Value	
----------------	--

Freehold Property (including Land)	£220,000	215,600	211,200	206,800	202,400	198,000	193,600
Freehold Property improvements	-	126,540	119,880	113,220	106,560	99,900	93,240
Fixtures & Fittings		78,218	69,527	60,836	52,145	43,454	34,763
	220,000	420,358	400,607	380,856	361,105	341,354	321,603

## Share Capital

Opening balance		69,792	199,520	201,560	203,560	200,560	187,560
Community shares issued	£69,792	129,728	2,040	2,000	2,000	2,000	2,000
Community shares withdrawn		-	-	-	5,000	15,000	15,000
Community shares outstanding		69,792	199,520	201,560	203,560	187,560	174,560

COF grant reserve	
-------------------	--

CO Capital grant of £243,300 has 2 parts - one for the asset purchase and one for the renovation work. We are showing the grant in the balance sheet as a COF Grant Reserve and amortising this over 50 years for 50% and 20 years for 50% in line with the depreciation rates shown above



### Framsden Greyhound Profit & Loss Projection

		YEAR					
		0 FY Mar 25	1 FY Mar 26	2 FY Mar 27	3 FY Mar 28	4 FY Mar 29	5 FY Mar 30
Sales		35,250	154,000	212,750	234,025	257,428	283,170
Cost of sales		14,100	61,600	85,100	93,610	102,972	113,268
<b>Gross Profit</b>		<b>21,150</b>	<b>92,400</b>	<b>127,650</b>	<b>140,415</b>	<b>154,456</b>	<b>169,902</b>
Other income (revenue grant)		11,700					
Wages		12,690	55,440	61,272	67,399	74,139	81,553
Utilities		4,230	13,860	15,318	16,850	18,535	20,388
Insurance		423	8,316	8,936	9,127	9,267	9,854
Sundry		1,507	3,264	10,725	11,921	16,004	13,628
Operating costs		18,850	80,880	96,251	105,297	117,945	125,424
<b>Operating Profit</b>		<b>14,000</b>	<b>11,520</b>	<b>31,399</b>	<b>35,118</b>	<b>36,511</b>	<b>44,479</b>
Release of COF capital grant		8,516	8,516	8,516	8,516	8,516	8,516
Interest on shares			-	-	-	14,541	13,598
Depreciation		- 19,751	- 19,751	- 19,751	- 19,751	- 19,751	- 19,751
Taxation		-	-	2,200	2,300	2,400	2,500
<b>Net Profit</b>		<b>2,765</b>	<b>285</b>	<b>17,964</b>	<b>21,583</b>	<b>8,335</b>	<b>17,146</b>
<b>Accumulated Profit</b>		<b>2,765</b>	<b>3,050</b>	<b>21,015</b>	<b>42,597</b>	<b>50,933</b>	<b>68,078</b>

## APPENDIX 3: RENOVATION REVENUE AND CAPITAL COSTS

Phase 1	Purpose (e.g. purchase of asset/what aspect of renovation)	Month / Year of spend	Capital	Revenue
COF 1	Purchase of Dobermann Inn	Jan-24	£220,000	
2	Re-ridge and patch thatched roof	Apr-24	£1,500	
a	Short term thatch repairs			
b	Repairs around dormer windows			
3	Flat roof repairs	Apr-24	£10,000	
a	Improve insulation			
4	Full rewiring.	May-24	£25,000	
5	Remove floor tiles & artex with asbestos content	Jun-24	£6,000	
a	Asbestos Inspection			
6	Stripping out and drying out of building.	Jul-24	£8,000	
a	Test plaster & walls for damp			
b	Install dehumidifiers			
c	Check plaster type			
d	Strip back plaster as necessary			
e	Replaster & paint once dried			
7 a	Expose, inspect, repair & treat vulnerable timber.	Aug-24	£7,000	
8	Replace defective structural timber	Aug-24	£6,000	
9	Remove and dispose of debris and waste	April to October 2024	£4,000	
10	Outbuilding essential repairs	Jun-24	£5,000	
a	Stabilise outbuilding walls			
11	Replace or repair windows & doors	Aug-24	£10,000	
a	Specialist Repair of corroded Crittall Windows			
b	Repair/replace rotten or damaged wood frame windows			
c	Repair/replace rotten or damaged external doors			
12	Pub & Garden Furniture	Nov-24	£7,525	
	New gas/oil tank		£2,000	
13	Building Insurance	Jan-24		£10,000
14 a	Project Management	February to December 2024		£10,000
b	Ensure that procurement complies with COF and Local Authorities.			
15	Legal Fees	Feb-24		£9,000
16	Consultant fees	February to October 2024		£4,000
	Fireplace & Chimney Repairs		£ 2,700.0	
3	Stabilise retaining stream wall/path			
4	Sewage			
a	Empty existing sewage unit			
b	Obtain sewage advice/quotes			
c	Relocate/Install sewage treatment unit		£ 36,000	
5	<b>Total Phase 1</b>		<b>£350,725</b>	<b>£ 33,000.00</b>

Share Issue				
1		Business Plan/Share Prospectus		£ 4,780.00
2		Share Issue Gold Standard		£ 1,892.00
3		Tax Relief		
	a	Initial payment for application		£ 300.00
	b	Payment for all shareholders relief		£ 300.00
4		<b>Totals</b>	£ -	£ 7,272.00
Phase 2 - Completion for Commercial Use				
1		Additional Services		
	a	business rentals		£ 600.00
	b	Install WIFI		
2		Revise layout		
	a	Plan ground floor changes	Planning permissions	uncosted
	b	Plan first floor changes		
	c	Remodel ground floor		uncosted
	d	Remodel first floor & access		uncosted
	e	Remodel/upgrade toilets		£ 3,000
3		Bar & Kitchens		
	a	Plan & install commercial kitchen		£ 25,000
	b	Kitchenette on first floor		£ 5,000
	c	Refurbish Bar area (incl floors?)		£ 3,000
4		Plumbing		
5		Heating		
	a	Obtain advice on options		£ 25,000
	b	Install heating system		
6		Cellar Fitting Out		by drinks supplier?
7		Flood Resilience		
	a	Flood Barriers etc		£ 10,000
	b	Relocate stream if practical		
8		Complete decoration inside & out		£ 6,000
9		Garden & Parking		
	a	Plan& install car parking		
	b	Plan garden & Access		
	c	Install bridge/garden access		
	c	Garden work		£ 5,000
10		Prep for commercial operation		
	a	Fire Inspection		£ 800
	b	Business Equipment		£ 3,000
	c	Additional bar furniture		
	d	Wet Stock		£ 5,000
		<b>Total Phase 2 (for items with costings)</b>	£ 85,800	£ 12,872
<b>Total Project Costs</b>			<b>£436,525</b>	<b>£ 45,872.00</b>
				<b>£ 482,397.00</b>

## **APPENDIX 4; COMMUNITY SURVEY**

### **Issues raised by villagers and potential development ideas for Framsdén Pub**

In order to ascertain additional evidence for MSDC ACV, a small group of interested parishioners carried out a door-to-door survey and petition of more than 150 households. The petition gathered more than 300 signatures and 95% of respondents to survey supported the retention of the pub.

