

## Business Plan

# The Purchase and Establishment of The Fox Inn, Ryton as a Community-owned Pub

February 2025



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This business plan sets out the proposals for the realisation of this community pub. The plan is divided into the following sections:

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4. <a href="#">Local Context and Background</a>	Gives more detail about the context for the project including the history and development of the project to date, background to the local area, community consultations and need for the project.
5. <a href="#">The Vision, Aims &amp; Objectives for The Project</a>	States the overall vision for The Fox as a community pub and explains the underlying aims and objectives and how these will support the local needs identified in section three.
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12. <a href="#">Risk Analysis</a>	Identifies the key risks associated with the project, with avoidance and mitigation strategies designed to prevent and minimise each risk assessed to be a significant threat to the project.

## 1. Executive Summary

This business plan presents a proposal for the re-opening and operation of The Fox Inn, Ryton (The Fox) as a community-owned pub. The Fox's operating arrangements will be re-established and developed to deliver our vision:

**'Transforming The Fox public house into a thriving, viable and sustainable business owned by Members from the community and run for the benefit of the communities it serves.'**

**We will provide a place to meet and socialise in a venue that is welcoming to all ages, offering a range of activities and events which will help address loneliness and isolation especially for the elderly, disabled and young families in the community'.**

Bringing The Fox into community ownership will help ensure the success and sustainability of a much-valued village asset. It will enable the community to develop the facilities to meet their needs and to maximise opportunities to create a community hub along with the Village Hall. This is intended to safeguard these facilities by retaining and strengthening a vibrant, economic heart to the village.

To enable the purchase and operation of The Fox, a Community Benefit Society (the Society) has been formed The Fox Inn Ryton Community Pub Limited (Registration No. 9051).

Capital to purchase the building (freehold) and update the premises will be raised through a community share offer, grants and a loan. The value of each share is £250 and the minimum shareholding will be one share. A purchase price has been agreed with the owners of the pub.

Purchase of shares will confer 'membership' of the Society, giving members control over the business through the election (annually) of a Management Committee and voting rights on significant issues at regular meetings. All members will have a single vote, regardless of the size of their shareholding.

Once purchased by the community in the Spring of 2025, The Fox will be closed for renovation and refurbishment and will open in November 2025 under the go-forward operating model: selling a good quality food and drink offerings, a Community Café and a Community Shop.

A marketing strategy is presented which will increase usage by local people, visitors staying in the area, cyclists, walkers and day-trippers.

A risk analysis has been conducted. The high-impact risks are the failure to raise the requisite capital for the purchase and refurbishment of The Fox, unexpected renovation costs, insufficient usage, or increases in operating costs exceeding income.

## 2. The Fox Inn

The Fox is a free house located in Ryton, a small village situated in south Shropshire between the county town of Shrewsbury, 7 miles to the north, and the town of Church Stretton, 7 miles to the south.

Located within the Parish of Condover, Ryton is dispersed in nature with few properties having close, easily accessible neighbours. The structure of the village generally is not conducive to casual interactions, particularly during the dark winter months. There is no village shop or

similar amenities, and village residents can become isolated at home, travelling by car for shopping and other essentials, or receiving home deliveries. There is a village hall in Ryton, however this is predominantly used for formal classes such as yoga and dance, attracting people from a wide area and with little in the way of social interaction before or after the activity. Ryton is situated in the Ryton electoral ward of Condober Parish. Condober Parish sits within the Shrewsbury and Atcham parliamentary constituency.

The oldest parts of The Fox date back to circa 1680 and it has been in continuous use until its closure in September 2022. There is a customer car park to the front of the premises with a capacity for circa 22 vehicles. There is a patio to the front of The Fox with capacity for 32 covers in good weather. There is a garden to the side and rear that could be utilised for customer use.

The ground floor provides two principal trading areas with access from a front entrance porch and reception area. The Public Bar provides an attractive room in two sections with an open fireplace and cast-iron solid fuel burner installed. This room has tiled floor throughout and assorted seating for 30 plus customers. The Lounge Bar is an open plan room providing seating for circa 24 customers with a fitted servery area. Its history has been that of a traditional rural pub, with no TV or jukebox.

There are no other pubs within the Parish of Condober. The two nearest pubs are the Dorrington's Horseshoes in Dorrington and The Pound, Leebotwood which are 1½ and 3½ miles away respectively. Both Dorrington's Horseshoes and The Pound are successful 'gastro pubs'. The Fox and these two pubs have co-existed and provided different and complementary offerings without having a major impact or competition. There is very limited public transport serving Ryton. The offering of The Fox under community ownership will continue to compliment that of the nearest two pubs, providing a true point of difference and a real community hub.

## 3. The Business Plan

### 3.1 Purpose

This business plan has been developed to support the purchase and operation of The Fox Inn in Ryton. The Community Pub will transform The Fox from its current state of closure and return it to being a thriving, viable and sustainable business. This will be achieved through an ownership model comprising a diverse group of shareholders and run for the benefit of the communities it serves.

Community ownership will resurrect the services and facilities previously offered at The Fox and build on these with increased opening hours and daytime usage that will provide a place for people to meet, eat and/or drink in a venue that is welcoming to the whole community.

## 4. Local Context and Background

### 4.1 Introduction

This section explores the local history and context for the project. It details the local census area statistics, which give a sense of the local demography. It goes on to outline the current challenges associated with operating a business within the village and explains the various consultations and community involvement in the development of plans for the new community pub.

### 4.2 The Background to the Project

#### **A much-loved village asset**

As outlined in Section 2, this gathering of locals at The Fox helped to promote good relations

*"I am a 75-year-old pensioner and have lived in Ryton for over 40 years. As I live alone the pub has always been very important to me as a place to meet my friends. I am totally supportive of the community buying it." Barry L.*

between people from different walks of life, different generations, of often very different backgrounds, of all adult ages, young to old, providing a very beneficial contribution to the wellbeing of those in the area.

In addition, The Fox has been the focal point for a wide range of community events and activities, complementing those of the Village

Hall. These events and activities are detailed in Section 6.1.

The Fox is a freehold business and had been successfully run by the same owners for 22 years, until their retirement. Despite the pressures experienced by many other rural pubs across the country The Fox had continued to operate and trade successfully not least because of its local support and customer loyalty but also through the tremendous expertise and reputation for good food.

The pub was put on the market in 2021 and sold to the present owners, Mr & Mrs Beresford in August of that year. Sadly, the present owners were unable to make a success of their strategy which focused on: wet sales, repurposing of the restaurant to a bar with the addition of a pool table and the withdrawal of a traditional, home cooked food offering. The Fox closed in September 2022, with the owners indicating their intention to convert the premises to a private dwelling.

In response to the closure an initial group of concerned villagers was galvanised to begin discussions about how to prevent the permanent loss of a pub in the village. Supported by Conover Parish Council, an application for designating The Fox as an 'Asset of Community Value' was successful and came into effect in February 2023. These discussions concluded with the formation of a Steering Group to explore the options.

*"It's really great to see how this community has come together to try and buy our local pub so we don't lose this incredible local resource. It's not just a local drinking place- it's a community meet-up point and we're missing it." Deb C*

The first step was to see how much support there was to 'Save The Fox' and a questionnaire was issued to households in the village and surrounding areas, and also made available on a newly established 'Friends of The Fox Inn, Ryton' Facebook page. 177 responses across 15

local villages were received to the questionnaire and the results demonstrated overwhelming support to reopen The Fox. More detail of the results of the survey are in [Appendix 1](#).

This provided a level of confidence to the Steering Group to develop a plan to raise funds to save the pub and this was presented at a public meeting on the evening of 22 February 2023,

Over 40% of respondents indicated an intention to use The Fox at least once a week or more

A further 20% of respondents indicated an intention to use The Fox at least once a fortnight.

95% of respondents indicating that they would welcome the availability of a food offering. Further facilities welcomed included: regular events and quizzes (50%), availability of teas/coffees during the day (43%), a parcel drop off point (26%) and the sale of basic groceries (22%)

42% of respondents indicated a wish to get actively involved in supporting of the re-opening and operation of The Fox.

attended by c80 local residents. Again, there was overwhelming support from those present.

The Steering Group has also received considerable input and support from Plunkett UK. As a result, we are now in a position to present this Business Plan and launch a share issue with the intention of ensuring that The Fox will be a viable and thriving village amenity and community asset in perpetuity for current and future generations of the community.

At the time of writing the pub remains closed. A price of £265,000 has been agreed with the owners.

### 4.3 The Local Community

Situated in The Marches, the village of Ryton is in a beautiful part of South Shropshire in close proximity to the Shropshire Hills Area of Outstanding Natural Beauty. Sitting in an elevated position, looking westwards provides a view of the Long Mynd, whilst outstanding views to the south include the Lawley, Caradoc and Ragleth Hill. Such exceptional scenery draws tourists, holidaymakers, cyclists, walkers and horse riders to the village. Holiday cottages, a touring caravan site and fishing lakes are located within one mile of the village, accommodate a further 150 people. The Fox has traditionally served the needs of these visitors.





*View from the front of the Fox Inn, looking over to the Lawley and Caradoc*

The village is a very special place, with strong community cohesion. There is a thriving Village Hall and, prior to its closure, many activities were focused in and around The Fox (see Section 6.1).

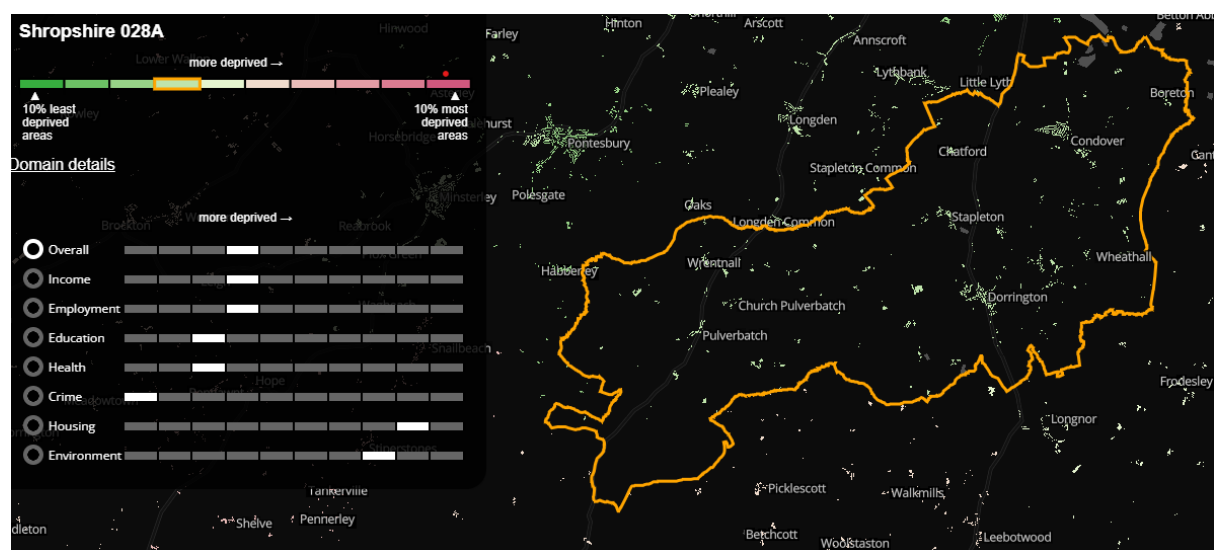
Census data (March 2021) indicated that the Parish of Condober had a population of 2,200 and was characterised by:

- Early years: 4.4% (97 children) of the population were aged 0 to 4 years. This compares with 4.5% at County level, 5.6% regionally and 5.4% nationally.
- School age: 15.1% (332 children) of the population were aged 5 to 19 years. This compares with 15.5% at County level, 18.5% regionally and 17.6% nationally.
- Working age: 55.1% (1212 people) of the population were aged 20 to 64 years. This compares with 54.6% at County level, 57% regionally and 58.4% nationally.
- Retirement age: 25.4% (559 people) of the population were aged 65 and over. This compares with 25.3% at County level, 18.7% regionally and 18.4% nationally. Without a village pub there is currently no day time public place for this group to casually meet up.
- Over 85-year-olds: 2.5% (55) of the population were aged 85 and over. This compares with 3.37% at County level, 2.5% regionally and 2.4% nationally.
- 35.9% of the working population worked from home. Living and working in a rural environment without ready access to communal facilities risks social isolation for this group.
- There was a very small black and ethnic minority population (6.8%) compared to the national average of 19%
- 57.1% of the population identified themselves as Christian, whilst 32.5% identified themselves as having no religion. Traditionally, in villages such as Ryton, the church provided a focal point for village cohesion. For an increasing proportion of the population this is no longer the case and a village pub provides the social focal point.
- 92.9% of households owned a car or van, reflecting the lack of other available transport options available.
- 4% said that they felt that their day-to-day activities were limited a lot due to health problems or disability. 16.2% were defined as Disabled under the Equality Act. This is comparable to the national average. However, access to community facilities and support, for both disabled people and their carers, is more challenging within a rural environment such as Ryton.

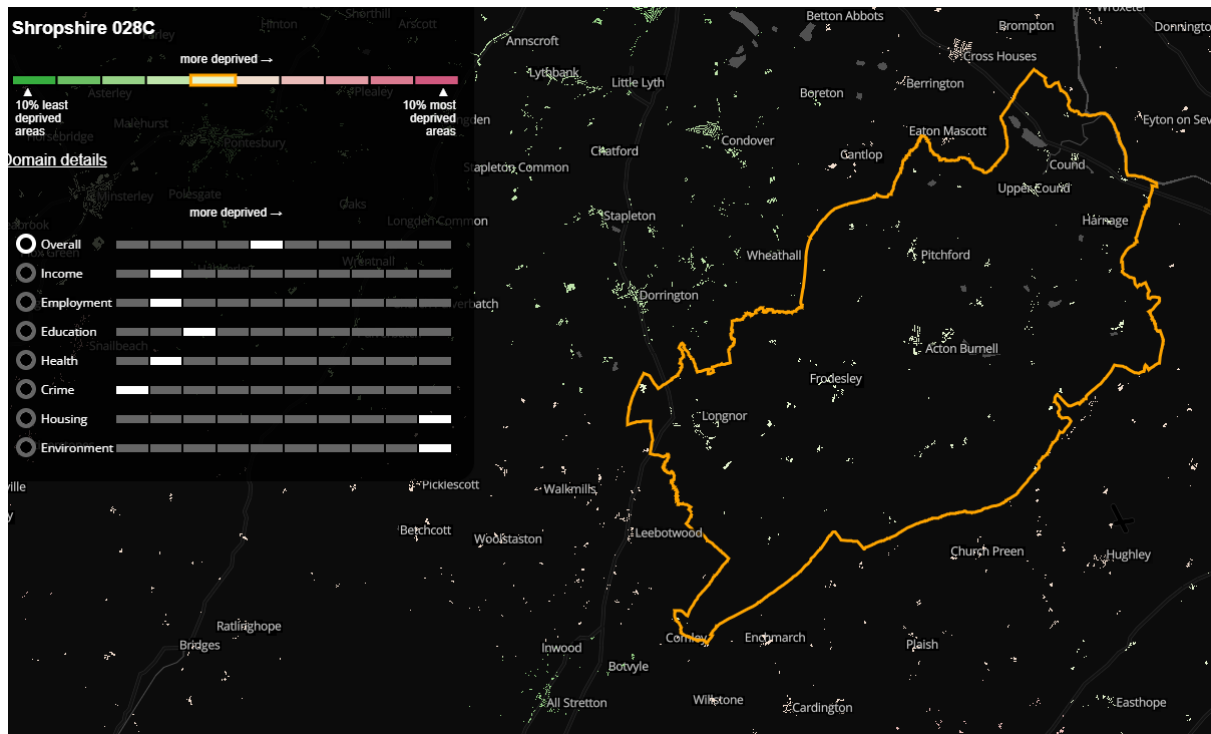
At the time of the 2021 census, there were 900 households and 3 communal establishments in the parish, of which approximately 79 were in the village of Ryton, and located within one mile of The Fox pub.

- 45.7% of households were owned outright, with a further 29.4% owned via a mortgage or a loan not yet paid off. Other households were typically privately rented or social housing.
- 23.7% of all households were one-person households, a further indicator of potential social isolation.
- Unemployment rates, at 1.2%, were significantly lower than the national average of 3.5%.
- 51.8% of the working population work in standard occupation classifications 1-3 (managers, directors and senior officials, professional, associate professional and technical) and 9.3% work in standard occupation classifications 8 and 9 (process, plant and machine operatives and elementary occupations).
- 18.8% were self-employed, significantly higher than the national average of 10.6%.

