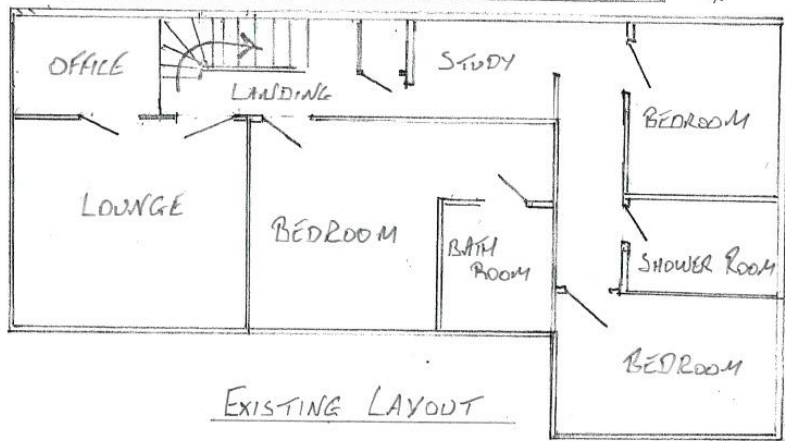
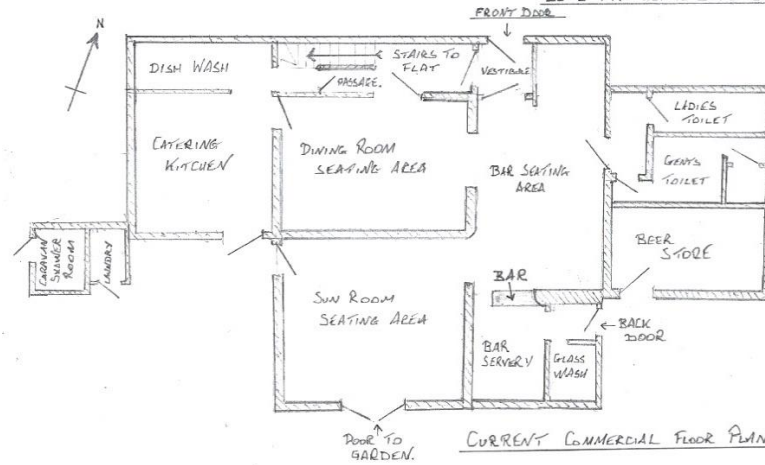


THE LOWTHER, MAWBRAV CAIS GQT
 FIRST FLOOR PLAN 27-11-19 NOT TO SCALE JAB



THE LOWTHER, MAWBRAV CAIS GQT - FLOOR PLAN, GROUND FLOOR
 20-2-19. NOT TO SCALE S.M.A.