This dialogue highlighted interesting ideas and suggestions of how to capitalise on the potential of a community pub. As seen from the suggestions below, many of these ideas would assist the cohesion of the village community, enable greater sustainability of resources and in turn provide employment in the village.

Some of the ideas generated have successfully been adopted in other local communities who have secured a community pub/ hub. Evidence of these can be found in a range of materials from 'Pub is the Hub', local news articles and local and national radio.

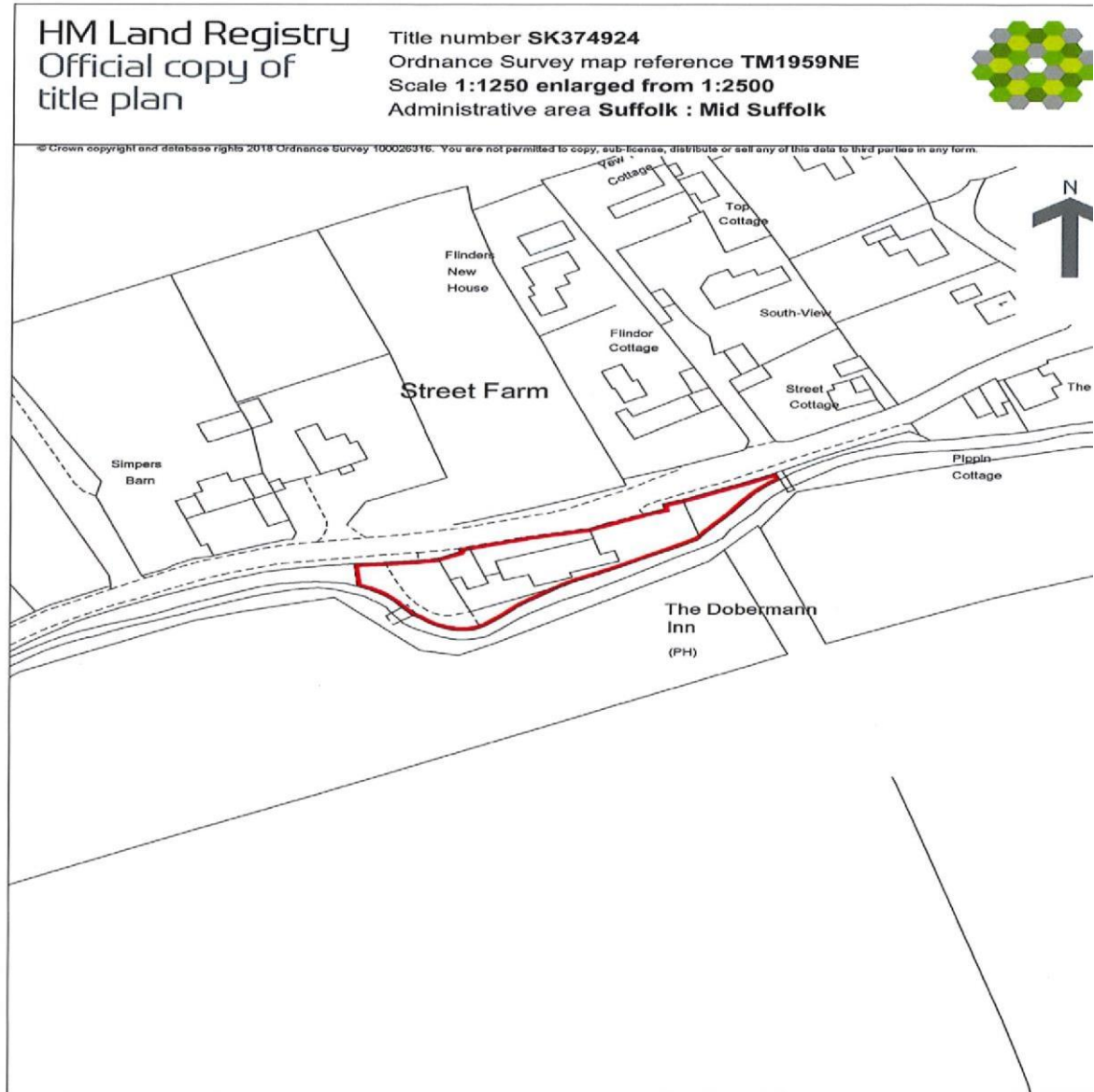
The pub site could also incorporate the following ideas for diversification:

- Family friendly, dog friendly, walker & cyclist appropriate environment
- Venue for monthly Jazz/folk music
- Community Café. to be open whilst the pub is not
- Community Shop supporting locally sourced products and promoting localism.
- Central collection point for online parcel delivery and collection
- Computer Training Hub and Wi Fi access (new village hi broadband hub is now installed next door to the pub) for those with no facilities/ cross generational
- Facilities for local/regional cyclists (high carbohydrate nutritious snacks, puncture repair)
- Boules Club (established at Dobermann 2014)
- Reading room/ book group/ book swap/ local library
- Monthly lunch club for the community (those working at home/ ageing population)
- Chair keep fit for ageing population
- Enterprise/ entrepreneurial activities for young people of Framsdén in horticulture, hospitality and retail.
- Potential venue to support Health & Well Being of children & Young people i.e. Holiday club/ activities to promote Healthy eating, debating group, environmental activities, shared music hub (professional volunteers)
- Linked activities with local nursery & primary school
- Pop up events and activities i.e. Arts events
- Take away wholesome/ locally sourced products/meals
- Framsdén historical archive
- Gardening/allotment growing/sharing club – continuation of the Dobermann potato competition.

The above ideas and opportunities would enable villagers to have a sense of ownership and involvement whilst preserving their rural roots. The suggestions will reinvigorate and enhance community spirit, encourage cross generational communication and enable the village pub to become the cornerstone of the village. Such activity will attract new residents and more families to

the village, encourage greater social responsibility and enhance general well-being for those that live and work in the local environment.

## APPENDIX 5: Site Plan



This official copy is incomplete without the preceding notes page.



## **APPENDIX 6; Board Members, Background and Experience**



**Glen Buckingham, Board Member**

Glenn Buckingham, who has worked as a farm manager at Helmingham, near Framlingham, for 27 years. The farm is in the higher tier Countryside Stewardship scheme and includes a raft of measures to support wildlife such as great-crested newts, stag beetles, plovers, barn owls and brown hares. Glen has been a past Chairman of Suffolk NFU.



**Brian Cox, Chair.**

Brian has lived in Framsden for seven years and has recently retired as an Associate Professor at Birmingham University. His background is in the NHS and social care and has held several leadership roles as well as periods working at the Department of Health and the CAS Business School.



**Julia Green, Board Member, Communications**

Julia worked for British Gas as a Home Economist for 20 years, during this time her work involved promoting gas as a cooking and heating source. In later years she worked in education within the English and IT departments teaching both subjects to adults in Further Education. Now retired her interests include voluntary work with the talking newspaper for the blind and working as a digital champion for Communities Together.