Considering the closest catchment areas of The Fox, the Multiple Indices of Deprivation Survey, 2019 shows the area to be in the lowest 10-30% for Barriers to Housing, a key indicator for rural isolation (considers components including levels of household overcrowding, homelessness, housing affordability, and the distance by road to four types of key amenity (post office, primary school, supermarket, and GP surgery), and Living Environment (considers factors such as housing quality, including those dwellings without central heating, and air quality and risk of road traffic accidents).







Whilst pubs in general, and particularly those in rural areas have struggled to remain sustainable over recent years, there is a strong legacy at The Fox and a solid core of community support in Ryton and the surrounding communities. We believe we can utilise this support to reopen The Fox and further develop its potential through enhanced use of The Fox as a community asset which is explained in more detail later in this plan.

This is not to be complacent, or to deny that the business environment is challenging. However, we believe that there is an opportunity to provide a greater range of local services at a reasonable cost and to supplement the 'core' services of a pub with additional community support services and events.

#### 4.4 The Current Position

##### Developing a Sustainable Business

It is challenging for any business to survive in a rural location with an unexploited market and it has become clear during the development of this business plan that the support of local people is essential to ensure the continued viability and sustainability of The Fox. The village is fortunate in having a strong sense of community with a number of groups and active volunteers committed to developing the pub alongside the other village amenities to offer a vibrant and socially inclusive community hub.

The community pub will support the local economy, providing local employment, as well as supplying local produce, goods and services, supporting local food producers and other service providers. An increased range of services provided and extended opening hours will help attract visitors to the pub and support new groups and events.

To progress this proposal, the Steering Group set up in the wake of the announcement to close the pub has:

- Set up a legal entity: The Fox Inn Ryton Community Pub Limited
- Opened a business bank account
- Consulted with the community via a questionnaire and an initial public meeting held on 22 February 2023 followed by a series of regular public meetings
- Consulted with, and received support from, the local Parish Council and Shropshire Country Council
- Established a formal Management Committee that will take responsibility for the strategy, development and operational management of The Fox
- Launched a campaign to seek pledges to buy community shares, and provide goods and services, with the ambition to raise pledges amounting to £200,000 and at the time of writing has achieved £217,520 of pledges of shares, goods and services, and remains open for more pledges to be made
- Commissioned an independent valuation of The Fox, conducted by Towler Shaw Roberts LLP; undertaken in accordance with the current RICS Valuation – Global Standards (the ‘Red Book’). The Fox has been reassessed by Towler Shaw Roberts on 10 February 2025, resulting in an updated valuation of £260,000. The purchase price of £265,000 reflects a 1.9% premium above the valuation which was deemed necessary in order to secure the purchase of The Fox.
- Received advice and indicative pricing from a local building company to inform refurbishment priorities
- Commissioned a Buildings Survey, conducted by Paul Smith, Invisio Building Surveying and Energy Assessment Limited
- Had media coverage from the Shropshire Star, BBC Radio and Shropshire Live
- Established a [Facebook](#), Instagram page and a [website](#)
- With support from Plunkett UK, the team has successfully applied to the Community Ownership Fund, and has been awarded a £250,000 capital grant and a £49,300 revenue grant to be drawn down once an agreement has been signed. Additional sources of grants and loans have been investigated and will be applied for if required
- Secured a grant of £5,412 from the Reach Programme
- Held a range of fundraising activities including: raffles, quiz nights, coffee mornings, car treasure hunt, pub nights, family bingo, etc with further events scheduled on a monthly basis
- Received advanced assurance from HMRC that investors will be eligible for tax-relief under the [Seed Enterprise Investment Scheme](#)
- Have contacted and visited established community-owned pubs to inform our business plan and capture relevant experience

The Steering Group has been strongly supported throughout by Plunkett UK.

#### 4.5 The Future

Pubs are not just providers of safe, supervised drinking environments; they are also a place for social interaction and bring together people of all ages, of all socio-economic backgrounds from around the area and further afield. They encourage social cohesion and communal activities.

There are many examples of villages that have saved their local pub by taking it into community ownership and offering a different business model. In all of these models the income from the business is invested back into the pub or other facilities or activities in the locality.

It provides the opportunity for community-led service delivery which will be based on what the community says it wants. We will look to increase historic daytime usage to benefit local groups and charities and open for refreshments, providing a place to meet as well as new services delivered in partnership with other organisations e.g., health and lifestyle services.

The Fox is much loved by its regulars and appreciated by its visitors. It has the potential to play an important role in the lives of many local people if it comes into community ownership. The positive impact on the community of a fully operational, thriving pub can be substantial.

For community shareholders, ownership of The Fox provides an emotional investment in its success, a social reward knowing that the investment is being put to worthwhile causes as well as offering some small financial reward in the form of an annual return when business performance enables such.

As its custodians, the shareholders are buying into a community asset and the job of the Committee and the team they employ is to make sure The Fox is a real asset to the people who live here now and one that can be passed on to future generations of the community.

## 5. Vision, Aims and Objectives

This section sets out the overall vision for the new community pub and explains the underlying aims and objectives for the project. These are linked to, and directly support the local needs and demand identified in Section 4.



### 5.1 Our Vision

Our vision is:

**‘Transforming The Fox public house into a thriving, viable and sustainable business owned by shareholders from the community and run for the benefit of the communities it serves.**

**We will provide a place to meet and socialise in a venue that is welcoming to all ages, offering a range of activities and events which will help address loneliness and isolation especially for the elderly, disabled and young families in the community’.**

## 5.2 Our Aims

1. To secure local support to the concept and reality of community ownership of The Fox as the means of securing its future as a local pub
2. To purchase The Fox Inn, Ryton and undertake necessary refurbishments to enable it to be established as a community-owned asset
3. To establish management arrangements and open The Fox as a provider of good food and drinks for the local community and visitors
4. To ensure that The Fox offers additional social, cultural and leisure activities and services which meet the identified needs and wants of the local community in a cost-effective manner
5. To establish a venue that can be used for a wide range of purposes, in support of income generation
6. To support local residents and suppliers through the creation of jobs and sale of materials
7. To continue to work closely with the Parish Council, Shropshire Council and the Village Hall to coordinate the development and delivery of village services
8. To market The Fox as a model community initiative and as a worthy destination for guests and visitors
9. To secure an annual profit, having taken account of all costs, including interest on Members' shares. Any resulting profit will be used to benefit the community.

## 5.3 Our Next Steps

1. The Fox was placed on the open market at a price of £395,000. The price was subsequently reduced to £325,000. A price of £265,000 was agreed in February 2025 and the conveyancing process has started.
2. A pledge campaign was launched on 15 June 2023 and extended in March 2024 to ask for indications from the community of the number of shares they might purchase and/or donations they plan to make. This will be followed by a formal share offer in March-April 2025, converting pledges into shares to raise sufficient funds for the project
3. To maximise grant opportunities and consider loan applications where necessary to meet our aims
4. To complete the purchase of The Fox by end of March 2025 (subject to conveyancing) and undertake renovation, extension and refurbishment over a period of 6 months.
5. To secure sustainable management and catering arrangements, overseen by a Management Committee
6. To formally open The Fox as a community owned pub in November 2025 with a live-in General Manager/Chef and open in the go-forward operating model with a full range of wet sales, food, and a volunteer-managed community café and shop
7. To engage proactively with the local community to establish cost-effective additional services and activities to be delivered from The Fox, putting these into place in late 2025.

This section sets out our plans in more detail.

## 6.1 A range of services

The vision we have for The Fox is for it to become, once again, a focal point of the community through the provision of various services including: -

**As a traditional local village pub** serving real ale and sensibly priced, locally sourced wholesome food, we want the pub to embrace the community and therefore provide food and facilities for the whole family. Themed nights would help to harness the talents in the community including music and folk nights, themed food nights and guest speakers.

*“Guest accommodation in Ryton is thriving and it's important to be able to offer guests use of the village pub in walking distance rather than send them elsewhere further afield.” Jill H*

We will build on The Fox's long and successful history of charitable events, competitions, raffles and auctions. The monies raised will be used to support local charities and to improve village facilities.

The pub would serve the local community and visitor trade as well as supporting other local businesses (e.g. holiday lets and the caravan site) by providing added reasons to stay and enjoy South Shropshire.

**As a place to meet/daytime cafe** for local residents who currently do not have anywhere within easy walking distance to meet and chat. This is particularly important for older residents who do not have access to a car and for the increasing number of young families in Ryton.

It could also offer high speed internet access for people who do not have a provision at home.

There is currently no venue in the village for teenagers and young adults to meet and The Fox could provide an occasional facility for a regular after school meeting place that could include traditional games and non-alcoholic beverages which would help to promote cohesiveness and a sense of community.

**As a vehicle for diversity and community care** meeting the needs of all people in the community including: ethnic minority people, disabled people, young residents of a care home, the elderly, the lonely, people at risk of social isolation, family carers and those working experiencing the mental health challenges associated with the farming industry. Many of these groups are not seen as typical pub-going customers. However, we are determined that The Fox should be welcoming to all.

In addition to the meeting place/daytime café it is our intention to embrace the Farm Safety Foundation's 'Yellow Wellies' mental health campaign and explore the 'Men's Sheds' initiative. We will also support members of the community who are raising funds for charities. These activities will be championed by the Community Liaison, Diversity & Inclusion Lead on the Management Committee.

We believe that it is important to make our pub accessible to everyone, including those with disabilities. We will take several steps to ensure that our pub is fully accessible, including:

- Providing ramps and handrails for those with mobility impairments
- Ensuring that our entrance and restrooms are wheelchair accessible
- Offering large-print menus and providing braille menus upon request
- Training our staff to be sensitive to the needs of individuals with disabilities

We understand that every person's needs are unique, and we are committed to working with our customers to ensure that they have the best experience possible.



We will implement a zero-tolerance policy for any form of discrimination or harassment. Our staff will be trained to recognise and address any issues that may arise, and we will have clear guidelines in place to deal with such incidents. We will ensure that our hiring practices are inclusive and that our team reflects the diversity of the community we serve.

**As a parcel and prescription drop off and pick up point** which would be helpful to those members of the community who do not have easy access to transport or for those who are at work in the day.

**As a shop** selling basic goods – milk, bread, newspapers and local produce such as cakes and preserves.

**As a resource for visitors**, we want The Fox not only to meet the needs of local people, but also embrace the visitors, walkers, cyclists and horse riders who currently pass through the village, offering coffee and cake. The pub is situated close to the Shropshire Hills AONB and the dramatic scenery of the Long Mynd, Caradoc and Lawley hills. Acton Burnell Castle is also nearby and is the site of the first English Parliament. We believe that by offering good quality, reasonably priced food and providing a welcoming and attractive venue to walkers, cyclists and horse riders we can build up a good outdoor clientele by word of mouth.

There are also a number of footpaths and bridleways that pass through or near Ryton and we will work with the Parish Council and local cycling groups to encourage a series of walking routes and cycling that can start or finish at The Fox. This offer is supported by the availability of car parking where walkers can safely leave their vehicles for the day in return for custom and the provision of bike racks.

Please refer to [Appendix 2](#) to understand how we want to contribute to the local community.

## 6.2 Community Ownership

We believe that the best way of achieving our aims for The Fox is to buy it and operate it as a community pub for the benefit of the community. The best way of doing this is to form a Society which, through a share offer will purchase the pub for the village and members (shareholders) of the Society. A Community Benefit Society has been established as a legal entity, The Fox Inn Ryton Community Pub Limited, to manage this on behalf of the community.

The benefits of this are:

- The local community will own the building in perpetuity
- People will feel more committed to the facilities offered by the pub and other community facilities
- Establishment as a Community Benefit Society enables us to attract grant aid
- Purchasing shares may provide a modest annual return by way of interest payable to members and can provide tax benefits to investors.

As the building will be purchased as a freehold, the community will have the option to develop the range of services to meet their needs. Given that proposed business is viable (see financial forecasts), additional services could be added later at low risk. Suggestions include:

- Luncheon club/subsidised meals for the elderly.
- Farmers markets and craft markets on the adjacent car park\*



- Open exhibitions for local artists
- Outside catering\*
- Coffee Club
- Exchange of books/magazines
- Gardening club of volunteers to help develop the pub garden
- Tourist Information Point
- Regular provision of information about energy saving opportunities for the local community

We have asterisked those opportunities which, in our view, may offer particular scope for income generation, whilst other proposals, such as subsidised meals, would enhance the social impact of the Pub.

These opportunities will continue to be explored by the Management Committee, taking account of consultation with the community.

### 6.3 Share Offer

As a means of raising the required capital shares in the project are being issued by The Fox Inn Community Pub Limited. Detail on this share offer is provided within a separate document.

The minimum cost of each share is set at £250. The maximum number of shares will be 100 shares (£25,000) by any 1 investor. Owning a share automatically entitles the member to having a say in how the community society is managed. Being a Community Benefit Society, each member will have one vote no matter how many shares they own.

The membership will elect a Management Committee that will, amongst other things, advise the members as to whether profits enable interest to be paid to shareholders and at what rate.

There is a 3-year tie-in period associated with the shares in order to maintain level capital, and no interest would be paid to shareholders over this period to safeguard and establish working capital. Limited capital withdrawals have been forecast from year 4 onwards, but are at the discretion of the Management Committee having regards to the long-term interests of the Society, the need to maintain prudent reserves, and the Society's commitment to community benefit.

## 7. SWOT Analysis

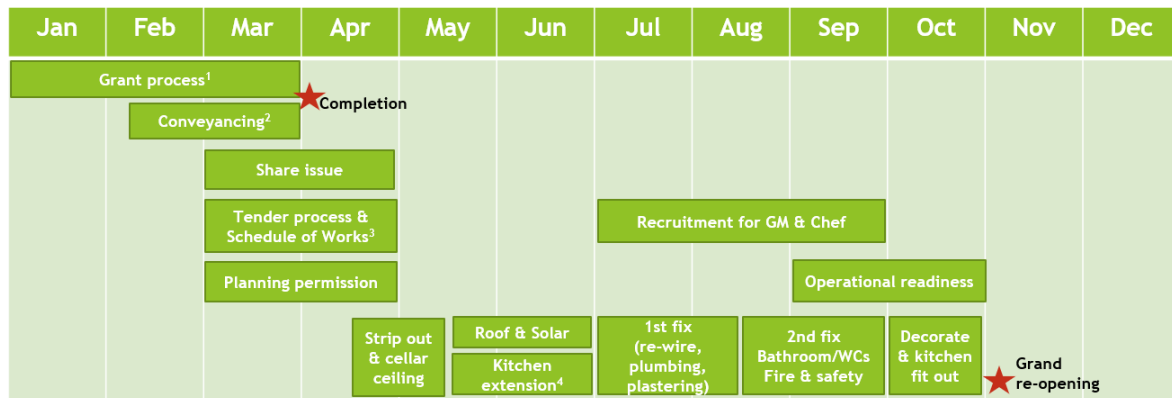
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Backing by the local community. Evidenced by fundraising, attendance at meetings, Facebook, promises to invest</li> <li>• Backing by holiday let owners and clients</li> <li>• Support from Village Hall Committee</li> <li>• Support from Parish Council</li> <li>• Support from Plunkett UK &amp; CAMRA</li> <li>• Strong Management Committee with varied experience, including a successful recently retired publican</li> <li>• Offers of support in terms of volunteers, tradespersons, local businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Physical state of the building. Need for extensive renovation</li> <li>• Parking area limited &amp; needs repair</li> <li>• Not energy efficient.</li> <li>• Need to revamp layout to accommodate community cafe</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• COF grant would make the scheme viable &amp; profitable</li> <li>• Appointing a high-quality manager (with Incentive scheme)</li> <li>• The new café area will encourage new customers &amp; increase income</li> <li>• Offer of land to increase parking will increase footfall and turnover. Also support events (e.g., pop up sales)</li> <li>• Further opportunities for a second share issue &amp; further grants (e.g. KEY Fund – Green Energy)</li> <li>• Joint events with Village Hall</li> </ul>	<ul style="list-style-type: none"> <li>• Further decline in the building over time could increase renovation costs</li> <li>• Increased prices &amp; recession</li> <li>• Loss of community interest if acquisition takes too long</li> </ul> <p><i>MITIGATED BY:</i></p> <ul style="list-style-type: none"> <li>• <i>All repairs &amp; upgrades fully costed. Offers of support reduce costs</i></li> <li>• <i>Allowance made in business plan. Green energy improvements will help reduce costs. Shareholders will have more incentive to make use of the facilities.</i></li> <li>• <i>Regular updates &amp; meetings. Use of social media</i></li> </ul>

## 8. Building & Renovation

This section sets out some of the key headings for repair, renovation and conversion costs. A survey of the building has been undertaken and the results of this have been incorporated into the costs.