Appendix 2 Previous Landlords

Date	Publicans and other details
1847	Joseph Messenger
	Henry Osborne
1851	Margaret Roper
1858	Henry Bishop
1883	
1897	Sarah Bishop
1901	Sophie Rome
1906	John Kendal
1910	John Creighton
1914	John Kendal
1924	Albert Collister
1929	Tom Graham – Blacksmith
1934 / 1938 / 1954	
1968	Gilbert & Elsie Harrison (daughter of Tom Graham)
1975	H Kirkbride
1976	Tom & Elsie Pigg
2004	Landlady Elsie Pigg died. Pub shut for 18 months
2005	Oct 22 1 st Public Meeting, 56 attend incl Mandy Hodgson (Elsie's niece who inherited the pub).
2005	Dec Hopes Estate Agents advertise pub for sale £350,000
2006	Apr Independent Valuation £175,000
2006	Jun Hopes disengaged. New Agents, Bar Agency, instructed to sell pub for £299,000
2006	Aug Offer made by Dawn Lindsay & Andrew Mattinson. Pub bought close to asking price
2006	Dec Pub reopens
2012	Pub closed and up for sale
2013	Dec Morven & Jay Anson buy pub. £95,000. Rename 'The Lowther. Village Pub and Dining'
2014	Jul Pub opens after refurbishment
2018	Jan Pub discreetly placed on market with Sidney Phillips
	May Stop serving food
	Dec 23 Pub Closes
2019	Mar 30 Application for Change of Use to a dwelling
	May 16 Parish Council Meeting to discuss the pub
	May 26 First Public Meeting and Public Consultation
	June 23 Lowther Arms Community Project formed.
	Jul 11 Allerdale BC suggest Jay & Morven Anson withdraw planning application
	Jul 18 LACP accepted onto Plunkett Foundation 'More Than A Pub' (MTAP) programme
	Jul 20 Parish Council apply for Asset of Community Value (ACV)
	Jul 30 ACV granted by Allerdale BC.
	Aug 26 Official launch of Lowther Arms Community Project. Do Market Rsch for Business Plan
	Sep Commence fundraising
	Sep 9 First pop-up pub in Village Hall
	Dec 17 Independent Valuation by Mike Hughes
	Dec 14 2 pop-up pub fundraisers in Village Hall
2020	Jan 18 Fundraise Ceilidh in Village Hall
	Jan Receive Valuation. Submit bursary claim. Start writing Business Plan. Become Plunkett members. £2,500 awarded bursary & specialist adviser
	Feb 8 Fundraise South African evening in Village Hall
Covid-19	Feb Adopt Model Rules for FCA Registration. Plunkett suspends MTAP programme. Much of LACP project work on hold. Fundraisers cancelled.
	Mar 2 Become legally incorporated as LACP Ltd. FCA Reg 8341.
	Mar 7 Group visit to Ye Olde cross Inn, Ryton. Share community pub ideas.
	Mar 15 Make an offer of £230,000 for the pub
	Mar 23 Covid-19 Pandemic lockdown starts
	Mar, Apr Continue to write Business Plan, Share Offer & 'Power to Change' grant/funding application
	May 5 Resubmission of planning application for 'Change of Use', Deadline for objections is 12 June.
	Jun Object to planning application. £230,000 offer not accepted by vendors.
	Jul Awarded up to £50,000 Grant as part of the Plunkett Grant & Key Fund loan package

Appendix 3: Critical Success Factors

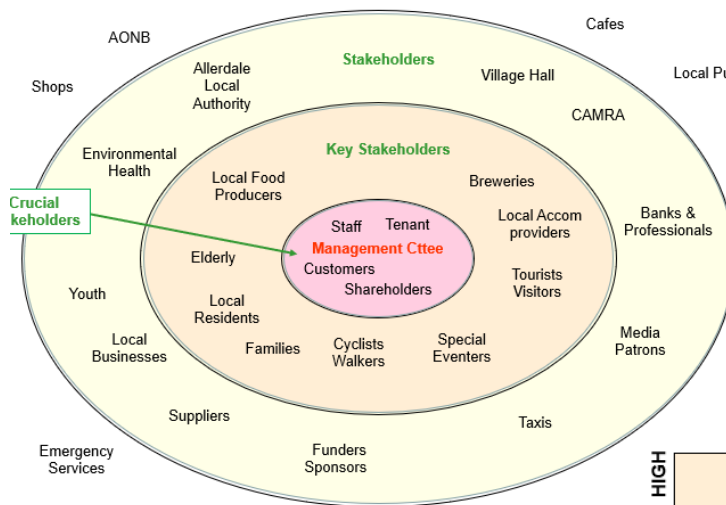
Critical Success Factor	Probability achieved easily?	Influence on Enterprise?	Importance (probability x influence)
Funding	3	3	9
Customers	3	3	9
Tenants and Staff	3	3	9
Business Plan	3	3	9
Building and Land	3	3	9
Action plan targets	3	3	9
Shareholders	2	3	6
Feasibility Study	2	3	6
Local Authority approvals	2	3	6
Local community support	2	3	6
Management Cttee/Board of Directors	2	3	6
Expert Advice	2	2	3
Brewery and good beer	1	3	3
Media coverage	1	2	2
Local suppliers	1	1	1

Score 1: Easily achieved/less influence. Score 3: Harder to achieve/greater influence

The probability and influence of each factor are scored according to their relative importance. The higher the 'Importance' final score, the more critical the factor to the success of the project.

This analysis shows that funding, customers, and tenants and staff are among the top factors vital to the success of the project.