**Pat Mason, Board Member.**

Patricia has a background in catering management and a family history of pub ownership. Visiting Framsdén for the first time in December 2015 she went to the Doberman for supper and was keen to support the pub. Moving to the village in early 2016 she was sad to see its decline and subsequent closure. Patricia believes its reopening as a community pub will be of great personal and wider social benefit.

**Sally-Ann Muldoon, Board Member**

Sally-Ann was born in Suffolk and has lived in Framsdén for over 30 years, during which time she has been an active member of several community groups in Framsdén.

Sally-Ann previously worked in Education. Her roles and responsibilities have been numerous and varied within the domains of Home Economics/ Health and Social Care and setting up Apprenticeships for student's which involved working with many businesses in Suffolk, placing many hundreds of students in a range of work environments.

Sally-Ann worked with a small hospitality team managing a Wine Bar in Bath, which involved bar & food preparation. She has experience of working in large hotels and catering for an international manufacturing company.

Since retiring, Sally-Ann is a Volunteer for a local rural and agriculturally based charity, which with community-based charities/ businesses to raise awareness of mental health support.



**David Perry, Secretary.**

David moved to Framsdén 40 years ago after leaving the army. While in the army he served as an officer in the Royal Regiment of Fusiliers, a staff officer and later worked on military logistics IT systems. After leaving the army, he worked on IT systems as a systems analyst, project manager and systems architect for two Merchant Banks in the City and for an American software company supplying document imaging and workflow systems. While living in Framsdén he was clerk to a local Parish Council for a number of years.



**David Whitmore, Board Member.**

David has lived in Framsdén for 24 years and currently works full time as a Civil

Servant in a senior leadership role. Previously he spent 30 years in the Metropolitan Police, retiring as a Detective Chief Superintendent. David attends the Framsdon table tennis club each week and is a member of the pétanque team.

#### **Mike Muldoon:**

Mike is a founder members of the pub group and subsequently were Board Members of the CBS. Due to other commitments Mike has withdrawn from Board roles. The CBS is heavily indebted to his work and commitment over the past 7 years.

## **PROFESSIONAL ADVICE AND EXPERTISE**

**Hannah Nadim**, 241 Co-operators Limited and Chair of The Fox and Goose (Hebden Bridge) Limited  
Hannah: is a co-operative, social enterprise and community business adviser working with a range of groups including pubs, allotments/growing projects and growing projects. She has undertaken work with groups on behalf of [Co-operatives UK](#), the [Plunkett Foundation](#) & [Power to Change](#) and is a Community Shares Registered Practitioner and [Barefoot Co-operative Development programme](#) graduate. She brings this knowledge, plus her hands-on, longstanding experience as Chair of The Fox and Goose (Hebden Bridge) Limited, to her work with groups.

#### **Alan Collard:**

Alan is a banker by background. Since his retirement as a Managing Director at JP Morgan Chase, the international Investment Bank, he has become an advisor to community groups looking to save or create community owned businesses. He has worked with more than 70 such groups, including 17 successful pub groups in East Anglia alone. He has advised on many aspects of community asset purchases, including business planning, governance and legal structure, community shares etc. He is licensed by Coops UK as a Practitioner for the issuance of Community Shares Standard Marks. Within East Anglia, Alan has been closely involved in the establishment of several community owned pubs, including:

- The Locks Inn, Geldeston
- The Railway Arms, Saffron Walden
- The Lion, Lamarsh
- The King's Head, Pebmarsh
- The Ship, Great Holland
- The Duke of Marlborough, Somersham

#### **Valuers and Surveyors,**

James Aldridge, Chartered Surveyors, Camilla Court, Nacton, Ipswich, IP10 0EU.  
Surveyor: Peter Owen, BSC, MRICS.

#### **Yellobelly**

Design Services, The Branding Block, Moat Park, Framlingham Road, Earl Soham  
Ipswich, IP13 7SR.

## Appendix 7: Public House Viability Test

### SUMMARY

The following viability test was completed by a pub expert not from the village and not involved in the CBS. It is therefore an independent evaluation of the pub's viability as a community owned enterprise. It records the recent history and the key features of the pub's locality, building and market. It demonstrates that the Pub is viable and sets out a set of commercial strategies to improve and extend the pub as a hub for community activity.

### **PUBLIC HOUSE VIABILITY TEST**

DOBERMANN INN, THE STREET, FRAMSDEN

March 2019

#### **Assessing Trade Potential**

##### **Local trade**

<b><i>What is the location of the pub? Is it in a village, suburban area, town centre or an isolated countryside?</i></b>
Village. Framsdén is located adjacent to Helmingham village, approximately $\frac{3}{4}$ mile south of the A1120, and on the B1107 which connects the A1120 to Ipswich. Ipswich (140,000) is the nearest major town, located approximately 11 miles to the south of the village.
<b><i>What is the catchment area of the pub?</i></b>
Framsdén itself and the adjoining village of Helmingham can be considered the immediate 'community'. Framsdén sits within a small cluster of villages in Mid-Suffolk in a slightly wider community catchment area; Pettaugh, Crowfield, Helmingham, Ashfield cum Thorpe, Stonham Aspal are all within a few miles of each other and these villages have no public house of their own, having lost their pubs over the past 20 years.
<b><i>How many adults live within a one mile radius?</i></b>
The population of Framsdén (2021 census) is 331. The adjoining village, Helmingham has a population of 170, although only some of this population is within the 1-mile radius. The local village cluster has a population of 1851 (Framsdén 331; Pettaugh 207, Crowfield 361, Helmingham 186, Ashfield cum Thorpe 219, Stonham Aspal 601).

<b><i>In rural areas, how many adults live within a ten-mile radius?</i></b>
Within a 5-mile catchment area, the 2017 adult population estimate (Suffolk Observatory figures) is 20,429 taking in the adjoining Debenham, Worlingworth, Framlingham, Wickham, Grundisburgh, Helmingham, Coddendam, The Stonhams and Wetheringsett.
Within a 10-mile catchment the adult population estimate is 66,471.
<b><i>Are there any developments planned for the area? Industrial, residential, strategic projects?</i></b>
Debenham (3.3 miles) has recently adopted a Neighbourhood Plan (through referendum) which will see around 350 new homes built. Further expansion of Stonham Barns leisure and retail facilities is ongoing.
<b><i>Is there a daytime working population?</i></b>
There are no immediate centres of employment in the area. There are an above average proportion of experienced professionals working as consultants/directors frequently working from home and a significant number of retired/semi-retired.

## Visitor potential

### ***Is the pub in a well visited/popular location? Is it in a picturesque town or village, on a canal/river side, on a long distance footpath, or on a cycle route?***

Whilst Framsdén as a village is not a specific destination, it is located close to the A1120 Suffolk scenic tourist route. The route is promoted by local and regional tourism bodies, it connects the A14 to the A12 Suffolk coastal road along winding roads and past numerous visitor attractions through picturesque Suffolk villages.

Helmingham Hall, within 2 miles and accessed via the B1077, is an historic manor house and gardens, hosting events throughout the year and attracting in excess of 70,000 visitors per annum.