We have agreed a purchase price of £265,000. All renovation work will be completed in the first 6-9 months after purchase:



**Strategy:** complete major works before opening to ensure 1/ a safe & compliant working environment; 2/ minimise costs by only doing work once and while premises is closed; 3/ start tender process & build schedule of works during conveyancing to minimise down time; and 4/ use grant (£250k), match funding (£62.5k) and revenue grant (£49.3k) within 12 months of COF award.

**Key assumptions:** 1/ Grant dependent on sufficient shares raised; 2/ no delays during conveyancing; 3/ owners agree to access during conveyancing to start tender process before completion; and 4/ planning permission received

### 8.1 Renovation work April – October 2025:

- reinforcement of cellar ceiling
- replacement of roof with photo voltaic panels installed, insulation as required by current building regulations
- rewiring of the entire property

- extension to rear of property to create a larger commercial kitchen, subject to planning permission
- fit-out of the kitchen (see table below), the current owners sold the kitchen equipment
- refurbishment of the upstairs, 4-bedroom flat including replacement bathroom suite
- installation of fire alarms and other compliance requirements if needed
- repair and redecoration of the pub bar and restaurant
- renewal of pub sanitary ware and plumbing to bring up to current building regulation standards
- remedial work to outside of property including some repointing, repainting and general repair
- installation of access ramps
- installation of a chiller cabinet and display racks for the Community Café and shop

All of the above work will be funded by the share issue, a loan, donations of skills and materials, and fundraising activities. The supply and installation of the photo-voltaic panels are being donated by a local energy company.

In the first 1-2 years after opening, we plan to create an overflow car park. A local farmer has offered a long-term lease on land opposite the pub at a peppercorn rent. The materials, labour and machinery hire are being donated for free. The costs of planning submission and rent are included in the financial model, but no further costs are anticipated.

## 9. Marketing Plan

The marketing plan for The Fox is based on five fundamental aims:

1. To attract investors. Investment includes the purchase of shares, participation in fundraising activities, monetary donations and investment of skills and resources
2. To encourage previous customers to use the facilities upon reopening The Fox (rebuilding the customer base)
3. To attract new customers to use the facilities (extending the customer base)
4. To increase the frequency with which customers use the facilities (building customer loyalty)
5. To increase the value of each visit made (building customer value)

The target market segments that we hope to attract through the marketing proposals are:

- Local people
- The wider community
- Tourists, including those staying in holiday accommodation locally
- Day visitors to the area, particularly cyclists, walkers and horse riders.

In positioning the pub's offer, we will include the best from the traditional pub model and add those elements that are relevant to our locals, the wider community and that match our aspirations. We will also seek to secure placement in Good Pub guides, and to secure positive publicity, including Trip Advisor ratings.

Proposed methods for achieving the marketing objectives in the early days of operation of the business are outlined below. The marketing plan will be updated regularly in conjunction with the pub management team as the business grows and develops.

## 9.1 Attracting Investors

Our mission is to engage with our local communities across Shropshire (with the ambition of a broader, national reach) to create support and long-term commitment for the Fox Inn Community Pub. The principles by which we are doing this are:

- **Inclusivity:** reaching as many diverse groups as possible, targeting our messaging and channels to suit what they want to receive and how they consume communication
- **Relevance:** providing timely and relevant messaging which resonates and informs the audience
- **Feedback:** establishing a two-way channel of communication to enable us to receive feedback, ideas and measure the sentiment of our communities
- **Longevity:** establish the reach and channels in preparation for a marketing campaign when we open the community pub

Our methods of communication are as follows:

<b>Format</b>	<b>Examples/Frequency</b>
Public meetings	7 public meetings held with up to 100 people attending
Email updates	170 households on our Friends of The Fox distribution list
Social media activity	Facebook page, Instagram page, NextDoor posting Posting on all local community social media pages
Website	<a href="http://www.the-fox-at-ryton.co.uk">www.the-fox-at-ryton.co.uk</a>
Leaflets	Over 4000 leaflets delivered to 7 local villages, at local events, at schools, etc
Posters	In local villages, village halls, post offices, etc ahead of meetings and events
Articles in local newsletters	Ad-hoc ahead of events
Local press & radio	Coverage on BBC Radio Shropshire, Shropshire Live, Shropshire Star, Shrewsbury Biscuit Podcast
Fundraising events	Quizzes, coffee mornings, car treasurer hunt, dog racing, Sewing Bee presentation, social evenings
Stakeholder updates	We maintain a list of stakeholders eg local businesses, organisations, parish council, county council, MP and update them regularly on progress

To publicise the share offer we have the following marketing plan:

- The share offer will be launched in March 2025 and remain open for eight weeks
- To launch the share offer we will hold a public meeting which will be advertised heavily on social media, our website, with posters and a leaflet drop to 2,000 homes

- We will contact over 175 people who pledged their interest in buying shares and invite them to now make the share purchase
- Our Business Plan and Share Prospectus will be made available on our website and hard copy on request
- We will conduct a marketing campaign as soon as we have confirmation of the COF funding, via social media, our website, articles in local newsletters, the press
- There will be posters and banners in and around our village
- The Steering Committee has attended meetings with local organisations (eg Young Farmers, WI, local coffee mornings) throughout January to share our vision and take questions about the share offer

## 9.2 Increasing the number of customers

Ahead of opening The Fox, the next part of the marketing strategy relies on raising awareness of The Fox as a new and revitalised community pub and the facilities on offer. This will be done through an extensive marketing campaign incorporating all forms of media including:

### **Print media**

Articles in the run up to the launch of the 'new' Fox Inn will be placed in local print media, for example, the Shropshire Star. The aim of the marketing campaign will be to create awareness and interest in the facilities, by emphasising the community aspect of the project. The ultimate goal of the activities will be to convert readers from a general awareness to active interest in visiting. We are proposing to invite local editors to the pub for a meal and briefing session.

### **TV and Radio**

We will promote the successful purchase of The Fox by issuing press releases and inviting local radio and TV stations to opening and ongoing special events using 'people stories' and social impact on the community to generate interest. Where necessary we will do this with partners e.g., charities and statutory organisations that have a role to play in developing and improving outcomes for those who live in rural communities.

### **Social media**

Mirroring the print media campaign, the social media campaign will help raise awareness amongst potentially a different demographic to the printed word, generating awareness and interest amongst a younger, and more geographically diverse audience. A website is in the process of creation and will serve to keep customers up to date and provide news and links.

We will use Facebook, Instagram and Twitter as well as other social media to post notices of what is happening at The Fox and will also use these to monitor and request customer views and feedback. Specific marketing to special interest groups such as Dorrington Young Farmers, cyclists, walkers and horse riders, and marketing emails directly to those who have expressed an interest in being kept informed about the project will be developed.

### **Local businesses, groups and clubs**

We will seek to work with local businesses, groups and clubs to raise awareness of the project amongst their customers, users and visitors. This will be done through leaflets/posters within local businesses, and through giving talks and presentations to local groups. Local tourism

businesses, particularly holiday lets, will also be important in advocating with their own customers to raise awareness of the facilities, and one way of achieving this may be to offer discounts/promotions as an incentive.

### 9.3 Increasing the frequency of visits

#### **Creating a welcoming and attractive atmosphere**

Having attracted customers initially through the door, our main marketing tool will be to create a great impression and build a positive reputation to encourage repeat visits. To do this we will offer favourable terms and conditions to staff and ongoing training to enable them to provide a great customer experience. We want to secure and develop staff who are excited by and keen to promote our vision, and who will act as champions of the Pub and the local community.

We will continually look to invest in the fabric of the building to provide the kind of environment that our customers will want and expect. We will serve customers promptly, with a friendly manner and any complaints will be dealt with to reach a satisfactory outcome for the customer. Customer suggestions will be welcomed.

A regularly changing food menu and drinks offer will also help to retain customer interest, attracting repeat visits.

#### **Events & Activities**

The present owners changed the nature of the pub offering during their tenure. It is intended that, under community ownership, activities previously taking place would be revived. The Fox would attract local customers and customers from across Shropshire. These activities include:

1. Quiz (fortnightly)
2. Crossword & Tapas (weekly)
3. Senior Citizen lunches (monthly)
4. Lunchtime Book Club (monthly)
5. Themed food nights (quarterly)
6. Live Music events (quarterly)
7. Occasional TV showing (in bar only) for significant sporting events eg 6 Nations Rugby, Wimbledon Final
8. Young Farmers meetings and events
9. Coffee & cake / light lunch for local cycling clubs, walkers & ramblers (monthly)
10. Dominoes & darts for local clubs on a quiet weekday evening
11. Horse Racing Night (annually)
12. TVR car Night (annually)
13. Christmas Carol Concert on the car park
14. Family days with children's activities (summer weekday evening / Saturday mornings) in partnership with the Village Hall
15. Summer fete and BBQ in partnership with the Village Hall
16. Family celebrations - small wedding receptions, baptisms, birthdays, anniversaries, wakes etc.



17. Community Café open 3 mornings/week staffed by volunteers

### **Promotions**

One-off promotions will be used to generate interest, especially at off-peak or traditionally quiet times. These will be developed in conjunction with the pub staff / management to gain their feedback and knowledge on the most appropriate form of promotion.

### **Customer Feedback**

We will establish a community consultation and engagement forum to seek views on plans and developments and also satisfaction levels with the services provided by The Fox. These will be used to inform the Management Committee of progress and achievement against key performance indicators (KPI's) as well as published on our website.

Maintaining a watching brief on review websites such as TripAdvisor will also enable the pub management to respond to any negative reviews / comments quickly and directly, showing the wider potential customer base that we are engaged and committed to improving services.

## **9.4 Increasing the value of each visit**

### **Increasing the facilities available under one roof**

In the year prior to its closure, The Fox functioned as a pub business focused on wet sales with limited opening hours and no additional facilities or offers for customers. This limited the revenue generation opportunities and ultimately resulted in the demise of The Fox.

By increasing the number of services and facilities we aim to attract a larger customer base, increasing the value of revenue generated from each visitor. For example, those that may not otherwise visit the pub may be encouraged to do so by first visiting as a customer of the cafe facilities or one of the proposed events and then converting into a customer of the pub through a better understanding of the facilities on offer.

### **Increasing the time spent in the Community Pub**

One way to increase the value of each visit made by customers is to increase the amount of time spent in The Fox; people popping in for a drink may be persuaded to stay for a meal or snack by prominently displaying an eye catching and tempting menu, whilst those passing or wanting to socialise visiting may be enticed after seeing a display of delicious cakes and smelling the freshly brewed coffee. Newspapers and a second-hand books and magazine exchange can be used to encourage longer dwell times, and games and toys can help to create a child friendly environment, retaining family visitors for longer.

Good internet and Wi-Fi connections can also encourage visitors to stay longer, particularly those who do not have access to this elsewhere e.g. tourist visitors. Ultimately, creating a comfortable and pleasant environment that meets the needs of the customer will encourage longer and more valuable visits.

## 10. Management & Operation

This section describes the proposed management and operating plans for The Fox as a community pub.

### 10.1. The Fox Inn Ryton Community Pub Limited

The community asset will be owned by The Fox Inn Ryton Community Pub Limited is a Community Benefit Society, registered with the Financial Conduct Authority and using Plunkett UK model rules. This structure was chosen to emphasise the social benefit of the project, whilst giving directors the protection of limited liability. Members have limited liability in that the maximum that they can lose is the value of their initial investment in shares. It guarantees an “asset lock” that ensures the assets of the society will be used for the benefit of the community and cannot be disposed of for private profit.

### 10.2 Management Committee

As referenced in Section 4.2, the project to purchase the Fox Inn has been led by an initial Steering Group appointed by the local community. Four members of the initial Steering Committee were voted on to the first Management Committee. Other members of the Steering Group continue to advise the Management Committee and intend to put themselves forward for Management Committee roles at the first Annual Members Meeting. We anticipate other members of the community will also put themselves forward for election and our intent is to draw the future Management Committee from a broad spectrum of our community.

The Management Committee and Steering Group have a wide range of relevant skills including spearheading other community projects, pub management, complex programme management, financial expertise, small business ownership and marketing.

The Management Committee have carried out a skills audit looked at full coverage of roles and community representation. The necessary roles have been discussed with existing committee members and roles apportioned. Where gaps have been identified, other members of the community are being (and have been) approached to ensure that these will be covered. Since we have a committee of more than 12, some have agreed to stay on the Friends of The Fox group with the remainder as Management Committee members. This gives continuity and communication structures which support the growth of the Fox. Understudy roles will be identified and training will be given in readiness for these to move up at the appropriate time. The skills audit will be completed annually and share at the Annual Members Meeting (and on our website and Facebook) so that appropriate needs are identified and actions taken.

#### **Management Committee**

##### **David Oliver (Chair)**

Retired Head of a comprehensive school. 9 years as Chair of a large community health & well-being centre. Dealt with many funding applications & business plans in both roles. resident of Shropshire UNA. Visited the local pub on average twice per week until it closed. Keen quizzer.

##### **David Thorpe (Vice-Chair)**

A resident of Ryton for over 10 years, I have a background in finance, operations and procurement and, for the past 18 years, have operated a procurement focused consultancy advising central government and international businesses. Bringing practical experience of sourcing, negotiation and business planning, I will assist with the planning and relaunch activities of The Fox Inn.

**Helen May (Secretary)**

A Chartered Accountant with 20 years' experience in finance, business planning, strategy and communications. I live with my family in Ryton, we are avid pub-goers and keen participants in village events. Treasurer of the local Village Hall. We own 2 holiday cottages in the village.

**Martin Sells (Treasurer)**

A Management Accountant of 35 years' experience. Moved to Ryton in 2019. My wife and I enjoy walking in the hills with our Border Terrier (Dylan), live music and motor homing. A pint usually features in most of these activities.

**Steering Committee Profiles****Keren Davies**

A resident of Ryton for the last 10 years, have previously run a local pub (the Bridge Inn). Currently working for the Prison Service. An avid pub goer and supporter of village events, I understand the importance of having a village pub in such a rural area.

**Chrissie Fox**

With my husband Tony, we own and manage a successful local company building Shepherds Huts. Our family have lived in Ryton since the 1950's, and we love being part of our amazing village. We have a large family, and pub-life was very much part of it, enabling us all to catch up with friends and locals.

**Robin Gough**

Having lived in the village for 36 years, my family and I have been a regular at The Fox Inn. Now retired from my career in IT Project Management, I am a parent carer for our adult disabled son. Previously, I was very involved in both the campaign to stop The Fox Inn change-of-use (20 years ago), and the project to replace our old village hall with the fabulous one we now have. Importantly, I wish to represent the views and needs of our disabled son who wishes to continue to use the pub as it is an extremely important local facility for him, and many others.

**Adele Inman**

We moved to Ryton village in November 2022 after living in Cheshire for over twenty years. I am of the strong opinion that a village pub is a vital hub to any village community in so many ways and this was a very important part of our criteria when we were looking for our family home. Consequently, I am very enthusiastic about supporting the reopening of The Fox Inn not only for the enjoyment of adults but for my whole family to enjoy and cement our sense of belonging to Ryton.

**James Marsden**

I have lived locally for the past 14 years, with my wife and now 3 children. We have lived in Ryton for the past 5 years, having had a meal at The Fox Inn when I first came to visit Shropshire nearly 20 years ago! A great village pub is such an asset to the village, and one that our family is keen to see preserved for the community for many years to come. As a farm vet serving the local community, I know how important such public meeting places are to those working in isolated rural locations.

**Lloyd Nutting**

I am retired After 50 years of owning and running various small businesses. Two of these businesses were pubs with restaurants and one also had accommodation. We bought the Plough at Wall in 1990 when it was boarded, we completely renovated it and reopened it, over the 13 years we were there we extended it 3 times to accommodate the growing trade. In 2008

we took a 10-year repairing lease on The Bucks Head in Church Stretton and retired in 2018 when the lease was up.