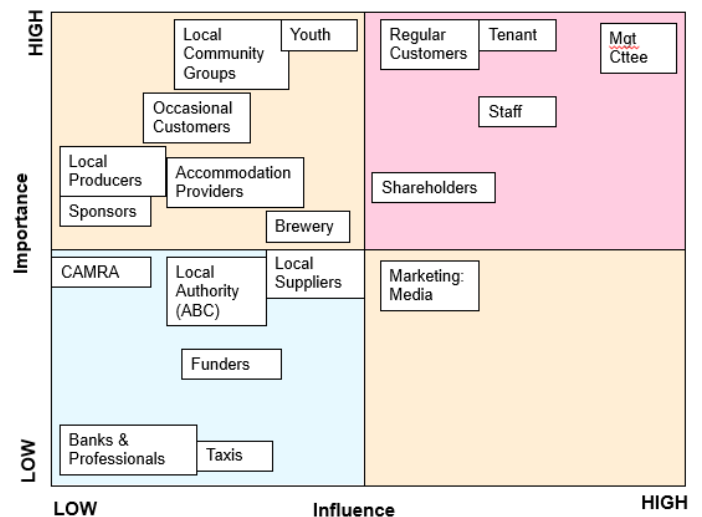
Appendix 4 Stakeholder Analysis



The inner circle shows crucial stakeholders (e.g. customers), the next circle includes tourists and local food producers, the outer circle Local Authority and business, whilst the remaining stakeholders are beyond the outer circle (e.g. shops, AONB).

The grid (right) shows the relative importance of stakeholders in terms of influence and importance.

The top right-hand section shows the most important and influential, including Regular Customers, Tenant, Staff, Management Committee and Shareholders.



Appendix 5 Aims, Objectives, Actions, Outputs, Outcomes and Timescales

Aim 1: Form Steering Group and attain legal incorporation, raise funds for start-up costs. Project Stage 1

Objective	Action(s)	Responsible person	Resources/Input	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
By September 2019 to determine community opinions and gain commitment from volunteers to form a Steering Group to manage the project	Hold Public Meetings and consultations	Pioneers	Co-ordinator. Survey document. Meeting place.	Public views obtained	Help identify and plan course(s) of action.	Increased community involvement					
	Form Steering Group	Pioneers	Co-ordinator. Volunteers.	Steering group formed	Group steers the project	Increase support for venture, build sound project foundations and demonstrate potential for success.					
	Open bank account	Treasurer	Treasurer	Official bank account opened	Minimise risk to group. Formal banking arrangements.						
	Liaise with vendor and/or agent	Chair	Liaison person	Better communications	Improve chances of project success						
Apply to join the Plunkett Foundation's 'More Than A Pub' (MTAP) programme by Oct 2019	Apply to Plunkett. Complete/submit application form	Chair & Secretary	Guidance Documents. Volunteers	Completed application	Membership of MTAP						
Produce Plunkett Action Plan to accompany bursary	Write Action Plan	Chair & Secretary	Guidance Documents.	Completed Action Plan	Awarded bursary						
Apply for MTAP £2,500 bursary for project start-up costs	Complete bursary applic form	Chair & Secretary	Guidance Documents. Volunteers	Completed funding application	Receive £2,500 bursary. Project is progressed	Increase support for venture, build sound project foundations and demonstrate potential for success.					
By Aug 2019 create a website	Seek website designer Formulate design	Trustees	Website designer. Website brief	Website	Project details visible to a much wider audience						
By Aug 2019 create a public Facebook Page	Seek FB expert	Social Media person	FB brief	Public Facebook page							
By Sep 2019 create publicity banners, logo, pledge forms and stationery	Design publicity material	Graphic Designer	Designer Design brief Supplier	Logo Banners Stationery	Great project branding. Improve chances of project success						
By Sep 2019 create working groups for various Project Briefs (fundraise, accom, food, etc)	Form working groups	Trustees	Co-ordinators Volunteers	Completed project briefs	Material to support the Business Plan, media output and other project tasks						
By Oct 2020, appoint a Patron	Seek a Patron to support project	Trustees	Liaison officer	Invitation letter	Patron agrees to support our project						
The Steering Group to become a legally constituted organisation (eg Community Benefit Society) by March 2020	Appoint legal expert. Undergo legal incorp process.	Chair	Legal expert. £350 - £1,000 Trustees	Constitution & Rules. Cert of Incorp & FCA oversight	Formal incorporation as Community Benefit Society. Recognised legal status. Minimise risk to group. Demonstrates intent.						
By Mar 2020 open Treasurer's bank a/c with online banking	Research options. Open bank a/c	Treasurer	Application forms. Signatory ID	Treasurer's bank account opened	Minimise risk to group. Formal banking arrangements.						