Stonham Barns, (4 miles on the A1120) is a commercial visitor destination, showground, leisure and shopping village hosting numerous one off and regular events throughout the year. Although there are no official visitor numbers, the centre is licensed for an attendance of 7,500 for outdoor events.

Framsdén has more public footpaths than most other villages have combined. The village has a published map showing path and bridleway routes around and through the village which may be of use to ramblers and hikers wishing to enjoy the countryside.

The B1077 features on several Mid Suffolk cycle routes and is used by several cycle clubs on their regular club rides. Framsdén is on one of the recommended routes for the annual Dunwich Dynamo cycle ride (approx. 111 miles from Hackney to Dunwich) with over 2,000 participants – several village pubs on the route stay open from early evening through the night to provide food, refreshment and rest stops for the riders.

### ***Does the pub appeal to those who regularly drive out to pubs?***

The pub has been closed since late 2016 following the death of the licensee and freeholder. Prior to that the pub was not run as a commercial business for some time and was not marketed or promoted outside the village in recent years.

### ***Is tourism encouraged in the area?***

See comments above regarding Mid Suffolk tourist route and visitor attractions.

***Has the pub ever been included in any visitor or tourist guide?***

To our knowledge the pub has not featured in any major guides or tourist publication and promotions. Basic listing in a handful of 'default' listing sites such as Tripadvisor but never actively promoted.

***Does the pub act as a focus for community activities? Sports teams, social groups, local societies, community meetings etc?***

Not currently or recently. Certainly, in the 90s, the pub was a central feature of the village albeit in a different economic environment and community make up from today. Memorable events include the hosting of Morris dancers and twinning events with St Etienne de Lisse. For several years in the 1990s the village also hosted a lively steam event and Street Fair, centred around the pub.

## Competition

***In rural areas, how many pubs are there within a one-mile radius and within a five-mile radius?***

Within a 1-mile radius, there are no pubs and indeed, no other commercial facilities.

Within a 5-mile geographical radius the nearest successful pubs in some villages and communities:

- The Cretingham Bell (2 miles by road) – in a more isolated village, this pub was re-opened in 2013 following a purchase by local members of the community.
- The White Hart, Otley (3.2 miles). This pub had new tenants in 2013 who have turned it into a successful village pub for their community.
- The Woolpack, Debenham (3.1 miles) – a very small pub taken over by new tenants in 2017 whose hospitality have turned this into a cosy place for locals.
- The Angel, Debenham (3.2 miles) – a chequered recent history with changes by the owners whilst they have made numerous planning applications for residential use. (Currently closed)
- The Queen, Brandeston (3.3 miles). This was reopened in 2015. (Currently Closed)
- The Victoria, Earl Stonham (3.8 miles) – a small, characterful pub owned by a local microbrewery.

Further afield:

- The Chequers, Kettleburgh (4.2 miles)
- The Magpie, Little Stonham (6.9 miles)
- The Moon and Mushroom, Swilland (5.7 miles)
- Three Horseshoes, Charsfield (6.1 miles)
- The Crown, Bedfield (6 miles)

***In urban areas, how many pubs are there within reasonable walking distance?***

N/A

***Bearing in mind that people like to have choices, does the pub, by its character, location, design, potentially cater for different groups of people from those of its nearest competitor(s)?***



The nearest competitor is The Cretingham Bell. This is a character building with garden but is in a very small community. It is a slightly larger building than the subject property. Its success has been down to being able to provide more of a dining facility which draws customers from a wide area – high proportion of food sales, no added services.

The White Hart caters very well for locals, the only pub in Otley which has a population of around 600 – good Sunday lunch trade but predominantly wet sales, not drawing from a wider area, no additional community services. The pub is known for being welcoming and hospitable.

The Woolpack in Debenham is small but cosy, mainly wet sales and no community services.

The Angel, Debenham, is currently closed and is subject to a community campaign to reopen. Being in a larger community has potential to be very successful but in the last 6 or 7 years has suffered from an owner 'downsizing' the premises.

There are many adjoining small communities, closer than these, with no pub or community facilities whatsoever. There is no realistic competition in the immediate vicinity but there is clearly success in the pubs that have been saved or put into enthusiastic hands, in the wider area, where good hospitality and a welcome are a main feature of the offer. In general, the wider area's pubs do not offer additional community amenity or services.

The range of beers and drinks in general is fairly unimaginative apart from The Victoria, which has its own Earl Soham brewery drinks.

The Dobermann property has as much, if not more character than many of the wider area competitors (it's a wide fronted, Grade II Listed, thatched building) and can provide community facilities and amenities that are lacking in the area.

In addition to the above, because of the property's location very close to Helmingham Hall, there are 70,000 or more annual visitors to the area who simply drive by Framdsen without stopping as the opportunity of the pub to even attract a small number of these visitors has never been exploited.

The pub has a beer garden with fantastic views to the rear overlooking open fields and countryside, which none of the competitor sites can rival.

***If no, could the pub be developed to cater for different groups?***

N/A

## **Flexibility of the site**

***Does the pub/site have unused rooms or outbuildings that could be brought into use? Function rooms, storerooms etc.***

There are opportunities for more efficient and contemporary use of the main building and outbuilding. Planning consent previously existed for conversion of the barn to 4 letting bedrooms but this was never implemented and could be reconsidered, or alternative uses for the barn if space was needed for the broader community offering or commercial income.

***Is the site large enough to allow for building extensions?***

The site is potentially large enough for small extensions/conservatories to be added but the character and Listing of the Building may mean that any extension would have to be sympathetic to the heritage and character.
<b><i>Have planning applications ever been submitted to extend/develop the pub building? If yes, when and what was the outcome?</i></b>
Yes, see above re letting bedrooms.
<b><i>If planning consent was not available for building work, is any adjoining land suitable for any other use? Camping facility etc.</i></b>
N/A
<b><i>Has the pub been well maintained?</i></b>
We have not been allowed in to conduct surveys or examine the condition of the property. We assume from the exterior that the building is structurally sound but may need some renovation to be expected of a building of its age and style.

## Parking

<b><i>Is there access to appropriate numbers of car parking spaces?</i></b>
Yes, there are 20 parking spaces on site. Street parking is possible but limited and the village hall car park may also be possibly used.
<b><i>If no, is there any scope for expansion?</i></b>
N/A

## Public Transport

<b><i>Is there a bus stop outside or near the pub and/or a rail station within easy walking distance?</i></b>
The Tollgate bus shelter (the Framsdén village bus stop) is 0.4 miles away, a 6–7-minute walk). There is no rail service to most of Mid Suffolk with the nearest railway station being Stowmarket, a 20-minute drive away.
<b><i>How frequent is public transport in the area?</i></b>
Buses to Ipswich/Framlingham (some by connection) are approximately every hour.
<b><i>How reliable is the public transport in the area?</i></b>
Buses are reliable although infrequent. This is a rural location and not many people rely on public transport.
<b><i>Has the pub made actual/potential customers aware of any public transport services available to/from it?</i></b>
The pub is currently closed and has been since 2016.
<b><i>Are there taxi firms in the locality?</i></b>
Not in Framsdén but there are a handful of local firms in Debenham, Framlingham and a large number of taxi firms in the larger towns about 10 miles away.
<b><i>Has the pub entered any favourable agreements with a local taxi firm?</i></b>
The pub is currently closed. If re-opened, local taxi firms would be grateful for additional business and may be able to provide a minibus service for larger events.