### **Lisa-Jayne Powis**

I am a local business owner and have lived in Ryton since 2012. I have developed my holiday let business through high profile social media pages. I have become involved in the campaign to reopen The Fox Inn not only as our family used to enjoy visiting but our holiday let guests have always supported the pub and thoroughly enjoyed having a pub within walking distance.

### **Sarah Thorpe**

After recently finishing my degree in Food Technology with Product Development, I moved back to the village of Ryton where I had grown up. I am currently looking to start my career within the Wine and Spirits Industry. The Fox Inn has been an important community asset for my family creating a safe space where we could take my grandfather who suffered from dementia. It also offered part time employment for both myself and my elder brother. I am eager to support the reopening of the Fox Inn so it can offer similar support to others in the local community.

### **Dave Wright**

A new arrival in Ryton. I was a Police Officer for 31 years split between London and Manchester and then worked for a housing trust for several years in administration. In the last 18 months I have had experience as working as a barman in several pubs/restaurants. I am currently renovating our house and holiday let.

## **10.3 Management & Operation of the Community Pub**

After the purchase of The Fox, the strategic management will be overseen by the Management Committee of The Fox Inn Ryton Community Pub Limited. The Management Committee will employ a General Manager to manage the day-to-day operations of The Fox Inn.

The role of the Management Committee will be of strategy and oversight, it will:

- Determine the strategy for The Fox Inn Ryton Community Pub reflecting the wishes of the local community;
- Ensure The Fox Inn is managed and operates as a viable business with a profitable financial position and sufficient cash for ongoing operations;
- Ensure The Fox Inn provides services beyond food & drink which will benefit the local community;
- Ensure The Fox Inn creates a welcoming and inclusive environment for all age groups, ethnic backgrounds and abilities in the local community;
- Provide volunteering and work experience opportunities;
- Ensure compliance of the Society with FCA requirements and the Rules
- Ensure The Fox Inn has the necessary policies in place and training for its staff in respect of the legislative requirements for a public house

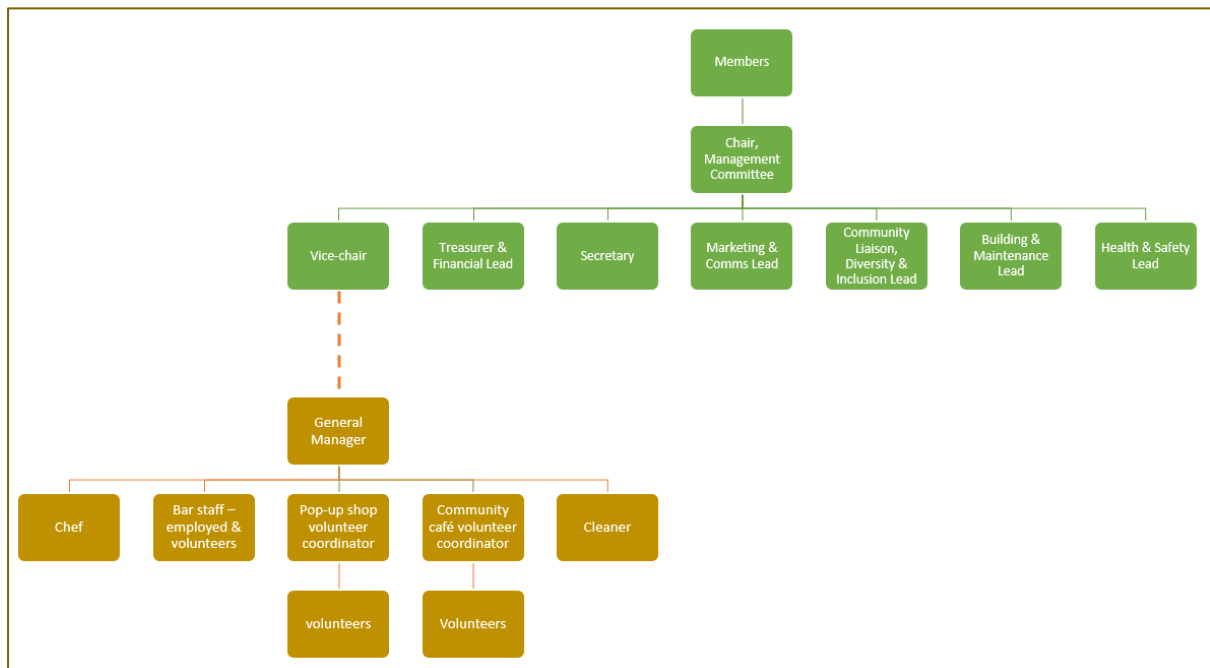
The Management Committee will execute its responsibilities by:

- Meet monthly during the first six months and then on a quarterly basis to review the strategy, operations, financial performance and compliance of The Fox Inn
- Holding an Annual Members' Meeting within six months of the close of the financial year end, and thereafter, on an annual basis

- Having written governance, policies and procedures
- Arranging Annual Accounts to be prepared by an independent qualified accountant
- Seeking regular (annual) feedback from the local community and stakeholders about the strategy and offerings of The Fox Inn

## Management Committee Structure

This diagram sets out the roles of the Management Committee and operational team and how they will be organised.



## Management Committee Role Descriptions

The following are defined roles on the Committee that have very specific responsibilities and require the relevant skills to ensure the roles are executed adequately.

### Chairperson

Take a leading role in setting the long-term strategy for The Fox Inn. Provide guidance and input regarding strategy, feasibility and risk. Chair Committee meetings and act as it's representative. Review the Committee to ensure it has the right mix of skills for the roles needed and is diverse in its membership. Manage relationships with important external stakeholders (or deputise to other Committee members). Manage the relationship with the Village Hall Committee. Ensure the Society is compliant with FCA and other relevant regulation.

### Vice-Chairperson

Deputise for the Chairperson in their absence. Hold a personal licence for The Fox Inn to ensure no disruption to trade if the General Manager leaves. Responsible for Insurance of The Fox. Takes the lead on recruitment by writing job descriptions, advertising roles and leading the hiring activities and assist the General Manager in recruiting and interviewing as needed. Point of contact with external solicitor to manage employment contracts of employees. Responsible for all HR policies and procedures, ensuring adherence to them and keeping required records. To formalise the linkage between the Management Committee and the General Manager, the Vice-Chair will meet with the Manager once per month, to represent

the views of the Management Committee, feedback to the Management Committee, discuss business performance and discuss any other potential issues (including supplying, pricing, volunteers). The Chair, Vice Chair, Secretary and Treasurer will meet prior to the quarterly meetings to discuss any issues that arise and set the agenda for the quarterly meeting.

### **Treasurer & Financial Lead**

Responsible for the financial accounting, banking and reporting of the Society in compliance with FCA, HMRC and accounting policies. Works with the General Manager on all aspects of forecasting and costing. Point of contact with registered auditors to provide all financial information to enable the preparation of annual accounts; management of payroll and any other financial requirements. Provides a financial update at each Committee meeting and the Annual Members' Meetings.

### **Secretary**

Maintains register of Directors/Management Committee. Maintains register of Members and manages communication with Members. Arranges Committee meetings and Annual Members' Meetings, prepares relevant materials for those meetings and takes minutes to record discussions, actions and decisions. Has knowledge of FCA and other compliance requirements for a CBS and ensures these requirements are understood and complied with by the Committee. Has ownership of the website, however other Committee members can help to manage content.

### **Marketing & Events Lead**

Works with the General Manager to publicise The Fox Inn via social media, website, advertising and newsletters; plan an annual calendar of events and publicise those events to the local communities. Ensures that the scope of marketing & communications includes all offerings of The Fox Inn including the pop-up shop and Community Café. Ensures marketing & communication reaches a diverse audience across local communities including elderly people who may not be on social media; young people and disadvantaged groups. Deploys mechanisms to obtain regular feedback from local communities about The Fox Inn and make recommendations to the Committee based on the feedback received. The General Manager will be responsible for day-to-day communication and enquiries with members of the public.

### **Community Liaison, Diversity & Inclusion Lead**

Working with the Marketing & Communications lead to build and execute a plan to engage with all groups in local communities, with particular focus on (1) young people; (2) elderly people; (3) people at risk of rural isolation; and (4) minority groups. Build relationships with those communities and seek their feedback on what offerings The Fox Inn can provide to help them; how they want to engage with the Management Committee and what contribution they can make to the Community Pub. Seek best practice examples from other Community Pubs and organisations.

### **Building & Maintenance Lead**

The General Manager will be responsible for the day-to-day operations and maintaining the fixtures & fittings of The Fox Inn. The Building & Maintenance Lead is responsible for the long-term strategy to maintain the building, fixtures & fittings of The Fox Inn to a good and compliant standard. Conduct annual inspection and propose a budget for any works required, for consideration by the Committee. The Building & Maintenance Lead will work with the General Manager to ensure that quotes for works are obtained from reputable tradesmen that will offer quality and value for money.

### **Health & Safety Lead**

Responsible for defining and documenting the H&S policies. Has overall accountability to ensure that all members of the Management Committee, employees and volunteers have



received and understood the policies, and receive regular training. Accountable for ensuring there is a H&S incident register and that all H&S policies, procedures and forms are in place and adhered to. Work with the Chef to ensure a 5\* Hygiene Rating.

### **Staffing Requirements**

The following roles are not members of the Management Committee but are required for ongoing management and operations of The Fox Inn:

**General Manager & Chef:** we will recruit and employ a General Manager/Chef, likely to be a couple, to manage The Fox on a day-to-day basis. Because we will have renovated the upstairs flat, we will offer this to a GM couple to live on site. They will be 'the face' of The Fox. Planning the food & drink offerings, events, publicity. They will perform Front of House duties and will provide a high standard food offering which will attract customers from the surrounding areas. They will be responsible for day-to-day operations, managing staff, ordering stock, cellar management, compliance with required regulation.

**Bar staff:** part time e.g., weekends, supplemented with volunteers from the local community

In addition to employed staff, we will offer volunteer positions to encourage local community participation, work experience and training in skills such as health & safety, food hygiene and customer service:

**Community Café Coordinator & volunteers.** The café coordinator will be a volunteer role and could be shared by two or more people. They will be recruited locally and trained for this role. Relevant training will be provided and Food Hygiene certificates obtained. They will work with a rota of volunteers. The coordinator will be responsible for running the café, overseeing the provision of cakes, sandwiches, teas, coffees and soft drinks. The General Manager will have oversight and they will meet regularly to ensure cohesion and avoid overlap. The drinks machine and a chill cabinet will be located away from the kitchen to avoid any conflict.

**Pop-up Shop Coordinator.** The pop-up shop coordinator will be a volunteer role and could be shared by two or more people and be closely linked with the community café team. It will have limited opening hours to avoid conflict with the pub times. The manager will be responsible for sourcing, stocking and selling a selection of locally sourced food, drink and gift items. Separate accessible units will be used for storage to avoid conflict with the pub staff. The Vice Chair will be responsible for HR policies and procedures and legal compliances for both of these areas. It is envisaged that no individual in the community café/shop will work for more than 10 hours per week. Indeed, this will provide opportunities for a variety of people (young and old, unemployed or part-time workers) to contribute at a level that suits their situation.

### **Recruitment Strategy**

Throughout our planning process we have had the benefit of an experienced, now retired, publican on our Steering Committee. In addition, we have partnered with other Community Pubs in Shropshire to learn from them. As members of Plunkett UK, we have received advice and best practice.

To recruit the roles critical to our success, we will leverage the expertise described above and our plan is:

- Our job descriptions and advertisements will reflect that this a community-lead project which is not just about running a financially viable pub, but creating a sustainable, community hub

- We will advertise in trade publications and platforms, via social media and through broad recruiting platforms (inDeed, etc.)
- We will leverage our contacts at other community pubs, who have already offered assistance, to tap into their network
- We will reach out to the people who already showed interest in the GM role and volunteering roles (responses to our survey, approaches at public meetings, contact after press articles)
- We will form a hiring team who will hold interviews. This team will include Steering Committee members including an ex-publican and an ex-manager of a pub
- Once the team have been recruited, we will support them with onboarding training, provide a 'buddy' from the management committee, have regular check points and introduce them to the community at informal gatherings before opening.
- To secure the team for the long-term, we will incentivise the General Manager with a bonus of 5% of net profit (before tax, interest & depreciation) when turnover exceeds £250k.

### **Succession Planning**

We will work closely with the local and county councils to identify new residents to the area. An information pack about The Fox as a Community Hub will also be made available at Doctors' surgeries, village halls and estate agents. This will give us the opportunity to invite these people to become involved as Friends of The Fox, Management Committee members (both co-opted and elected), shareholders and volunteers. Social media will be used, together with newsletters and surveys to further invite participation.

Elected members of the Management Committee will hold office for a period of three years. After three years, members of the Management Committee will be required to stand down, but may stand for re-election. Those members who form the initial Management Committee will all retire at the first Annual Members' Meeting in accordance with the society's Rules but may offer themselves for re-election.

Thereafter, members of the Management Committee will retire in a phased way over the following three years in accordance with the Rules of the Society. New capital will support a share withdrawal policy. We have taken a conservative view in the financial model and have not forecast new capital. All new Management Committee members will be elected by the Society's members. Members will be entitled to attend the Annual Members' Meetings and stand for election to the Management Committee.

To encourage new Members, the Society plans to issue a second, open ended share offer after the initial share offer which will enable other people in the local community (for example people who subsequently move into the village) to become Members of the Society. This will also provide an opportunity for new Members to be elected to the Management Committee, continuing to refresh the Management Committee and ensure a diverse mix of people in role.

The Management Committee will provide the opportunity to for Members to shadow Management Committee roles to gain experience and increase the pool of Members who might put themselves up for election to the Management Committee.

### **10.5. Day to day operation**

The Fox will remain closed for 6 months after purchase to enable renovation and refurbishment to take place.

**Administrative arrangements:** Members of the Management Committee will take responsibility for: 1/ set up of utilities and services (the Secretary); 2/ engagement of a local accountant for book keeping and payroll management (the Treasurer); and the procurement of required insurance (the Secretary).

**Planning for refurbishment and renovation:** The Chair and Vice Chair, with other members of the Management Committee will: 1/ obtain planning permission for the kitchen extension; 2/ engage a project manager to manage the tender process and schedule of works; 3/ work with the project manager to invite local companies to tender for renovation work; 4/ work with local companies and trades to plan for the draw down on the pledges they made for supply of materials, skilled labour and hire of equipment; 5/ commission architectural drawings and calculations as required; and 5/ obtain all compliance and building regulation signoff

**Readiness for re-opening:** The recruitment process for the General manager, Chef and bar staff will take place from July 2025 (the Vice-Chair). Policies (safe guarding, diversity & inclusion, health & safety, food preparation, etc) will be finalised and training prepared for staff. In the two months prior to opening, a marketing campaign will be launched and stock purchased in readiness for a grand re-opening in November 2025.

### **Go-forward management model**

A General Manager/Chef will be appointed for the day-to-day management of The Fox leaving the community, through the shareholders and their appointed directors, to set the strategic direction. With support from the Management Committee, the General Manager will be responsible for recruiting and hiring Bar staff and the volunteers for the Community Café and Pop-up shop. We will appoint a manager who is committed to, enthused by and keen to promote our vision and who is ambitious for the success of The Fox and its support to the community.

The main responsibilities of the General Manager will be:

- Effective cash and EPoS system management
- Liaise with Management Committee to determine budgets, and work to deliver against those budgets
- Deal effectively with all suppliers and other third parties
- Effective maintenance of all equipment, fixtures and fittings
- Effective handling of invoices and delivery notes
- Effectively promote and communicate the aims and objectives of the business
- Management of staff: recruitment, induction and training, conducting appraisals, devising rotas, disciplinary and grievance, regular meetings and performance reviews, encourage staff feedback, and foster an environment of inclusion and involvement
- Designated Premises Supervisor (DPS)
- Regular, structured meetings with representatives from Management Committee
- Submit regular reports and updates to the Management Committee
- Effective stock control management
- Awareness of all legal requirements, and full compliance
- Carry out all administrative tasks effectively
- Deliver the highest levels of customer service

## 10.5 Outcomes and social Impact

We want The Fox to be commercially successful for its shareholders AND promote the wellbeing of those who use its services enhancing the quality of life in Ryton and its surrounding community.

Our vision is that the community gains benefit from The Fox operating as a Community Pub. It is important to our shareholders and the community that we can identify and measure this benefit and therefore a number of Key Performance Indicators will be developed and included in a Social Impact Plan.

This will be informed by the community statistical profile included in section 4, through the Community Consultation and Engagement Forum that we will establish and through surveys.