Aim 2: Produce business plan, commission valuation and raise funds for initial project costs. Project Stage 2

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
By Jan 2020 obtain a formal 'Market appraisal/valuation' report to determine if the pub/project is a viable enterprise	Liaise with Plunkett, Agent and vendor	Trustees	Chartered Surveyor Project liaison officer £1,100	Consultant's report	Improve chances of project success (to buy pub at near market value)	Improve business viability & economic regeneration	ongoing				
By Jan 2020, produce financial costings for the project, based on Business Valuation report	Liaise with Valuer, experts and Steering Group	Secretary	Expert advice (eg publican, Plunkett) Reference docs	Draft financial costings, cash-flow	Realistic idea of project costs and improved chances of project success	Sound and focused basis for the project					
By June 2020, produce draft Business Plan to: (a) outline project aims objectives, resources, actions, & timescales, (b) support funding applications, (c) support share issue	Research and assemble information. Write business plan.	Chair & Secretary	Steering Group. Guidance Notes. Author(s) Reference docs Expert advice	Draft business plan	Clear outline of project.	Sound and focused basis for the project.					
To liaise with agent and/or vendor to maintain ongoing open communications, obtain access to premises & be advised of other offers.	Liaise with Agent and/or vendor	Chair	Project Liaison Officer	Access gained to premises. Increased trust. Good communications.	Improve chances of project success (to buy pub at near market value)	Increased business viability (economic regeneration)	ongoing				
By June 2020, determine the work required to refurbish the pub interior	Liaise with Agent, Vendor	Refurb working group	Interior Designer Project Liaison Officer	Interior Design Plan	Beautiful, welcoming pub that people enjoy visiting and want to return	Increased business, happy staff & customers					
By June 2020, determine work required to tidy and maintain the garden/grounds	Seek landscaper and volunteers. Assess costs	Refurb working group	Landscaper. Ground works volunteers	Grounds schedule	Beautiful grounds for all to enjoy	Improved, safer, env and increased business viability					

Aim 3: Issue shares to raise funds to purchase pub and cover other project costs. Project Stage 3.

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
By June 2020, produce complete business plan incl all elements required by Plunkett, funders, sponsors & share issue	Research info required Write Business plan	Secretary & Chair	Volunteers Reference documents	New Business plan	Clear guidelines for full project implementation	Sound and focused basis for the project.					
By Mar 2020, submit an offer for the pub	Submit offer to the Agent	Chair	Legal Expert Valuation Report	Offer Document	Offer is accepted, rejected or negotiable	Project aims are clarified					
To purchase the pub by Oct 2020 at a realistic market value.	Seek Funding to: Buy pub Run publicity campaign	Share issue working group	Funding Co-ordinator £300,000+	Funding Plan Detailed timetable of activities Publicity plan	Obtain publicity & Obtain funding. Increase contact with potential shareholders. Pub is owned by the LACP in perpetuity for the community.	Increased social cohesion. Economic regeneration.					
	Negotiate period of exclusivity	Chair	Legal Expert Liaison officer	Agreement in writing	Agreed terms. Breathing space to raise funds	Economic regeneration.					
	Prepare share issue	Secretary	Legal expert (CMS)	Share prospectus & Certificate	Well managed, legally-compliant, share issue	Successful share issue					