## Multiple Use

<b><i>In light of government guidance through the National Planning Policy Framework (see the Appendix) what is the extent of community facilities in the local area – is there a shop, post office, community centre etc?</i></b>
--

Community facilities in Framdsen consist of a Village Hall. St Mary Parish Church lies at the eastern end of the village. Framdsen Baptist Church is situated mid-way between Framdsen and Winston, around 1 mile north of the village. Other facilities in the vicinity include Helmingham primary school (and separate nursery school adjoining), which are both at the edge of Framdsen village.

The nearest facilities/services are at Stonham Barns (4.2 miles) and Debenham (3.4 miles). Stonham Barns has a post office and mainly tourist shops, Debenham has a small East of England Co-Op supermarket (with post office), butchers, bakers, hardware store and a handful of independent shops and services. Beyond that, Framlingham (7.5 miles) is a market town with a supermarket and range of shops and services, Coddensham (7.2 miles) has a small grocery store.

***If the pub is the sole remaining facility within the area, is there scope for the pub to combine its function with that of a shop, post office or other community use, bed & breakfast or self-catering – especially in tourist areas?***

There is scope and a need in the village for a broad range of other facilities. The opportunity to provide a number of possible amenities and services exists:

- online shopping/parcel collection/delivery point
- selling grocery essentials and basic provisions such as milk, bread, bacon, eggs
- weekend 'pop up' bakery
- library collection/ordering point
- 'Pop up' restaurant facility for local chefs
- Meeting point for smaller clubs and societies such as film club, book club
- Other groups such as mums and toddlers post school drop off/pick up
- Tea rooms or coffee shop
- Meeting point for outside organisations such as ramblers' clubs, cycling clubs etc
- Pop up community cinema (maybe matinees during school holidays)
- Framdsen Fundraisers events (and potentially other charity/organisation events)

This is in addition to ensuring that the pub is run as an extremely welcoming and hospitable venue offering a range of social activities, simple food menu cooked well, range of beers, range of soft drinks etc.

Consultation with The Pub is The Hub would be sought to enable the provision of suitable services, see whether grants are available to assist with the provision of these or whether they can be self-funded. Whilst some of these services may not directly contribute to revenue or may only incrementally do so, they will provide the necessary critical mass of regular interaction with a place that should be the hub of the village.

**Partial loss** (These questions come into play if the application sought changes which would reduce the size of the pub or convert non-public areas, such as licensee accommodation, to other uses)

***How would the proposals impact on the long-term financial health of the business***

There is no reduction in the size of the existing pub facilities anticipated.

***Would a smaller pub still be able to attract sufficient trade?***

N/A

***Would the smaller size make it less attractive to customers e.g. because there were fewer facilities?***

N/A

<b><i>Would any loss of licensee accommodation make the pub less attractive to potential future publicans?</i></b>
--

The upstairs accommodation may be an important part of attracting a manager, chef or other professional staff in the future.
--

## Competition case studies

<b><i>Are there any successful pubs in neighbouring areas of similar population density?</i></b>
--

Yes, as detailed previously, although some of the villages are larger and some much more isolated.
--

<b><i>What factors are contributing to their success?</i></b>
---

Most of them are in attractive buildings of differing style and heritage. Several make the food offer their USP with appropriate menu and contemporary interior feel. Several, (the smaller premises) aim to make their pubs more traditional interior feel welcoming by friendly and hospitable service and a warm welcome. They all have challenges to some degree because of their size or location but all have the added value of good hospitality.
--

## The business – past and present

Having built up a picture of the business potential of the pub, it may be relevant to question why the pub is not thriving and why the owners are seeking change of use.

<b><i>Is the business run by a tenant or a manager?</i></b>
---

The business is currently closed following the death in 2016 of the licensee/freeholders. It was owner occupied and run for around 30 years or so.
--

<b><i>Does the pub management have local support?</i></b>
---

N/A
-----

<b><i>Has the pub been managed well in the past? Is there any evidence to support this? Are trading figures available for the last four years and/or from previous management regimes?</i></b>
--

Clearly the pub was popular in the past and may well have been managed well then but recently, no. The business was not run on a contemporary commercial basis, was not particularly welcoming (children weren't welcome and nor were dogs), there was no marketing, limited food, irregular opening hours – amongst many other business failings. Some of this may have been down to the poor health of the licensee but the business had not, for some time, kept up to date with the changing market dynamics, needs of the
--

community and wider potential catchment.

We understand that trade from 2010 to 2014 was fairly consistent at an average of just under £1900 net per week although there are some subsequent anomalies in the formal accounts posted. For the year ended July 2015 sales dropped to £1365 per week, which may have been down to reduced opening times and things running down because of ill health. However, in the final 4 months and 1 week prior to closure (start of the 2016 accounting year) the pub saw sales of £3,877 per week which is somewhat at odds with the previous 5 or 6 years.

Ignoring the unexplained accounting anomaly, the pub was run in the ways of days gone by and not in any interpretation of a contemporary business, this gives an indication of the starting point of 'ground zero' revenue before new ideas, business initiatives, marketing, contemporary hospitality, simple food done well and becoming a community hub have been taken into account as well as all the other factors that could contribute to vibrancy and viability.

***Have there been recent efforts to ensure viability? e.g. has the pub opened regularly and at convenient hours?***

Comments similar to above.

***Has the focus/theme of the pub changed recently?***

It has been closed since 2016. It is old fashioned, with old fashioned furnishings. It needs a contemporary feel to it.

***Is the pub taking advantage of the income opportunities offered by serving food? How many times a day is food served? How many times a week? Are catering facilities being optimised?***

The food offer was basic, sporadic and presented in an old-fashioned way.

***Has the rent/repair policy of the owner undermined the viability of the pub?***

We believe that some investment may be needed to maintain the building albeit it appears to be structurally sound. The level of capital investment needed may be relatively small in proportion to the possible freehold value of the building.

***Are there any non-standard circumstances relating to local authority business/rates/taxes?***

The premises have a rateable value of £3,650 and are therefore exempt from business rates under the current Small Business rates relief scheme.

***Are there any possible unclaimed reliefs? e.g. where rate abatement is not granted automatically but has to be claimed.***

We are not aware of any unclaimed reliefs.

## **The Sale**

***Where and how often has the pub been advertised for sale? Has it been advertised for at least 12 months? In particular, has the sale been placed with specialist licensed trade and/or local agents?***

The property was advertised through licensed premises agents, Sidney Phillips' Kent Office for 6 months to the end of May 2016, as a closed public house. The initial asking price was £370,000, reduced after 3 months to £340,000. The property was then marketed by upmarket homes agent, Fine & Country's Ipswich office as "formerly the village public house offering the opportunity for residential living (stpp)". We are not aware of the guide price, but the intention was to sell the property by way of an open house event on 10<sup>th</sup> June 2017.