Measures will include information on satisfaction, number of return visits to the pub and engagement in activities. We will also seek to work with charities and statutory organisations that have targets relating to a rural community and where relevant include their performance data.

Once agreed the outcome and social impact indicators will be measured and included in the annual report at the Annual Members Meetings and reported via the Website.

*"I have lived in Ryton all my life. The Fox Inn has always been part of this village. My children have had their first part-time jobs there and I have held family functions there and used the pub personally on a weekly basis. It is essential for the community old and young that has no other facilities and limited bus routes. I hope the pub can develop into a hub for the village with a possible pop-up shop and parcel drop off point. I fully support trying to buy the pub as a village asset and will be purchasing shares myself."*  
John D

## 11. Financial Forecasts

Our strategy for The Fox Inn Community Pub is that it is a viable, profitable and sustainable business. However, it is equally important to us that it meets as many of the needs of the local community as possible. We recognise this, and have planned that not all the offerings will be profit-generating. This section outlines the funding and renovation of The Fox; and the anticipated income and expenditure forecasts for a five-year period following opening.

The Fox will be reopened as a free house with a strong food offering and selling local ales alongside a typical bar selection of drink. The Management Committee will employ a General Manager/Chef couple who will live in the flat above the pub; and bar staff, supplemented by volunteers from the local community. The Fox will have 52 covers in the Bar and Restaurant, and a further 20 covers on the terrace in the summer. The same menu will be served to all areas. The Fox will initially be open at least Thursday through Sunday. The Fox will also offer additional services including a Community Café and a pop-up shop selling basic groceries.

The Fox will be purchased in Spring 2025 and remain closed while the renovation and refurbishment is completed, re-opening in November 2025 under its go-forward operating model: open for lunch and dinner at least 5 days / week, with a good standard of food offering,

a Community Café and shop. The Fox will be managed by a General Manager/Chef couple who will live in the flat above.

The carpark will be extended in 2026, to allow for a greater number of visitors from outside of the village (subject to planning permission). A local farmer has agreed to provide a piece of land opposite the pub to be re-landscaped as an additional carpark. It has been agreed that the land will be provided at a peppercorn rent. The materials (aggregates, fencing, signage, lighting), the plant hire and the labour will be supplied at zero cost by local companies and trades (written pledges received).

To ensure financial prudence we have also modelled a Contingency Scenario where we will take longer to raise all required funds and will require more up-front community-led involvement in the renovation and some volunteers from the community to work shifts in the bar once open.

In this scenario, the refurbishment of the downstairs area of the pub will take longer and require more community involvement. Fundraising will continue in year 1 and 2 to raise funds to complete the refurbishment. Despite the elongated timescale, the project remains fully viable.

### 11.1 Funding Model

To fund the purchase, the professional fees, the repair, renovation and refurbishment, we intend to raise funds as follows:

- Shares issued by The Fox Inn Community Pub Limited. Our aim is to raise £200,000 from the local community, the county of Shropshire and nationally. (Refer to [Appendix 3](#) for a breakdown of the pledges received to date). If we have any shortfall in shares, we will obtain a short-term loan to cover the difference. This has been approved in principle
- Community Ownership Fund Grant of £250,000
- Donations of expertise, skilled labour, materials and machinery hire ([Appendix 4](#))
- A loan of £30,000. In the first year, a member of the community has offered an interest free, 1-year loan of £30,000. This will be repaid and refinanced in the second year (7-year, 8% APR). The financial models assume only £15,000 of the loan will be required, but a further £15,000 is available for contingencies.
- Ongoing fundraising by the local community raising at least a further £10,000 from activities such as coffee mornings, quiz nights, car treasure hunts, family days.

The costs for repairs and renovation are based on estimates provided by a qualified builder and his architect (TC Homes) who visited The Fox on behalf of the Steering Committee and have provided a range of costs for each element of work required. ([Appendix 6](#))

A building survey (Level 3) has been undertaken and includes full costings based on national average figures. The surveyor indicated that these figures could well be lower when influenced by professional volunteer help and donations of materials.

We will follow the Community Ownership Fund procurement guidelines when procuring goods and services for the project.

Offers of support from local tradespeople include free labour (carpentry, building work, electrical and plumbing), machinery hire and materials.

This table provides a summary of the cost of the project and how it will be funded:

<b>Total Cost of Project</b>	<b>As at January 2025</b>
	<b>£k</b>
Pub Purchase inc VAT	265.0
Stamp Duty (SDLT)	2.8
Survey fees	4.2
Conveyancing fees	1.8
New roof and timbers inc scaffold	30.9
Solar panels & installation	11.0
Kitchen extension	51.5
Fire & Safety	5.0
Upstairs flat: bathroom, plastering, decorating	14.4
Downstairs: toilets, plastering, decorating	8.2
Access Provision	5.0
<b>Building costs</b>	<b>399.8</b>
Kitchen fit out	40.0
Community Café fixtures, fittings & power	5.0
Bar & kitchen furniture	5.0
<b>Fixtures &amp; Fittings</b>	<b>50.0</b>
<b>Total Capex</b>	<b>449.8</b>
Strip out	2.5
Rewiring (labour & materials)	20.6
Plumbing (labour & materials)	10.3
Outside work	2.6
Strengthen floors	2.6
<b>Total Renovation Expenditure</b>	<b>38.6</b>
Planning & Building control fees	1.5
Contingency	21.0
<b>Total Cost of Project</b>	<b>510.3</b>
<b>Funding Summary</b>	<b>£k</b>
Shares	200.0
COF grant	250.0
Loans	15.0
Donations - solar panels	11.0
Donations - trades (electrical, plumbing, building)	24.3
Fundraising	10.0
<b>Total Funding</b>	<b>510.3</b>

The renovation of The Fox will take place between April and October 2025. During this time, a project manager will be engaged to manage the tender process for the renovation and plan the schedule of works.

([Appendix 5](#) sets out our milestone plan for the project).

We have secured a Revenue Grant (£49,300) to contribute to the working capital costs during the first 12 months. The revenue grant will provide financial and operational stability for The Fox, ensuring there is working capital to cover costs before The Fox is fully reopened. These costs include some professional fees, utilities, IT and merchant services, staff costs October – December 2025 and marketing costs.



## 11.2 Five-year income and expenditure forecasts

Our financial model is presented below. It has been built both bottom-up and top-down. The trading books of the current owners were not used for the financial model because our operating model will be different. The current owners stopped doing a food offering and limited their market to the local villagers. Our business model will include food and beverages, and will be marketed to a much wider catchment. We have therefore based the financial model on a comparable pub in the local area (The Bucks Head, Church Stretton) which was previously owned and run by a Steering Committee member; and we have then tailored the financial model to our vision for The Fox. The financial model has been constructed by a Steering Group member who is a Chartered Accountant and has experience in Audit, Business Management and Financial Reporting and Analysis.

### Basis for the Financial Model

The financial model has taken into consideration:

- The number of covers in the bar, restaurant and terrace (in the summer)
- Seasonality, considering fluctuations in trade and addition of tourists from the holiday cottages during April – October
- Expected profitability on food and wet sales, benchmarked to trade examples, varied for lunchtime / evening / weekday / weekend
- A ramp-up of two years as the reputation of The Fox builds
- Inflation in food prices
- Increase in employer costs (employer National Insurance contributions and minimum wage) announced in the Autumn 2024 budget.

The sources of income will be from:

- A strong food offering (as per the feedback from our community survey, and as observed as successful business models in other Community Pubs) with expected annual revenue in year 1 of £103k and a Gross Margin (GM) of 62%.
- Wet sales with expected annual revenue in year 1 of £116k and GM conservatively forecast at 45%
- The Community Café and pop-up shop will be volunteer-run, but are expected to generate £10k annual revenue and 10% GM. These are offerings which prioritise the social impact (social interaction, volunteer opportunities) above profitability

It is expected that sales will increase over time as the reputation builds and achieve optimal turnover in year 3, with a modest growth thereafter. The financing and repayment costs of the loan have been included. It is hoped that in this model, interest will be paid to members from year 4. The amount will be determined by the Management Committee, subject to available reserves and will require approval at the Annual Members Meeting.

### Benchmarking the Financial Model

#### 1) Comparable Community Pubs

When conducting our feasibility assessment, the Steering Team visited a number of Community Pubs in Shropshire including [The White Lion at Ash Magna](#), [The Mill at Leighton](#), [The Cock at Hanwood](#) and [The Pheasant at Neenton](#). We compared the number of covers,

the location and passing trade to The Fox; we considered the demographics of the local communities; and we spoke with the managers to understand their operating model, success factors, risks and challenges. We spent time at each pub, sampling their menus and building a picture of what good looks like for a Community Pub. This informed our strategy and the financial model. We believe that The Fox is most comparable with The White Lion at Ash Magna which is located in a similar size of village, not located on an A-road, and has comparable number of covers and car park spaces. We have checked our financial assumptions Gross Margin expectations, annual turnover and overheads with The White Lion management team.

## 2) Steering Committee Experience

Lloyd Nutting, a member of our Steering Group was a pub owner and landlord for over 30 years. With his wife, he owned, ran and expanded The Plough at Wall and The Bucks Head at Church Stretton. The financial model was built with input from Lloyd, particularly the gross margin expectations on food offerings, staffing requirements and overhead costs. The model was then cross checked against the last financial accounts of his pubs (considering inflation since then). Lloyd's industry knowledge was also leveraged to scope and cost the kitchen fit-out.

## 3) Plunkett Advice

We have benefited from over 22 days of advisors' time from Plunkett UK who provided best practice examples and resources, have taken questions from the team and reviewed all our financial models and documentation. Their feedback has been incorporated at every step. The Steering Group has attended webinars and learnt from the training materials, examples and templates that are available through our Plunkett UK Membership.

## 4) Financial Statement Review

Finally, the financial statements have been reviewed by a consultant from [Acorn Co-op Support](#), an organisation that exists to support co-ops, businesses and community groups.

## 12-month P&L breakdown for the period April 2025 to March 2026

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>REVENUE</b>													
Food	8,052	8,681	17,090	17,539	19,390	14,477	7,012	5,909	11,574	5,535	5,284	6,353	126,896
Wet Sales	12,951	13,471	21,622	21,644	23,427	19,102	10,564	9,472	14,747	9,084	8,876	9,888	143,470
<b>Total Revenue</b>	<b>21,003</b>	<b>22,152</b>	<b>38,713</b>	<b>39,183</b>	<b>42,817</b>	<b>33,580</b>	<b>17,575</b>	<b>15,380</b>	<b>26,321</b>	<b>14,620</b>	<b>14,160</b>	<b>16,241</b>	<b>270,366</b>
<b>COST OF SALES</b>													
Food	3,060	3,299	6,494	6,665	7,368	5,501	2,664	2,245	4,398	2,103	2,008	2,414	48,221
Wet Sales	7,123	7,409	11,892	11,904	12,885	10,506	5,810	5,209	8,111	4,996	4,882	5,438	78,909
<b>Total Cost of Sales</b>	<b>10,183</b>	<b>10,708</b>	<b>18,387</b>	<b>18,569</b>	<b>20,253</b>	<b>16,008</b>	<b>8,474</b>	<b>7,455</b>	<b>12,509</b>	<b>7,100</b>	<b>6,890</b>	<b>7,852</b>	<b>127,129</b>
<b>GROSS MARGIN</b>													
Food	4,992	5,382	10,596	10,874	12,022	8,976	4,347	3,663	7,176	3,432	3,276	3,939	78,676
Wet Sales	5,828	6,062	9,730	9,740	10,542	8,596	4,754	4,262	6,636	4,088	3,994	4,449	64,562
<b>Total Gross Margin</b>	<b>10,820</b>	<b>11,444</b>	<b>20,326</b>	<b>20,614</b>	<b>22,564</b>	<b>17,572</b>	<b>9,101</b>	<b>7,926</b>	<b>13,812</b>	<b>7,520</b>	<b>7,270</b>	<b>8,388</b>	<b>143,237</b>
<b>OVERHEAD COSTS</b>													
Rates (small business relief)	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Utilities	1,000	1,000	1,000	1,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000	18,000
Waste disposal	150	150	150	150	150	150	150	150	150	150	150	150	1,800
GM / Chef couple salary	5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060	5,060	60,720
Bar staff costs	1,571	785	1,571	1,571	1,571	785	393	393	1,571	393	393	393	7,460
Cleaning	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Window cleaning	50	50	50	50	50	50	50	50	50	50	50	50	600
Wifi/phone	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Merchant services	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Compliance (eg boiler service + PAT tests),	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Advertising	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Maintenance	250	250	250	250	250	250	250	250	250	250	250	250	2,000
Accountancy	250	250	250	250	250	250	250	250	250	250	250	250	3,000
<b>TOTAL OVERHEADS</b>	<b>9,531</b>	<b>8,745</b>	<b>9,531</b>	<b>9,531</b>	<b>9,531</b>	<b>8,745</b>	<b>9,353</b>	<b>9,353</b>	<b>10,531</b>	<b>9,353</b>	<b>9,353</b>	<b>9,353</b>	<b>107,980</b>
<b>TOTAL PROFIT/ (LOSS) BEFORE INTEREST, TAX &amp; DEPRECIATION</b>	<b>1,289</b>	<b>2,699</b>	<b>10,795</b>	<b>11,083</b>	<b>13,033</b>	<b>8,827</b>	<b>- 252</b>	<b>- 1,427</b>	<b>3,281</b>	<b>- 1,833</b>	<b>- 2,082</b>	<b>- 964</b>	<b>35,257</b>

## 5-year Profit & Loss Forecast

	YE 31/3/25	Apr '25 to Oct '25	Nov '25 to Mar '26	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	planning	renovation	open	total					
	£K	£K	£K	£K	£K	£K	£K	£K	£K
<b>SALES</b>									
Food Sales	-	-	34.7	34.7	102.8	114.2	126.9	133.2	139.9
Wet Sales	-	-	52.1	52.1	116.2	129.1	143.5	150.6	158.2
Community Café	-	-	2.1	2.1	5.0	5.0	5.0	5.0	5.0
Pop up shop	-	-	2.1	2.1	5.0	5.0	5.0	5.0	5.0
<b>SALES (net of VAT)</b>	-	-	<b>90.9</b>	<b>90.9</b>	<b>229.0</b>	<b>253.3</b>	<b>280.4</b>	<b>293.9</b>	<b>308.1</b>
<b>COST OF SALES</b>									
Direct expenses - food	-	-	41.8	41.8	39.1	43.4	48.2	50.6	53.2
Direct expenses - wet	-	-	28.6	28.6	63.9	71.0	78.9	82.9	87.0
Community Café costs	-	-	1.7	1.7	4.0	4.0	4.0	4.0	4.0
Pop up shop costs	-	-	1.7	1.7	4.0	4.0	4.0	4.0	4.0
<b>COST OF SALES</b>	-	-	<b>73.8</b>	<b>73.8</b>	<b>111.0</b>	<b>122.4</b>	<b>135.1</b>	<b>141.5</b>	<b>148.2</b>
<b>GROSS PROFIT</b>	-	-	<b>17.1</b>	<b>17.1</b>	<b>118.0</b>	<b>130.9</b>	<b>145.2</b>	<b>152.4</b>	<b>159.9</b>
<b>OTHER OPERATING INCOME</b>									
Seed funding grants	7.5	-	-	-	-	-	-	-	-
COF Grant (offset building depreciation)	2.9	2.1	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Donations (off set solar panels depreciation)	0.3	0.2	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Revenue grant	23.8	25.5	49.3	49.3	-	-	-	-	-
Fundraising	10.0	4.0	2.0	6.0	-	-	-	-	-
<b>OTHER OPERATING INCOME</b>	<b>17.5</b>	<b>31.0</b>	<b>29.8</b>	<b>60.9</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>
<b>Repairs &amp; Maintenance</b>		<b>11.9</b>	-	<b>11.9</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>ADMINISTRATIVE EXPENSES</b>									
Professional fees	3.2	5.0	-	5.0	-	-	-	-	-
Share issuance cost	3.0	-	-	-	-	-	-	-	-
Planning & Building Control fees	-	1.5	-	1.5	-	-	-	-	-
Wages (inc NI & Pension)	-	5.2	26.2	31.5	65.0	67.0	68.2	73.0	78.0
General Manager bonus	-	-	-	-	-	-	2.0	2.2	2.4
Rates	-	-	-	-	-	-	-	-	-
Insurance	1.8	1.3	3.0	3.0	3.0	3.0	3.0	3.1	3.1
Utilities	3.5	7.5	11.0	11.0	18.0	18.0	18.0	18.0	18.0
Cleaning, Waste Disposal & Pest Control	-	1.6	1.6	1.6	6.0	6.0	6.6	7.0	7.5
Telephone & internet	0.2	0.8	0.9	0.9	1.8	1.8	1.8	1.9	2.0
Merchant services	0.1	0.5	0.6	0.6	1.2	1.2	1.2	1.2	1.2
Advertising	1.4	3.5	-	3.5	2.0	1.0	1.2	1.2	1.2
Accountancy	-	0.3	1.3	1.5	3.0	3.0	3.0	3.3	3.3
Compliance (eg boiler service + PAT tests)	-	-	-	-	1.2	1.2	1.2	1.2	1.2
Carpark rent	-	-	-	-	0.2	0.2	0.2	0.2	0.2
Sundry	-	-	-	-	2.0	2.0	2.0	2.5	2.5
<b>ADMINISTRATIVE EXPENSES</b>	<b>7.6</b>	<b>21.0</b>	<b>39.0</b>	<b>60.0</b>	<b>103.4</b>	<b>104.4</b>	<b>108.4</b>	<b>114.8</b>	<b>120.6</b>
<b>NET PROFIT BEFORE INTEREST, TAX &amp;</b>	<b>9.8</b>			<b>6.0</b>	<b>18.2</b>	<b>30.1</b>	<b>39.4</b>	<b>40.2</b>	<b>41.9</b>
Interest on loan	-	-	-	-	0.7	0.6	0.5	0.4	0.3
Interest on shares	-	-	-	-	-	-	-	1.9	3.8
Depreciation	9.0	6.4	15.5	15.5	15.5	15.5	15.5	15.5	15.5
<b>PROFIT BEFORE TAX</b>	<b>9.8</b>	<b>9.0</b>	<b>6.4</b>	<b>9.5</b>	<b>2.0</b>	<b>14.0</b>	<b>23.4</b>	<b>22.4</b>	<b>22.3</b>
Corporation Tax	1.9	-	-	-	1.5	5.6	7.4	7.2	7.2
<b>NET PROFIT AFTER TAXATION</b>	<b>8.0</b>	<b>9.0</b>	<b>6.4</b>	<b>9.5</b>	<b>0.5</b>	<b>8.4</b>	<b>16.0</b>	<b>15.2</b>	<b>15.1</b>
<b>CUMMULATIVE P&amp;L</b>	<b>8.0</b>	<b>10.1</b>	<b>14.0</b>	<b>1.5</b>	<b>1.0</b>	<b>7.4</b>	<b>23.4</b>	<b>38.6</b>	<b>53.7</b>