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Maintain accurate accounts	Treasurer	Bank statements Expenses records	Regular reports	Well managed accounts, Audit & FCA compliance	Easier project management					
	Publicity Campaign Public meeting	Media working group	Publicity Co-ordinator Materials, PC Parish magazine	Regular newsletters/media Publicity material & timetable	Wider advertising, raise profile of campaign. Gain wider support. Maximise chance of selling shares.	Increased public support for project					
	Organise share launch event. Sell shares. Record names shareholder	Share issue working group	£200 Launch costs. Village Hall. Volunteers Share register Legal expert (CMS).	List of shareholders Shares database	£300,000+ received. Efficient management of share issue. Pub is saved	Community pride, incr social cohesion. Economic regeneration.					
	Negotiate final terms	Mgt Cttee	Legal Expert	Agreement in writing, exchange contracts	Agreed purchase						

Aim 4: Refurbish pub, engage tenant, and establish operational procedures. Project Stage 4

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Within 2 months of purchase, refurbish pub & land. Carry out all necessary works in accordance with relevant works schedules (use environmentally friendly and same toxin free paint that already on some walls, if possible,	Appoint working group Seek funding. Hold progress reviews. Consult Env Health & Planning	Project Manager	Project Plan & Mgr Interior Designer Contractors Volunteers. Finance for work	Works schedule Refurbished pub.	Project on schedule/budget. Well-managed project. Covid-19 safe, comfortable, welcoming, and legally-compliant environment.	Increased trade & community well-being.					
To seek and engage suitable tenant(s) within the agreed project plan timescale.	Advertise vacancy Interview candidate(s) Produce contract of Employment	Mgt Cttee	Recruitment Consultant Legal Expert £2,000	Engagement of tenant(s) Tenancy Agreement	Happy tenant(s), Steering Group and community. Help to secure the future of the business.	Increased business viability (economic regeneration Increased sales, happy customers and more profit)					
In conjunction with the tenant, prepare a business Delivery & Mktg Plan within the timescale agreed in the Project Plan.	Work with Tenant(s) on the plans to identify customers & mkt the pub	Mgt Cttee Tenant(s)	LACP Business Plan Market Research info	Business Delivery Plan Marketing Strategy	Clear guidelines for business management and development						

Aim 5: Open the pub. Enhance community facilities. Project Stage 4.

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Lowther Arms to be open and trading by Dec 2020	Implement business plan	Tenant / Mgt Cttee	Tenant(s) Business Plan	Pub is open for business	A focus for social activity in the community	Increase social cohesion, economic regeneration Economic regeneration					
From day one, maintain premises as a smoke-free environment provide smoking area outside	Comply with relevant legislation.	Tenant	No smoking signs	Smoke-free zone	Healthy environment for users.						

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
From opening, collect feedback from customers whilst they are in the pub	Ask customers about their experience	Tenant	Visitor Book	Customer feedback	Help improve quality of service and performance	Increases the success of the business					
To identify at least three local breweries and range of quality beers to serve in the pub	Identify local breweries Identify source and range of quality ale.	Tenant	Local knowledge Internet search Other Research	List of beer suppliers	Provision of high-quality ale. Increased customer and supplier satisfaction	Helps local economy					
To identify at least three local breweries and range of quality supplies and hand-pulled ales to serve in the pub. Plus bottled and organic, too.	Identify and contact local food producers and suppliers to determine availability of supplies	Tenant	Local knowledge Local experts Online search Directories Telephone	List of food producers, suppliers	The provision of healthy food, and support for local business. Increased customer satisfaction.	Healthier, happier lives. Less demand on health services					
Within 6 months of opening to have established at least two group/club activities (e.g. darts, quiz, art, lunch, book club)	Regular, timely and accurate monitoring of business performance	Tenant	Team Captain Activity list	The existence of a Pub Darts Team and Quiz Team	Regular meetings/matches	Increase social cohesion					
Youth nights to be organised at least once a month within six months of opening	Consult youth. Organise suitable activities	Tenant	Feasibility study. Youth activity co-ordinator Equip? Facilities?	Organised activities & safe place for young people to meet.	A focus for social activity and learning for young people in the community.	Increase social cohesion, decrease boredom and mischief.					
Within four months of opening, provide a good quality affordable lunch for OAPs at least one day a wk.	Identify need	Tenant	Cook / chef Waiting staff Community info about OAPs	Good value lunches	Healthy, appropriate and affordable meals for older residents – the provision of more services locally.	Increase social cohesion, decrease boredom crime disorder					
Within 3 months of opening, provide space for local art/craft workers to display/sell their work	Contact arts/crafters. Provide/plan display space / facilities..	Tenant / Mgt Cttee	Arts/crafts working group. Display cabinet(s) / shelves.	Attractive displays. Range of goods for sale.	Enhanced pub. More local services for tourists and others	Increase economic activity					
Within 3 months of opening, provide an area with local interpretation information for locals, visitors and tourists	Contact relevant agencies (e.g. CTB, AONB).	Tenant / Mgt Cttee	Display equipment. Signage? Promotional material	Local tourist information.	More local services for tourists and others	Increase economic activity					
Within 6 months of opening, provide essentials shop	Make shop shelves. Produce stock list Contact suppliers	Tenant / Mgt Cttee	Volunteers Stock	Essentials 'shop'	More local services, increase economic activity	Increase wellbeing & economic activity					
Within 6 months of opening, provide voluntary library service open to all users	Source Materials	Tenant / Board	Bookcase(s) Books Register	Stocked bookcase(s)	More local services to local community.	Increase social cohesion & well-being.					
Investigate a games room facility	Establish business case.	Tenant / Board	Building plans / tenant / Board	Games room with pool table, dart board, other games	Increased customer satisfaction	Increase social cohesion & well-being.					
Install two camping pods on the campsite	Establish business case for 2 pods. Seek grants (ERDF e.g.) Buy pods if viable	Tenant / Board	Installation expert Volunteers Groundwork equipment. Finance	Enhanced camping (or glamping) facility). Extra income stream Enhanced campsite facility.	Increased bookings, attracts more visitors/cyclists etc	Increase income and economic activity					
Drying room, laundry room, washing up facility, new showers, secure cycle storage for campsite	Establish business case. Seek funding	Tenant / Board	Architect/builder. Volunteers Finance								