<b><i>Has the pub been offered for sale as a going concern?</i></b>
Since the business was closed this was not possible. The property was initially offered as a closed public house, with premises licence and with fixtures & fittings. It was then offered as mentioned above,
<b><i>Has the pub been offered at a realistic competitive price? (Information to enable this to be analysed can be obtained from The Publican and Morning Advertiser newspapers and from Fleurets, specialist Chartered Surveyors)</i></b>
We do not believe the marketing value was realistic. Given the pub was closed and had not been run as a contemporary business for some time it is hard to understand how the marketing price was arrived at. The accounts show a value of circa £243,000 for the property and whilst this may have been historic, if the value had increased substantially wouldn't this have to be shown in company accounts?
<b><i>If yes, how many offers have been received?</i></b>
No (not yes). Formal offers were received for the property at £250,000 and £275,000 and we understand an indicative offer as well at £250,000. The owners, we understand, turned down both formal offers and having turned down the highest offer, instructed the licensed premises agents to withdraw the property on the market whilst in the process of instructing the country homes agent.
<b><i>Have any valuations been carried out?</i></b>
We had an independent valuation carried out but Christie & Co at £275,000 although with the caveat of a full internal inspection as we were not permitted access to the property.
<b><i>Has the pub been closed for any length of time?</i></b>
Since November 2016.
<b><i>Does the sale price of the pub, as a business, reflect its recent trading?</i></b>
No.



## **8. UNDERLYING PUB OPERATIONAL ASSUMPTIONS**

### **1. OPENING HOURS AND FOOD OFFER:**

We envisage that there will be a startup period whilst the business is established. Thereafter the pub will operate across the whole week. It will be for the manager to decide the best opening times and the availability of food in collaboration with the Board. Our initial thinking indicates an operational week as follows.

Anticipated Opening Times

Monday: Closed all day (*1/2-day premises available for community use/initiatives subject to agreement with the manager*)

Tuesday: Lunchtime Closed: 17.30 – 22.30 Drinks only. (*1/2-day premises available for community use/initiatives subject to agreement with the manager*)

Wednesday: 11.00 – 14.30 (food until 2.00): 17.30 – 22.30 Drinks (& food until 9.00)

Thursday: 11.00 – 14.30 (food until 2.00): 17.30 – 22.30 Drinks (& food until 9.00)

Friday: 11.00 – 14.30 (food until 2.00): 17.30 – 22.30 Drinks (& food until 9.00)

Saturday: 11.00 – 22.30 Food and Drinks food until 21.00). All day opening on a Saturday to capitalise on the pleasant gardens and rural activities such as dog walking, cycling, visitors to Helmingham Hall and so on.

Sunday: 11.00 – 16.00 Sunday lunch etc. (Food until 14.00)

### **2. DRINKS STRATEGY**

As a free house the manager will have the flexibility to purchase a range of alcoholic drinks, soft drinks and beverages and that balances quality with price in order to maximise the gross profit that can be achieved through each unit sold. It will also allow the pub's management team to bring in guest drinks and showcase locally produced drinks to assist with marketing and creating a wider target audience for the pub.

The pricing strategy for the drinks will largely be influenced by the costs of the wholesale price plus duty and VAT. For the business plan, Framsdon CBS has assumed price strategy that will be employed is an eventual target gross margin of 65% for wet sales and food. These margins are consistent with other pubs in terms of both wet and dry sales.

The pub is also situated within a rich area for locally produced beers, wines and ciders. Aside from some of the large national brewers located in Suffolk there are a range of local breweries with popular following and good reputations including Earl Soham, Cliff Key, Mauldons and Calvors. We want the pub to maximise our cost advantage and sales & marketing strategy using local produce.

Our consultation suggests that local beers have a big following and fit with our ethos of providing locally sourced food and drink, providing support to local business but also reducing food miles and support sustainability. We would also expect drinks and food to be sourced on ethical considerations. We will ensure that the price we charge for drinks is aimed at bringing in local people and making a visit to the pub affordable for the community and families.

### 3. FOOD STRATEGY

It is recognised that a food menu will play an important part in providing the pub facility for the local community and attracting customers from further afield. If successful, the pub has potential to generate higher sales and food can comprise 40-50% of total sales.

The local community in our initial consultation emphasised the need for family orientated menu with food at a reasonable cost and with a local emphasis. This together with our community focus enables us to plan for a food offer that will appeal to different groups at different times including young people and families, older people perhaps in association with social activities aimed at combatting isolation and also a menu for those commuting or working from home during the day.

The location and surrounding rural food producers give tremendous scope for locally sourced produce and, as long as this is not cost prohibitive, a policy will be pursued to source locally, which will add to the community benefits of the pub by contributing to the local economy.

A takeaway menu may be considered particularly for house bound residents. We will explore the potential for using the pub as an outlet or delivery point for other local food and take away companies locally. There is for instance an excellent Indian Take Away business in Debenham and mobile Fish and Chip and Thai Food vans operate locally.

The pricing strategy for food will match the overall philosophy of providing good quality but affordable meals using fresh ingredients. Local produce will be used where possible.

There is a market to offer “early doors” opening in the evening as there is a small but significant local commuter traffic along the A1120 (1.1 miles from the pub and the main trunk road from east to west across Suffolk) and along the B1077 (500m away) to and from Ipswich. There is also a strong midday market for couples and groups making a destination of a country pub for lunch.

### 4. COSTS

Controlling waste and stock control will also be crucial in ensuring that the value of expenses on food and beverages is maximised. There is always natural loss relating to barrel and keg ales and lagers through changing barrels, pouring spillage and regular line cleaning. This has been built into the P&L analysis and achievable margins.

An experienced manager will be able to maximise the use of ingredients and by simplifying the menu and anticipating demand thereby reducing food waste.

### 6. CASH FLOW

Revenue will vary throughout the year depending on the weather, winter evenings, sporting events, events at Helmingham Hall and so on. There’s a high degree of seasonality in a location such as Framsdon - we factor in extra work to take advantage of day trippers and tourism at the appropriate times in the year. Consequently, we have built the following assumption for turnover into the cash flow projections.

<b>Suggested Monthly Splits</b>	
<i>Adjusted for seasonality and local factors</i>	
January	5.5%
February	5.5%

March	7.0%
April	9.0%
May	9.5%
June	9.5%
July	10.5%
August	10.5%
September	7.5%
October	7.5%
November	7.0%
December	11.0%
	100.0%

We will expect the manager to work actively to mitigate some of the quieter trading periods of the year through developing the business to support and grow social and community activities such as meetings for local groups, low-costs lunches for older and isolated people, internet café facilities for those working from home and links with established groups in the village and neighbouring area. For instance, the nearby town of Debenham has a well-established and highly regarded dementia service run by the community that could extend its activities to the village to provide activities and lunches at the pub.