### 11.3 Cash Flow Forecast

A 5-year cash flow projection has been prepared and indicates positive cash flow in each year.

	YE 31/3/25 planning £K	Apr '25 to Oct '25 renovation £K	Nov '25 to Mar '26 open £K	Year 0 total £K	Year 1 £K	Year 2 £K	Year 3 £K	Year 4 £K	Year 5 £K
Opening cash position		27.4	50.4	6.0	33.1	48.8	69.9	96.3	111.2
<b>CASH RECEIPTS</b>									
Cash Sales - Food		-	41.6	41.6	123.3	137.0	152.3	159.9	167.9
Cash Sales - Wet		-	62.5	62.5	139.5	154.9	172.2	180.8	189.8
Café & Shop receipts		-	5.0	5.0	12.0	12.0	12.0	12.0	12.0
Share Capital		200.0	-	200.0					
Other operating income: COF Grant		250.0	-	250.0					
Other operating income: Seed Funding Grants	7.5	-	-	-					
Yr1 Revenue Grant		23.8	25.5	49.3					
HMRC VAT reclaimed	0.3	-	-	2.3	0.8				
Loans		15.0	-	15.0					
Fundraising	10.0	4.0	2.0	6.0					
<b>Total cash receipts</b>	<b>17.7</b>	<b>492.8</b>	<b>136.6</b>	<b>631.7</b>	<b>275.6</b>	<b>304.0</b>	<b>336.4</b>	<b>352.7</b>	<b>369.7</b>
<b>CASH PAID OUT</b>									
Purchase of property		265.0	-	265.0					
SDLT		2.8	-	2.8					
Purchase of bar & kitchen furniture		5.0	-	5.0					
Purchase Fees	4.2	1.8	-	1.8					
Professional fees	3.2	5.0	-	5.0					
Share issuance cost	3.0	-	-	-					
Planning & Building Control fees		1.5	-	1.5					
Roof replacement		30.9	-	30.9					
Kitchen Extension		51.5	-	51.5					
Flat refurbishment		14.4	-	14.4					
Downstairs refurbishment		8.2	-	8.2					
Fire & Safety		5.0	-	5.0					
Access provision		5.0	-	5.0					
Kitchen Fit out		40.0	-	40.0					
Community Café fit out		5.0	-	5.0					
Other renovation & maint costs		14.3	-	14.3	2.4	2.4	3.6	3.6	3.6
Cost of sales (food & drink)		-	88.5	88.5	133.2	146.9	162.2	169.8	177.8
General operating and admin expenses	1.4	21.0	41.4	60.6	110.5	111.3	115.4	122.1	128.0
Loan repayment (capital & interest)		-	-	-	2.5	2.5	2.5	2.5	2.5
Interest on shares		-	-	-					1.9
Net withdrawal of shares		-	-	-				10.0	10.0
HMRC VAT payable		-	-	-	11.3	18.2	20.8	22.3	23.6
Corporation Tax (19%)		-	-	-	-	1.5	5.6	7.4	7.2
<b>Total Cash Payments</b>	<b>11.8</b>	<b>476.4</b>	<b>129.9</b>	<b>604.5</b>	<b>259.9</b>	<b>282.9</b>	<b>310.1</b>	<b>337.7</b>	<b>354.7</b>
<b>Net cash position</b>	<b>6.0</b>	<b>43.8</b>	<b>57.1</b>	<b>33.1</b>	<b>48.8</b>	<b>69.9</b>	<b>96.3</b>	<b>111.2</b>	<b>126.2</b>

## 11.4 Balance Sheet

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	£K	£K	£K	£K	£K	£K
<b>Fixed Assets (net book value)</b>						
Buildings (inc kitchen extension & fees)	381.0	373.2	365.4	357.7	349.9	342.1
Solar Panels	10.5	9.9	9.4	8.8	8.3	7.7
Fixtures & Fittings	43.7	35.7	28.6	21.4	14.3	7.1
	<b>435.1</b>	<b>418.8</b>	<b>403.4</b>	<b>387.9</b>	<b>372.4</b>	<b>357.0</b>
<b>Current Assets</b>						
Debtors	0.8					
Cash at bank	33.1	48.8	69.9	96.3	111.2	126.2
	<b>33.9</b>	<b>48.8</b>	<b>69.9</b>	<b>96.3</b>	<b>111.2</b>	<b>126.2</b>
<b>Creditors: amounts falling due within 1 year</b>						
Corporation Tax	-	1.5	5.6	7.4	7.2	7.2
HMRC VAT		4.0	4.7	5.4	5.6	6.0
Other creditors & accruals					1.9	3.8
	<b>-</b>	<b>5.6</b>	<b>10.3</b>	<b>12.7</b>	<b>14.7</b>	<b>17.0</b>
<b>Net current assets</b>	<b>33.9</b>	<b>43.2</b>	<b>59.6</b>	<b>83.5</b>	<b>96.5</b>	<b>109.3</b>
<b>Creditors: amounts falling due after 1 year</b>						
7 yr Loan @5% APR	15.0	13.2	11.2	9.2	7.1	4.8
COF Grant	245.0	240.0	235.0	230.0	225.0	220.0
Donation of solar panels	10.5	9.9	9.4	8.8	8.3	7.7
Provisions for Liabilities & charges						
<b>Net Assets</b>	<b>198.5</b>	<b>199.0</b>	<b>207.4</b>	<b>223.4</b>	<b>228.6</b>	<b>233.7</b>
<b>Capital &amp; Reserves</b>						
Share capital	200.0	200.0	200.0	200.0	190.0	180.0
Retained P&L	- 1.5	- 1.0	7.4	23.4	38.6	53.7
	<b>198.5</b>	<b>199.0</b>	<b>207.4</b>	<b>223.4</b>	<b>228.6</b>	<b>233.7</b>

## 11.5 Assumptions

The underlying assumptions in this model are:

1. £200k is raised through the issue of shares, £250k is raised through a grant from COF and £10k is raised by the local community through fundraising activities
2. A £49.3k revenue grant is secured in year 1
3. Fundraising will continue by the local community
4. A £15k interest free loan is provided by a member of the community for the first 12 months. This will be repaid and a commercial loan secured, with repayments starting in April 2026 (£15k, 7 yr. term)
5. 30 covers in the restaurant, 20 covers in the bar and 20 covers on the patio (only in June-Sept and only at weekends)
6. Open Wednesday – Sunday for lunch and evening meals. Sunday from 12pm – 6pm for food and beverages.
7. Monthly demand will vary and has been factored in. In this scenario, the number of covers for weekday food has been reduced
8. Food will generate an average 65% Gross Margin (GM) and wet sales will generate an average 45% GM
9. Rates are £0, based on £1,000 rateable value and eligibility for 100% small business relief (confirmed with Shropshire County Council)
10. The Fox exceeds £250k turnover in year 3 and the General Manager receives a bonus of 5% of profit before tax, interest & depreciation



11. Assume interest is paid to Members from year 4 onwards: Year 4: 1%, Year 5: 2% – this is subject to Management Committee approval and sufficient reserves
12. Assets are depreciated on a straight-line basis: Buildings over 50 years; solar panels over 20 years; and Fixtures & Fittings over 7 years
13. 5% of shares are withdrawn per year from year 4 onwards
14. Corporate Tax is maintained at 19%

Refer to Section 11.2 for the methodology used to build and benchmark the financial models.

## 12. Risk Analysis

This section identifies the key risks associated with the project. The risks are assessed according to the likelihood of occurrence and level of impact on the project should they occur. For those risks considered to be a significant threat to the project (those with a medium or high likelihood of occurrence and medium or high impact should they occur) a risk avoidance strategy has been developed, to prevent the risk from occurring and mitigation strategy also given, to reduce the impact of the risk, should it occur.

### 12.1. Analysis of the key risks to the project

This section considers the risks to the project:

- Lower than expected share capital raised
- Failure to make a successful bid for a Community Ownership Fund grant
- Budget overspends and unforeseen operating costs or increases in costs
- Failure to attract sufficient customers to cover operational costs
- Failure to offer a wide enough range of activities to attract users from across all sections of the community
- Departure of directors / key skills within the Society Management Committee

The Risk Log on the following page plots the likelihood (L) of occurrence of specific risks, the impact that risk would have (I), and the resulting score (S), which we seek to mitigate through our plans and actions.

<b>Risks - Scoring low (1) - High (5)</b>	<b>L</b>	<b>I</b>	<b>S</b>	<b>Mitigating Action</b>
Property has been closed for over a year and needs upgrading for community café, and renovation	3	3	9	A structural survey has been conducted and costs checked with both local and national experts. The work needed to be covered has been ranked from essential to desirable, and all costed in the business plan. A timeline has been created to show how each improvement will be delivered according to receipt of funding. The group will create a contingency sinking fund over time to cover any ongoing requirements.
Renovation costs coming in higher than expected	3	3	9	A structural survey has been conducted and costs checked with both local and national experts. The work needed to be covered has been ranked from essential to desirable, and all costed in the business plan. An increased contingency fund has been built in to cover any unforeseen circumstances. A timeline has been created to show how each improvement will be delivered according to receipt of funding. The group will create a contingency sinking fund over time to cover any ongoing requirements.
Failure to appoint suitable staff	2	3	6	We have looked at the Plunkett UK webinar on recruitment and selection, and are continually seeking advice from other community pubs about their processes, successes and failures. We have a recently retired professional licensee on the management group as well as an ex-tenant to advise on recruitment. We also have the support of two managers of local pub groups who have strong contacts in the area. The upgrading of the accommodation together with a bonus scheme, will be an attraction. Potential managers have already contacted us.
Lower than expected share capital raised	2	3	6	We are focusing considerable effort in promoting the share offer and have adopted a community engagement and marketing plan. The public awareness campaign has been enhanced by the website, Facebook, media coverage and local events. The share issue is already largely covered by pledges. We are conducting further campaigns to secure the maximum amount, with a second leaflet drop and further public meetings. Response so far has been very positive. Debt finance will be considered to the extent that it is affordable to plug any funding gaps should we fall short of the optimal amount. Overall expenditure for renovation is being reduced by offers of skilled labour and materials at low or no cost.
Failure to attract sufficient customers to cover operational costs  Failure to offer a wide enough range of activities to attract users from across all sections of the community	2	2	4	Following consultation with the community we will be offering the range of drinks and food that they have indicated. We are also resuming the successful events and groups that people have requested. The Friends of the Fox steering group will meet regularly and inform the Board and manager of any new ideas and changes needed. Annual surveys/questionnaires will be conducted. Together with Facebook and other social media, this will maintain a proactive approach to marketing The Fox and increasing footfall. We will avoid commitments to any non-essential overheads, and maximise voluntary input until we are confident the business can afford core staffing

Lack of community support for the volunteer roles could lead to higher costs	2	2	4	We already have a team of volunteers offering their services, both in terms of the renovation and the running of services (café, shop). The fundraising group is keen to continue their work even after the pub has reopened. The Facebook page and website will be used to recruit others
Continued increasing costs and inflation	2	2	4	Inflation has been built into the model at 5% This figure will be reviewed regularly at management meetings. Green energy solutions will reduce the heating and electricity costs. Food inflation has been priced in to our financial model. Strong local support and loyalty. Using schemes such as VCSE energy efficiency to assess needs and find grant/loan combinations to reduce energy costs. The management team will review costs and performance on a monthly basis, using this information in meetings with the manager to grow margins, increase sales and reduce costs.
Departure of directors / key skills within the Management Committee	1	3	3	The Management Board has evolved from the original steering group and the Directors have all agreed to take a key lead role to run the Community Benefit Society and ensure there are understudies for their roles. We will continue to ask for expressions of interest from Shareholders who would like to join the Management Board and will advertise and recruit for particular skills as needed. Further potential Board members have been identified and approached.
Competition from other outlets	1	2	2	We are in a unique position in an area of natural beauty, close to, but sufficiently away from The main trunk road. The many holiday lets, cycling and walking groups have already backed us. The many previous customers are very keen to get back to their local. The community café will provide a service not available anywhere else nearby. We will be a free house, able to offer local beers and other drinks sourced from Shropshire breweries and stock local products that customers request. The additional features of the pop-up shop and café will add a unique quality to the scheme. As a responsive community pub with wide membership, we will engender loyalty from the local community and gain additional support from visitors to the area. we will regularly monitor local pubs, checking on pricing, changes in offerings and activities. We will then act accordingly.
Operation Challenges of Managing a Pub with a Café and a Shop	2	1	2	We will clearly define the roles of the paid staff and volunteers, to avoid any overlap or conflict. Our systems will be set up so that stock and sales are attributed to either the shop, café or pub. The management committee will have full oversight of the business, and will make informed decisions should any conflict arise between the three parts of the operation.

## 13 Links

**Website:** [www.the-fox-at-ryton.co.uk](http://www.the-fox-at-ryton.co.uk)

**Facebook:** [Friends of The Fox Inn, Ryton](#)

## 14 Contact Information

email: [rytonvillagecommunitygroup@gmail.com](mailto:rytonvillagecommunitygroup@gmail.com)

David Oliver (Chair): 07890 312970

David Thorpe (Vice-Chair): 07779 257673

Helen May (Secretary): 07813 786859

Martin Sells (Treasurer): 07903 748839

## 15 Data Protection Policy

The Fox Inn Ryton Community Pub Limited adheres to the principles of the Data Protection Act, even though it is exempt from registration with the Information Commissioner as a not-for-profit organisation, and will use and process personal data only for the purposes of The Fox Inn Ryton Community Pub Limited.

We will keep personal information that we hold secure and up to date, and will:

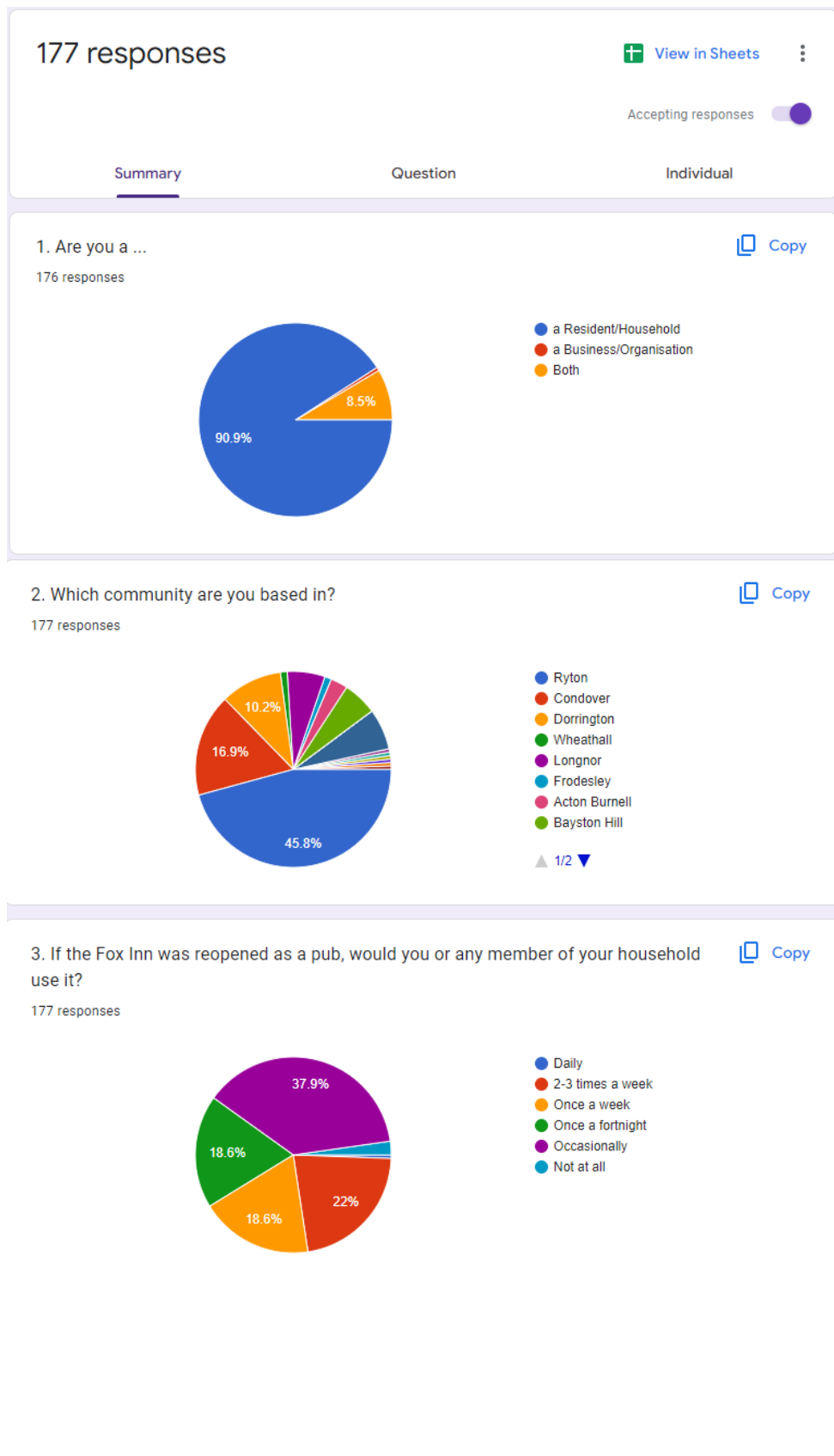
- only use it for the purposes for which it was gathered.
- not keep it longer than necessary.

Personal data will be used solely for the purpose of maintaining a register of members and potential members as required by the rules of The Fox Inn Ryton Community Pub Limited, and for communicating with members. We will not share any members' personal information (names, addresses, phone numbers, etc.) with third parties unless required to for legal or statutory purposes.

Members' financial information, such as amounts invested, share classes purchased, and interest paid will be treated as strictly confidential, and will not be shared even within the Management Committee except as necessary for managing The Fox Inn Ryton Community Pub Limited (e.g., when making decisions about whether withdrawal requests can be funded).

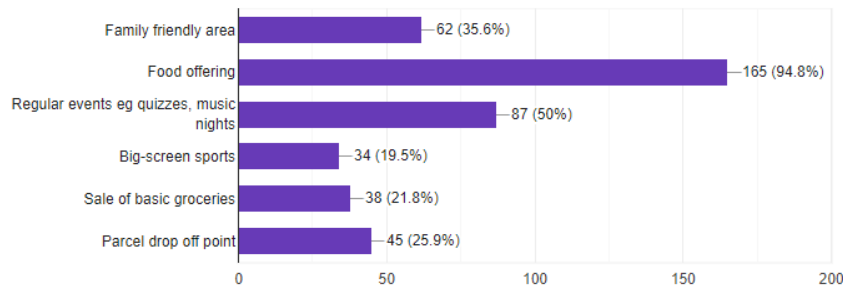
## Appendix 1: Community Survey Results

In January 2023, a digital survey was conducted and 177 responses were received from residents in over 14 local villages. The results are shown below and have helped shape the strategy and business plan.



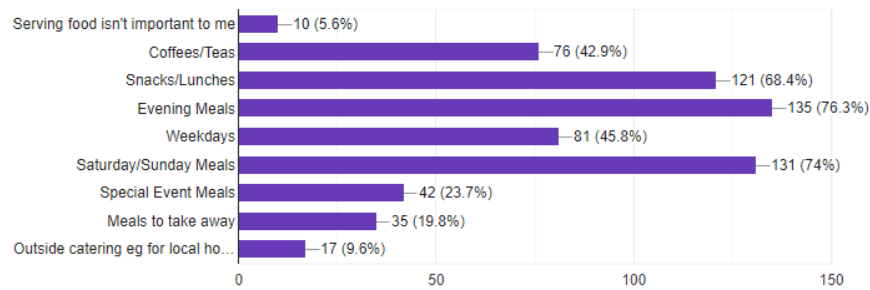
4. What additional services would you like the pub to offer? (please tick all that apply) [Copy](#)

174 responses



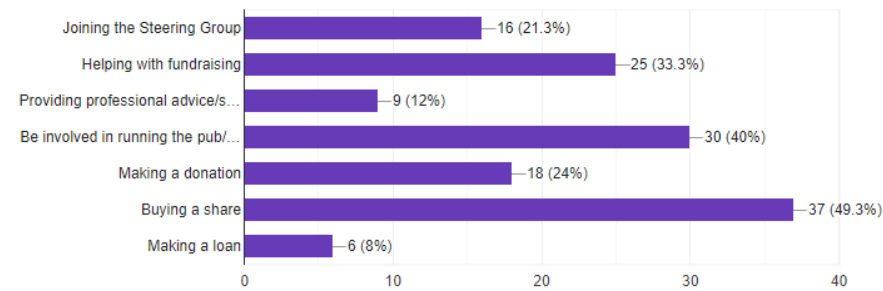
5. What catering would you like to see from the pub (please tick all that apply) [Copy](#)

177 responses



6. Would you or anyone in your household be interested in helping our community pub project by: [Copy](#)

75 responses





## Appendix 2: Social Impact Matrix

Within Ryton and its surrounding villages, The Fox Pub was at the heart of many activities, whether as a pub or a restaurant for many groups of people. Many groups would use the pub as a meeting space or social catch-up. These include:

- Crossword and tapas - weekly for approx. 15 locals.
- Quiz, fortnightly, 30-50 locals attending.
- Book Club, monthly, 12 locals attending.
- Poetry Evenings, 35 customers, local and widespread. - Themed Nights - 4-5 times year for 35 - 45 locals and wider spread.
- Live Music events, 3-4 times a year, 25 - 35 locals.
- Trips out from The Fox were organised for locals, to the likes of the theatre, bowling, cinema etc and then back to The Fox for food and drink, often some 25 locals would be involved in such events which happened several times a year.
- Meals - on average, some 100 covers were provided weekly in the winter rising to 120-150 during the summer months, both for locals and wider spread customers.
- Burns Nights - annually, 25 -30 locals attending.
- Valentines Night meals - annually, 45 -50 attending, locals and wider afield.
- Mothering Sunday, annually, often 100 meals, locals and wider afield.
- Father's Day, annually, 40-50 attending, both local and widespread.
- Easter Sunday, annually, 40-50 attending, both local and widespread.
- Easter Egg Hunt - annually, 15 local children attending with family.
- Christmas period, annual, often 250 meals provided to both local and widespread customers.
- Cider Days with a BBQ, bouncy castle etc, annual until 2018, attracted some 70 customers both local and widespread.
- Liqueur Nights - annually, 20 - 25 locals
- Onion growing competition, annually, 35 customers, local and widespread.
- Gent's Bake-Off - annual, for 15 locals.
- Locals Sunday Lunch - twice a year, for 25 - 30 locals.
- Halloween/Pumpkin carving, annual, 35 locals and widespread.
- Football/Rugby tournaments, Wimbledon, Olympics, Commonwealth games etc - all for food and drink, for 25 -30 mainly locals.

- Horse Racing Night - annually, often 65 customers, both local and widespread.
- TVR car Night, annually, 30 local and widespread customers.
- Karaoke evening - annually, 40 locals.
- Christmas Carol Concert on the car park - 80 mainly locals which often led to both food and drinks afterwards.
- Summer BBQ - annually, 50 locals.
- Brewery trips
- “Shropshire Shufflers” running group - once a year of some 110 local and widespread customers.
- Family celebrations - small wedding receptions, baptisms, birthdays, anniversary etc etc - 40 times a year, averaging 40 local and wider spread customers.

## SOCIAL IMPACT MATRIX

We recognise the need to maintain and extend the appeal of the Fox and exploit its superb location to the full to drive social community involvement. The Social Impact Matrix gives a framework of how the team behind The Fox will reach all our communities. Further community requirements have been gathered through surveys and focus groups, and some of these are included here. We believe this will be achieved via a three-staged but intertwined approach:

<b>Issue</b>	<b>The People</b> <i>How we will ensure as a team we represent our community</i>	<b>The Fox Pub</b> <i>How services could be developed to serve community groups</i>	<b>The Fox Community Pub Limited</b> <i>How the Community Benefit Society supports related activity</i>
<b>Representation of all sections of the community</b>	<p>The Management Committee will be responsible for ensuring balance.</p> <p>They will also be responsible for increased involvement and understanding of community requirements</p>	<p>Following further surveys ensure that views are considered and any groups or requests are developed by the Pub.</p>	<p>The Society will also market the location and a management committee member will be responsible for this for wider involvement.</p>

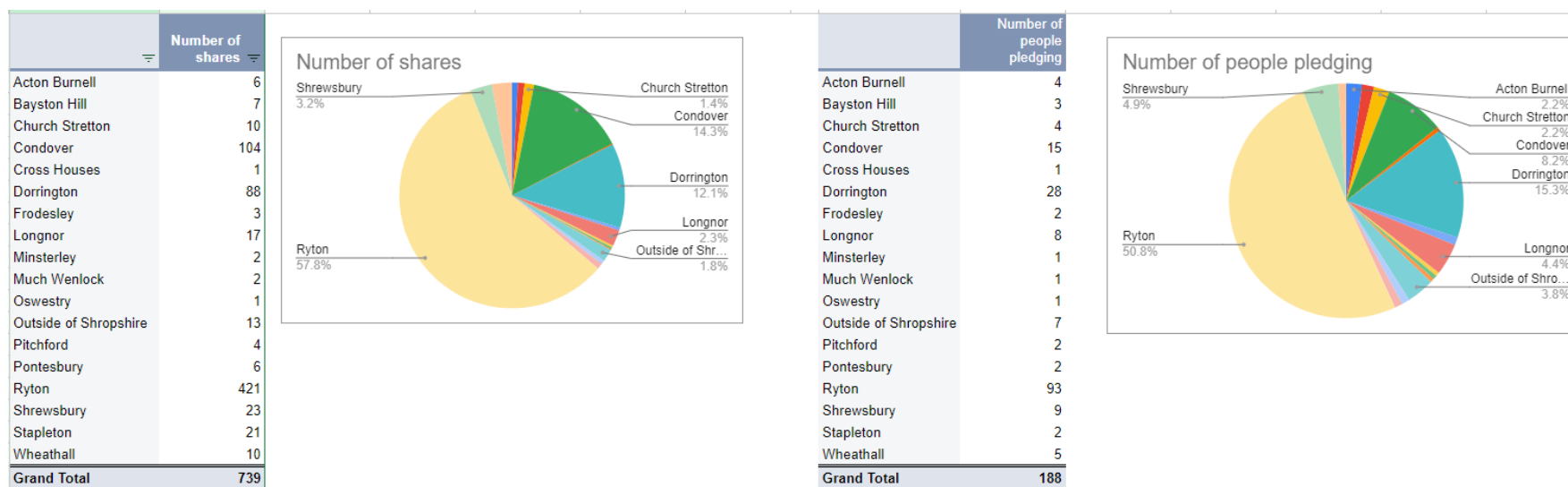
<p><b>Gender</b></p>	<p>The team currently has 16 people which has a split of 9:7 (male: female) split.</p> <p>One of the key activities is to promote involvement to balance representation.</p> <p>A member of the management committee will be responsible for gender issues and ensuring fair representation.</p>	<p>Provide opportunity and a welcoming space for representative groups. E.g. Knit and natter, Men's group.</p> <p>Ensuring feedback from the survey is taken into consideration</p>	<p>The Society will provide distribution of surpluses where these are available. For instance, subsidised mothers' coffee mornings and men's groups to drive social adhesion and connection.</p> <p>The Society will also market the location and a management committee member will monitor this for wider involvement.</p>
<p><b>Age/youth employment</b></p>	<p>A member of the Management Committee is responsible for age/youth outreach and ensuring their voices are heard.</p>	<p>In the past the Fox has provided youth employment (kitchen staff, waiting staff in the village), and the new Pub would be encouraged to continue this.</p> <p>There was strong feedback in our focus groups to provide a point to socialise across the generations, (For example via the community café)</p> <p>Promote a family-friendly place as the location is away from main roads and provides a safe environment for younger children as noted in our focus groups.</p>	<p>Ensure close connection with the Village Hall for joint ventures and family friendly events.</p> <p>Support for the elderly as a place to meet and connect with others across the villages involved.</p> <p>Support for youth-related interests, e.g. young farmers, support for local sporting clubs, etc.</p> <p>Provide donations through surpluses to related groups.</p>
<p><b>Environment</b></p>	<p>A member of the Management Committee will be responsible for Environmental issues.</p>	<p>The Fox Pub will use local breweries, and use as many local suppliers as possible.</p> <p>Focus on seasonal foods.</p> <p>Having a cafe available will reduce travel and carbon impact as the nearest café is 4 miles away and with limited bus services, difficult to access.</p> <p>Pop up shop will also reduce travelling.</p> <p>Green energy adaptations will be made following</p>	<p>The Society will organise pop up shop events for local produce and organise regular green energy events to give advice and information to the community.</p>

		<p>full survey.</p> <p>Coffee grounds to be distributed as garden compost.</p> <p>Promote use and availability to cyclists and walkers e.g.</p>	
<b>Economic regeneration</b>	<p>The chair of the Management Committee will liaise regularly with local businesses to help with the economic sustainability of The Fox Pub and promote its part in the local economic community.</p>	<p>Provide employment as a pub.</p> <p>Provide a flexible working environment for the increasing numbers of home workers in the village with free Wifi and café available during the day</p>	<p>The Society would support local businesses and provide a low-cost/free environment to new start-ups for meetings.</p>
<b>Culture / Arts</b>	<p>The marketing and events lead will be responsible for cultural activities, and will liaise with the village hall committee to support and organise events.</p>	<p>Improve cultural and arts provision for the surrounding area.</p> <p>E.g. Art exhibitions, display of work from local schools, sporting events that are free to air, Book Group.</p> <p>Use of local artists for live music where possible.,</p> <p>Support for existing cultural events, e.g. (Quiz nights, Burns Night, Carol Singing)</p>	<p>The Society would provide donations through any surpluses for inclusive cultural groups.</p> <p>Promote the arts.</p>
<b>Disability</b>	<p>One member of the Management Committee will be responsible for access and inclusivity across our villages.</p>	<p>Effective marketing and warm welcome to reassure any visitors with disability.</p> <p>Provide suitable access provision to the pub.</p> <p>Provide tables that are suitable for wheelchairs.</p> <p>Have menus that are in large print and Braille.</p> <p>Staff training in the understanding of disabilities, whether visible or not.</p>	<p>The Society would continually work to improve accessibility and ensure strong relations with all sections of the community.</p>

<b>Social cohesion / belonging</b>	Drive wider participation across the community with events activities for all sections (working with the Village Hall where appropriate).	The Pub has supported and will continue to develop support to a wide range of socially inclusive groups.	The Society would donate to community groups from any available surpluses, based on assessment to drive provision for all our communities.
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### Appendix 3: Analysis of Expressions of Interest

The following charts demonstrate the breadth of support across Shropshire (and beyond). Chart 1 shows the proportion of the number of shares pledged by each village; and Chart 2 is the number of people/households pledging from each village.