The following assumptions have been made when preparing the financial forecasts:

- VAT: all sales and costs in the plan are stated net of VAT in accordance with normal business practice
- Sales: for growth of 15% in year 2 with further growth of 10% in year 3 when we would expect to be approaching a mature business. We have estimated that the drinks/food split may be around the 50/50% mark by value. The potential is for this to grow when the food side is up and running to cope with larger numbers and an established reputation.
- Drinks Sales: To put this into context the drinks sales are based on an initial 400 drink servings per week on average at an average of £4.50 per drink. These figures from the British Beer and Pub Association (BBPA) are conservatively adjusted.
- Food Sales: Year 1 is based on an average of circa 118 meals per week on average at £15 per meal spend. This is based on the pub with 20 covers capacity (a working figure provided by the owner in previous planning application). Over the eight sessions when food is served an income of £1770 should be possible.
- Cost of Drinks: A gross margin of 60-65% should be possible from an experienced operator buying free of tie and managing stock levels well. There may be a learning curve and that gross profit margins will improve but we have set our margins at 60% in line with industry averages.
- Cost of Food: A gross margin of 55-65% should be possible on food sales from an experienced operator ensuring efficient purchasing, reducing wastage and providing a popular, good value menu. Again, a learning curve and that gross margins will improve from 60% but we have assumed that 60% will be maintained over 5 years.

- Business Rates: We have assumed that the pub will benefit from full small business rates relief. The last rate valuation was £3,650 (2017). Under current Business Rates legislation, the last pub in a community of less than 3000 people with a rateable value of less than £12,500 is eligible for a 100% reduction in their rates bill.
- Other costs: All other costs have been based on industry averages for a small rural community drinks-led pub (British Beer and Pub Association).

### Year Zero (to March 2025) Month by month cash flow

Framsden Greyhound monthly Cashflow: year zero. (Thousands)											
	April to June 24	June	July	August	September	October	November	December	Jan-25	Feb-25	Mar-25
Opening Cash Position 1st jan	0.4	114.1	102.8	121.7	172.2	96.7	49.3	49.3	47.0	44.7	50.2
<b>CASH RECEIPTS</b>											
Cash Sales		0.0	0.0	0.0	0.0	0.0	6.2	7.7	7.7	9.2	11.5
VAT included in sales		0.0	0.0	0.0	0.0	0.0	1.0	1.3	1.3	1.5	1.9
<b>OTHER INCOME</b>											
Share Capital	64.1	0.2	67.0	67.0	0.2	0.2	0.2	0.2	0.2	0.2	0.2
COF Grant	276.3										
Grant Other	11.7										
<b>Total cash receipts</b>	<b>352.5</b>	<b>114.3</b>	<b>169.8</b>	<b>188.7</b>	<b>172.4</b>	<b>96.9</b>	<b>55.6</b>	<b>57.1</b>	<b>54.9</b>	<b>54.1</b>	<b>61.8</b>
<b>CASH PAID OUT</b>											
Purchase & Renovation	238.4	11.5	48.0	28.0	75.7	47.6	26.2	3.4	3.4		
VAT included costs	1.6	1.9	8.0	4.7	12.6	7.9	4.4	0.6	0.6		
<b>OPERATIONAL COSTS</b>											
costs of wages, utilities, etc.							2.9	3.7	3.7	4.4	5.8
VAT on operational costs excl. wages							0.2	0.3	0.3	0.3	0.4
Cost of sales (food & drink)							2.5	3.1	3.1	3.7	4.6
VAT included in cost of sales							0.4	0.5	0.5	0.6	0.8
Interest on shares											
Other											
Net withdrawal of shares											
Corporation Tax (19%)											
<b>Total Cash Payments</b>	<b>238.4</b>	<b>11.5</b>	<b>48.0</b>	<b>28.0</b>	<b>75.7</b>	<b>47.6</b>	<b>31.6</b>	<b>10.1</b>	<b>10.2</b>	<b>8.1</b>	<b>10.4</b>
vat paid/reclaimedd				11.5			25.2			4.1	
<b>Opening balance - net cash position</b>	<b>114.1</b>	<b>102.8</b>	<b>121.7</b>	<b>172.2</b>	<b>96.7</b>	<b>49.3</b>	<b>49.3</b>	<b>47.0</b>	<b>44.7</b>	<b>50.2</b>	<b>51.5</b>
<b>VAT Note</b>											
Output VAT whatwe will charge		0.0	0.0	0.0	0.0	0.0	1.0	1.3	1.3	1.5	1.9
Input VAT we have been charged	1.6	1.9	8.0	4.7	12.6	7.9	5.0	1.4	1.4	0.9	1.2
Net VAT Payment	1.6	1.9	8.0	4.7	12.6	7.9	3.9	0.1	0.1	-0.6	-0.8
Vat quaterly payment/receipt				11.5			25.2			4.1	
Operating income and costs adjusted 40% November, 50% December & January, 60% for February and 75% for March.											
corporation tax due 9 months after company year-end											

## Year One (April 25 to March 26) Monthly Cash Flow

Monthly Cash Flow Year 1												
	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
Opening Cash Position 1st jan	51.5	53.6	53.4	55.5	57.6	56.7	58.9	61.0	60.1	62.2	64.4	63.5
<b>CASH RECEIPTS</b>												
Cash Sales	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4
VAT included in sales	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
<b>OTHER INCOME</b>												
Share Capital	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
COF Grant												
Grant Other												
<b>Total cash receipts</b>	<b>67.1</b>	<b>69.2</b>	<b>68.9</b>	<b>71.0</b>	<b>73.1</b>	<b>72.3</b>	<b>74.4</b>	<b>76.5</b>	<b>75.7</b>	<b>77.8</b>	<b>79.9</b>	<b>79.1</b>
<b>CASH PAID OUT</b>												
Purchase & Renovation												
VAT included costs												
<b>OPERATIONAL COSTS</b>												
costs of wages, utilities, etc.	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3
VAT on operational costs excl. wages	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Cost of sales (food & drink)	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2
VAT included in cost of sales	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Interest on shares												
Other												
Net withdrawal of shares												
Corporation Tax (19%)									0.0			
<b>Total Cash Payments</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>
vat paid/reclaimedd		-2.4			-2.9			-2.9			-2.9	
<b>Opening balance - net cash position</b>	<b>53.6</b>	<b>53.4</b>	<b>55.5</b>	<b>57.6</b>	<b>56.7</b>	<b>58.9</b>	<b>61.0</b>	<b>60.1</b>	<b>62.2</b>	<b>64.4</b>	<b>63.5</b>	<b>65.6</b>
<b>VAT Note</b>												
Output VAT whatwe will charge	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Input VAT we have been charged	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Net VAT Payment	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0	-1.0
Vat quaterly payment/receipt		-2.4			-2.9			-2.9			-2.9	