## Appendix 4: Pledges of Skilled Time, Materials, etc

The following individuals and companies have pledged to donate professional time, skilled labour, materials or plant hire for free or at a discounted rate. We have allocated the pledge to either the initial renovation work and preparation for opening in November 2025; or to a future phase in year 1. All letters received have been collated and provided to the Community Ownership Fund in our funding application.

Name	Company/ Vocation	What is being pledged	Value of pledge
Michael Collison	ESP energy	Solar panels	£10,700
Rob Stanhope	Qualified builder & carpenter	50 hours labour	£2,000
James Cartwright	3JC / Cambers	materials	£2,000
Ben Holland	Holland & Clay Plumber	40 hours of time	£2,160
Joseph Anderton-Huang	Architect technician	6 days of drawings	£1,800
Tim Lean	Tim Lean Joinery	12 cubic foot @ £65/ft + 10 hours @ £30/hr	£1,080
David Anderton-Huang	Furniture maker	3 days for joinery	£900
Louisa Lau (Lou & You Ltd)	Brand Consultant	12 days at £235/day, usually £350/day	£1,380
Shaun Cronshey	Builder	50 hours work @ £30/hr	£1,500
Tony Fox	Builder	40 hours	£1,400
Adam Davies	ADER Electrical	£3k labour discount + £1.1k markup removed on materials	£4,100
Widles Plant Hire	Plant hire	Hire of plant & equipment	£1,000
		<b>Sub total: pre-opening Easter 2025</b>	<b>£30,020</b>
Widles Plant Hire	Plant hire	Hire of plant & equipment	£4,000
James Cartwright	3JC / Cambers	materials	£3,000
Dennis Oakley	Farmer	top soil	£2,000
Mark Orchard	Macadam Surfacing	Labour & equipment hire for resurfacing the car park	£5,000
Steve Davies	Farmer	Land for the carpark - usually £600 commercial rent. Charging £200pa (equiv £4000 over 10 years)	£4,000
Salop Sand & Gravel	Quarry	Aggregates for car park	
Neil	Machinery driver	3 days	£450
		<b>Sub total: future phase</b>	<b>£18,450</b>



## Appendix 5: Milestone Plan


Milestone	Deliverable	Owner	Status	Start Date	Due Date	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
<b>Pub Closed</b>				01/09/2022	ongoing																
<b>Planning</b>			complete	01/10/2022	ongoing																
	ACV listed	Chair	complete	01/12/2022	31/01/2023																
	Moratorium Period	Chair	complete	01/12/2022	30/06/2023																
	Community Group Formed	Chair	complete	01/11/2022	31/12/2022																
	Public meetings held	Chair	complete	01/10/2022	ongoing																
	CBS registered	Secretary	complete	01/03/2023	30/04/2023																
	Bank Account set up	Treasurer & Finance Lead	complete	01/03/2023	30/04/2023																
	Community survey conducted	Secretary	complete	01/01/2023	31/03/2023																
	Funding options researched	Chair	complete	01/03/2023	31/05/2023																
	Website set up	Secretary	complete	01/03/2023	31/05/2023																
	Social media & publicity	Coms & Mktng Lead	complete	01/02/2023	ongoing																
	Vision & strategy agreed	Chair	complete	01/03/2023	31/05/2023																
	Financial modeling	Secretary	complete	01/03/2023	30/09/2024																
	Business plan written	Vice-Chair	complete	01/03/2023	30/09/2024																
<b>Funding &amp; Fundraising</b>			on track	01/12/2022	09/02/2024																
	Complete share pledge process	Secretary	complete	15/06/2023	01/08/2023																
	Phase 2 of share pledge process	Secretary	complete	01/03/2024	01/04/2024																
	Submit COF funding application	Chair	complete	01/05/2023	01/07/2023																
	Submit COF funding application	Chair	complete	01/10/2023	31/10/2023																
	Submit COF funding application Round 4	Chair	complete	01/03/2024	07/04/2024																
	Fundraising activities	Fundraising sub-team	on track	monthly	monthly																
	Launch share issue	Secretary	on track	01/03/2025	30/04/2025																
<b>Negotiations</b>			on track	01/05/2023	31/01/2025																
	Negotiate price	Secretary	complete	01/05/2023	18/09/2023																
	Arrange building survey	Vice-Chair	complete	01/08/2023	01/09/2023																
	Agree price	Secretary	complete	01/09/2023	18/09/2023																
	Engage solicitor	Secretary	complete	18/09/2023	22/09/2023																
	Indicate we will reduce price	Secretary	complete	09/09/2024	09/09/2024																
	Renegotiate price if appropriate	Secretary	complete	23/12/2024	31/01/2025																
<b>Conveyancing</b>			on track	01/02/2025	04/04/2025																
	Obtain seller info	Secretary	on track	01/02/2025	31/03/2025																
	Conduct searches	Secretary	not started	01/02/2025	31/03/2025																
	Coordinate conveyancing process	Secretary	not started	01/02/2025	31/03/2025																
	Arrange deposit	Treasurer & Finance Lead	not started	01/03/2025	31/03/2025																
	Exchange contracts	Secretary	not started	01/03/2025	31/03/2025																
	Completion	Secretary	not started	24/03/2025	04/04/2025																

Milestone	Deliverable	Owner	Status	Start Date	Due Date	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	
<b>Post completion activities</b>																						
	Arrange Insurance	Secretary	not started	01/10/2024	04/04/2025																	
	Arrange Utilities & Rates	Secretary	not started	01/03/2025	31/03/2025																	
	Extraordinary AGM to vote in Mgt Committee	Secretary	not started	24/03/2025	04/04/2025																	
<b>Tender Process</b>																						
	Preliminary view of costs	Secretary	on track	01/04/2023	30/04/2025																	
	Updated view of costs	Secretary	complete	01/04/2023	01/09/2023																	
	Updated view of costs	Secretary	complete	01/01/2025	10/01/2025																	
	Procurement policy in place	Vice-Chair	on track	01/01/2025	31/01/2025																	
	Commission plans for kitchen extension	Renovation sub-team	not started	15/02/2025	28/02/2025																	
	Obtain planning permission	Renovation sub-team	not started	01/03/2025	30/04/2025																	
	Obtain quotes for renovation	Renovation sub-team	not started	01/02/2025	30/04/2025																	
	Recommendation on contractors	Renovation sub-team	not started	01/02/2025	30/04/2025																	
	Obtain Approval to proceed	Renovation sub-team	not started	01/02/2025	30/04/2025																	
	Budget updated	Treasurer & Finance Lead	not started	01/02/2025	30/04/2025																	
	Engage contractors	Renovation sub-team	not started	01/02/2025	30/04/2025																	
<b>Renovation</b>																						
	Strip out	Renovation sub-team	not started	01/04/2025	31/10/2025																	
	Cellar ceiling reinforced	Renovation sub-team	not started	01/04/2025	30/04/2025																	
	Cellar ceiling reinforced	Renovation sub-team	not started	01/04/2025	30/04/2025																	
	Roof Replacement	Renovation sub-team	not started	01/05/2025	15/06/2025																	
	Re-wiring	Renovation sub-team	not started	01/05/2025	15/06/2025																	
	Solar panels installed	Renovation sub-team	not started	01/05/2025	15/06/2025																	
	Kitchen extended	Renovation sub-team	not started	15/05/2025	30/06/2025																	
	1st fix	Renovation sub-team	not started	01/07/2025	15/08/2025																	
	2nd fix	Renovation sub-team	not started	15/08/2025	30/09/2025																	
	Fire & Safety	Renovation sub-team	not started	15/08/2025	30/09/2025																	
	Kitchen fit-out	Renovation sub-team	not started	01/10/2025	31/10/2025																	
	Downstairs redecoration	Renovation sub-team	not started	01/10/2025	31/10/2025																	
	Access ramps	Renovation sub-team	not started	01/10/2025	31/10/2025																	
	Terrace renovation & furniture	Renovation sub-team	not started	01/10/2025	31/10/2025																	
<b>Recruitment</b>																						
	Write job descriptions	Vice-Chair	not started	01/06/2025	31/10/2025																	
	Write job descriptions	Vice-Chair	not started	01/06/2025	15/06/2025																	
	Advertise	Coms & Mktng Lead	not started	15/06/2025	30/08/2025																	
	Advertise	Coms & Mktng Lead	not started	15/06/2025	30/08/2025																	
	Interviews	Vice-Chair	not started	15/06/2025	30/08/2025																	
	Interviews	Vice-Chair	not started	15/06/2025	30/08/2025																	
	Prepare contracts	Vice-Chair	not started	15/06/2025	30/08/2025																	
	Prepare contracts	Vice-Chair	not started	15/06/2025	30/08/2025																	
	Make offers	Vice-Chair	not started	01/08/2025	30/08/2025																	
	Make offers	Vice-Chair	not started	01/08/2025	30/08/2025																	
	Onboard	Vice-Chair	not started	01/09/2025	30/09/2025																	
	Onboard	Vice-Chair	not started	01/09/2025	30/09/2025																	
	Source volunteers for Community Cafe	Vice-Chair	not started	01/09/2025	30/09/2025																	
	Source volunteers for Community Cafe	Vice-Chair	not started	01/09/2025	30/09/2025																	
	Hire bar staff	General Manager	not started	01/09/2025	30/09/2025																	
	Hire bar staff	General Manager	not started	01/09/2025	30/09/2025																	
	Training staff	General Manager	not started	01/10/2025	31/10/2025																	
	Training staff	General Manager	not started	01/10/2025	31/10/2025																	

Milestone	Deliverable	Owner	Status	Start Date	Due Date	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
<b>Readiness to open</b>																					
	Cellar clean out	Renovation sub-team	not started	01/08/2025	15/11/2025																
	Cellar readiness	Interim Bar Manager	not started	01/08/2025	30/09/2025																
	POS and merchant services	Interim Bar Manager	not started	01/10/2025	31/10/2025																
	Licence obtained	Interim Bar Manager	not started	01/09/2025	01/10/2025																
	Policies in place	Secretary	not started	01/09/2025	01/10/2025																
	Drink stock ordered	General Manager	not started	01/09/2025	31/10/2025																
	Food stock ordered	General Manager	not started	01/09/2025	31/10/2025																
	Publicity campaign	Coms & Mktng Lead	not started	01/09/2025	31/10/2025																
	Menu determined	General Manager	not started	01/09/2025	31/10/2025																
	Soft launch to locals	Coms & Mktng Lead	not started	01/11/2025	15/11/2025																
	Launch event	Coms & Mktng Lead	not started	01/11/2025	15/11/2025																
<b>Community Liaison</b>																					
	Engage with monitory groups	Community Liaison, D&I Lead	on track	01/03/2024	ongoing																
	Seek their feedback	Community Liaison, D&I Lead	on track	01/05/2024	ongoing																
	Medium/long term plan	Community Liaison, D&I Lead	not started	01/09/2025	ongoing																
	Ongoing engagement cadence	Community Liaison, D&I Lead	not started	01/10/2025																	
<b>Renovation - Priority 2</b>																					
	Carpark extention	Renovation sub-team	not started		2026																
	Beer garden at side	Renovation sub-team	not started		Spring 2026																
	Source grants for other work	Chair	not started		Spring 2026																
	Additional green energy solutions	Renovation sub-team	not started		2026																
<b>Cadence of ongoing activities</b>																					
	Fundraising activities	Fundraising sub-team		ongoing	ongoing																
	Program of events with VH	Coms & Mktng Lead																			
	Marketing	Coms & Mktng Lead																			
	Quarterly communtiy meetings	Chair																			
	Annual survey	Coms & Mktng Lead																			
	Annual accounts	Treasurer & Finance Lead																			
	AGM	Secretary																			
	Compliance checks	Secretary																			

## Appendix 6: Renovation Costings

The following estimates were provided by a qualified Builder and his architect who assessed the renovation work required on our behalf. These estimate costs have informed our financial modelling.



TC HOMES


TC HOMES LTD  
The Warehouse  
Sabrina Court  
Longden Coleham  
Shrewsbury  
SY3 7BF



**The Fox Inn, Great Ryton, Nr Dorrington, Shrewsbury, Shropshire, SY5 7LS**

The following cost estimates have been provided for indicative purposes to assist The Fox Inn Ryton Community Pub Limited with their feasibility study of the purchase and renovation of The Fox Inn at Ryton.

<i>Strip out pub ready for renovations</i>	<i>£5-10K</i>
<i>New roof an timbers repairs including scaffold</i>	<i>£25-35K</i>
<i>Heating and electrical</i>	<i>£12-17K</i>
<i>New kitchen extension</i>	<i>£50-75K</i>
<i>Strengthen floors</i>	<i>£5-7K</i>
<i>Plastering</i>	<i>£8-15K</i>
<i>Paint and decoration</i>	<i>£4-8K</i>
<i>Other internal work (new bar etc)</i>	<i>£7-15K</i>
<i>External works</i>	<i>£5-15K</i>
<i>New Bathrooms etc</i>	<i>£5_10K</i>

*Work also may be required on the cellar, also new kitchen equipment.*

 **The Warehouse**  
Sabrina Court, Longden Coleham, Shrewsbury, Shropshire, SY3 7BF

 01743 270191  [www.tchomes.co.uk](http://www.tchomes.co.uk)

The following costs were estimated by our Building Surveyor. They are based on national rates and did not consider local community labour and materials which have been pledged. We have compared the costs provided by a Building Surveyor (Invisio Surveying) and estimate from a local builder (TC Homes) as input to our financial model.

	Building Survey (Max cost without support) £K	Costed in Best Case Sc based on TCH homes est £K	Diff (above what we budgeted) £K	
<b>Renovation Costs</b>				
<b>Roof</b>				
Main roof	19.0			
Rear roof	10.0			
Flat roof repair	14.0			
chimney repair (not inspected)	0.8			
Rainwater goods replacement	1.5			
<b>Total Roof works</b>	<b>45.3</b>	<b>30.0</b>	<b>15.3</b>	
				offset
<b>Kitchen extension</b>	<b>40.0</b>	<b>60.0</b>	<b>- 20.0</b>	
<b>Outside</b>				
Walls: front elevation	7.5			
Walls: left & right gable	3.5			
Walls: rear elevation	7.0			
Surfacing	9.0			
Doors	0.7			
Repaint outside	4.5			
<b>Total outside works</b>	<b>32.2</b>	<b>10.0</b>	<b>22.2</b>	This is not a priority and will be done over time/ with community help
<b>Scaffold</b>	<b>8.5</b>		<b>8.5</b>	included in roof estimate
<b>Refurbishment</b>				
Upstairs flat: bathroom, plastering, decorating	35.0	20.0		With Community help, confident in our figures
Downstairs: toilets, plastering, decorating	35.0	10.0		With Community help, confident in our figures
Access Provision	18.0	10.0		
<b>Building</b>	<b>88.0</b>	<b>40.0</b>	<b>48.0</b>	
<b>Fixtures &amp; Fittings</b>				
Kitchen fit out	50.0	40.0		Confident in our figures
Community Café fixtures, fittings & power	5.0	5.0		
<b>Fixtures &amp; Fittings</b>	<b>55.0</b>	<b>45.0</b>	<b>10.0</b>	
<b>Other Renovation Expenditure</b>				
Strip out	10.0	9.0		
Heating & electrical	28.0	15.0		Local electrician has offered free labour
Strengthen floors	2.5	6.0		
Other internal work eg new bar	10.0	5.0		
<b>Other Renovation Expenditure</b>	<b>50.5</b>	<b>35.0</b>	<b>15.5</b>	
<b>Sub total</b>	<b>319.5</b>	<b>220.0</b>		
<b>Solar Panels (Grant funded)</b>	<b>7.5</b>	<b>30.0</b>	<b>- 22.5</b>	