## Cash Flow Years 2 to 5

Annual Cash Flow Years 2 to 5				
	Mar-27	Mar-28	Mar-29	Mar-30
Opening Cash Position 1st jan	65.6	98.3	128.8	135.6
<b>CASH RECEIPTS</b>				
Cash Sales	255	281	309	340
VAT included in sales	42.6	46.8	51.5	56.6
<b>OTHER INCOME</b>				
Share Capital	2.00	2.00	2.00	2.00
COF Grant				
Grant Other				
<b>Total cash receipts</b>	<b>322.9</b>	<b>381.1</b>	<b>439.7</b>	<b>477.4</b>
<b>CASH PAID OUT</b>				
Purchase & Renovation				
VAT included costs				
<b>OPERATIONAL COSTS</b>				
costs of wages, utilities, etc.	96.3	105.3	117.9	125.4
VAT on operational costs excl. wages	7.1	7.4	7.8	8.2
Cost of sales (food & drink)	102.1	112.3	123.6	135.9
VAT included in cost of sales	12.9	13.6	14.3	15.0
Interest on shares	0.0	0.0	14.2	13.2
Other	1.6	1.6	1.6	0.1
Net withdrawal of shares	0.0	5.0	15.0	15.0
Corporation Tax (19%)	2.2	2.3	2.4	2.5
<b>Total Cash Payments</b>	<b>202.1</b>	<b>226.5</b>	<b>274.7</b>	<b>292.2</b>
vat paid/reclaimedd	-22.6	-25.8	-29.4	-33.5
<b>Opening balance - net cash position</b>	<b>98.3</b>	<b>128.8</b>	<b>135.6</b>	<b>151.7</b>
<b>VAT Note</b>				
Output VAT whatwe will charge	42.6	46.8	51.5	56.6
Input VAT we have been chargedcharged	20.0	21.0	22.0	23.1
Net VAT Payment	-22.6	-25.8	-29.4	-33.5
Vat quaterly payment/receipt				



## 5. Marketing

- Local media
- CAMRA and other pub interest groups
- A new website highlighting the drinks and food menus and contact/location details with regular updating of events and items of interest. The website should be search engine optimised to ensure high ranking in search pages and should be mobile friendly as more searching is carried out on mobile devices. (The CBS has already secured some domain names that might be useful in our marketing)
- Email Mailing list
- Tourist office - guides and websites (both local and regional).
- Proactive management of review websites such as TripAdvisor
- We will develop a strong social media presence with a social media programme engaging with customers and the outside world. It's recognised that social media can be a free resource which can attract customers and the wider community as well as acting as an important focus for new customers.
- Potential new signage on B1077 and A1120
- Listing on dog friendly pub sites and other groups such as walkers and cyclists – the pub is located within a number of circular walks and rides that can start and end in the village.
- Walkers, cyclists and similar groups to be contacted to use Framsdén as a 'pit stop' on routes
- Maps of local walks with Framsdén as start/finish/stop off point to be prepared/obtained and downloadable on website (there is an existing walkers and sight-seeing map made freely available by the Parish Council which shows the Pub at the heart of a number of well sign-posted circular routes.)
- Participation of national/regional and local food, drink, pub and social events to be coordinated where appropriate
- All local groups to be contacted
- Use village, parish and district websites that may be available for publicising events
- Contact local businesses to encourage use of the premises for entertainment, promotions, meetings
- Ensure that the pub is promoted to all local holiday rentals and accommodation.

## Appendix 9

DR DANIEL POULTER MP

L1b (hons), MBBS, AKC, MRCPsych



HOUSE OF COMMONS

LONDON SW1A 0AA

Mr Jacob Young MP  
Parliamentary Under-Secretary of State  
Department for Levelling Up, Housing and Communities  
House of Commons  
London  
SW1A 0AA

9<sup>th</sup> October 2023

Dear Jacob

**The Doberman Pub, Framsdén, Suffolk**

I am writing in support of **Framsdén Community Benefits Society (FCBS)** regarding its application to the Community Opportunities Fund to enable the FCBS to purchase and operate the Doberman Pub within the small rural village of Framsdén, in my Central Suffolk and North Ipswich constituency.

As part of the bid, the FCBS plan to widen the pub's accessibility and offer to the local community to include a shop and drop off point, and the provision of electric vehicle charging points.

In addition, the retention of The Doberman would offer a vital community hub and opportunities to local residents, and a place to meet and enjoy each other's company. If successful in its bid for funding, The Doberman would once again return to being a much-needed and well-loved community asset for this small rural community, within its traditional listed heritage thatched property.

It is my view that the proposed initiative will provide valuable services to the local community, whilst preserving a listed historic building within the community. I would like to put on record my full support for this application and if I can help with anything further, please do not hesitate to contact me.

With best wishes

Yours sincerely

A handwritten signature in blue ink, appearing to be 'D. Poulter'.

Dr Daniel Poulter MP

---

Working for the people of Central Suffolk and North Ipswich

*All correspondence should be addressed to the House of Commons*

Tel: 020 7219 7038 Email: [daniel.poulter.mp@parliament.uk](mailto:daniel.poulter.mp@parliament.uk) Web: [www.drdanielpoulter.com](http://www.drdanielpoulter.com)

## APPENDIX 10: OVERAGE DEED

### The Dobermann/Asbach House Essential works items

Flat Roof Repairs

Asbestos inspection and removal

#### **Structural Timber**

Specialist Timber Inspections

Specialist Timber Treatment and replacement of rotten timbers

#### **Roof & Roofline**

Thatched Roof Replace

*Repair soffits and roof line woodwork*

#### **Insulation**

Upgrade insulation in main roof void

Upgrade flat roof insulation

Dry line and insulate internal brick walls

#### **Electrical**

Rewiring to modern standards

#### **Heating System**

Plumbing system replaced throughout

Heating system replaced throughout

Chimney & Flue relining

#### **Windows**

Window repairs (incl wrought iron)

replacing non-conforming UPVC windows

#### **Internal Repairs**

Upstairs Floor Repairs (unable to assess at valuation)

Re-instate Plaster work around leak

Complete internal & External redecoration (weatherproof)

#### **Sewerage**

Septic Tank Equipment

Septic Tank Installation

Test drainage

#### **External Grounds**

Bank reinstatement & stabilisation

Clear gardens, grounds

#### **Building Renovation - Out Building**

Essential repairs - secure structure

**Compliance works**

all remedial works that may be required in relation to any previous work that required listed building consent under the Planning (Listed Building and Conservation Areas Act) 1990 where no consent was granted or where consent was granted but conditions not complied with.

Each Overage Payment is to be calculated in accordance with the following formula:

$$A = [(B - C) - D] \times 50\%$$

Where:

A = the Overage Payment

B — the Market Value of the Planning Land

C = the Base Value of the Planning Land

D = Development Costs.

## **FURTHER READING:**

- **"Future Shock", UK Hospitality 2022.**
- **"Community Business Report", Plunkett Foundation. 2022**
- **"THE POWER OF CONNECTION – STRATEGY DOCUMENT" Framsdén Social Enterprises CBS Ltd.**  
(available on the website or by email below)

## **CONTACT US:**

**EMAIL:** **fsecbs@gmx.co.uk**

**info@framsdengreyhound.co.uk**

**Website:** **www.framsdengreyhound.co.uk**

**POST: c/o** **The Old Post Office, The Street, Framsdén, Suffolk IP14 6HG**