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Investigate campsite suitability for marquee functions (e.g. parties, wedding receptions)	Establish business case. Research marquee events	Tenant / Board	Event planner	Extra facility for events, extra income stream	Increased bookings, more customers	Increased income and economic activity					

Aim 6: Business monitoring. Project Stage 5.

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Review records on a quarterly basis to identify gaps in service provision & develop appropriate actions to meet identified needs	Review financial and performance data	Tenant / Board	Business Plan Business records Board of Directors Tenant(s)	Progress report	Well-managed, sustainable, business						
Board to review quarterly the key business records as identified in the business plan	Review key business records	Tenant	Tenant(s) Board of Directors	Progress report	Well-managed, sustainable, business	Economic regeneration					
Quarterly review individual aspirations and performance via the Delivery Plan Personal appraisals in accordance with investors in People Principles	Review personal performance	Tenant	Tenant(s) Board of Directors	Personal appraisal	Happy, well-trained, dedicated staff	Increased business viability, economic regeneration					p

Aim 8: Routine Business Management. Project Stage 6

Objective	Action(s)	Respons person	Resources	Output	Outcome	Impact	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Board to review key business records as per Tenancy agreement and Business Delivery Plan	Review key business records	Tenant	Tenant(s) Board of Directors	Progress report	Well-managed, sustainable, business	Economic regeneration					

Appendix 6 Financial Analysis

6.1 Estimated Costs to Buy, Decorate & Prepare the Pub (Min Avg Max)

Min figures assume help from volunteers.

Item	Min	Average	Max
Business items	5,000	5,000	10,000
<i>Fees</i>			
Marketing & PR (included on LACP sceario worksheet)	0	0	0
Stamp duty	2,000	2,000	2,000
Solicitors fees (conveyancing)	2,500	3,500	5,000
Full Structural Survey	0	1,000	2,500
Accountancy Advice	0	300	500
<i>Sub-Total Fees</i>	4,500	6,800	10,000
<i>Higher Priority Work</i>			
Interior Design / Light Refresh pub (assumes volunteers) £250/day +Vat	0	0	300
Upholstery (Min = bench seats, Max = all seats)	725	2,000	4,145
Light refresh upstairs accommodation (e.g. paint walls)	0	200	500
Cleaning materials and equipment	0	500	1,000
Test, repair and/or update plumbing and heating ³	0	750	1,000
Exterior decoration (assumes volunteers)	0	1,000	2,000
Car Park tidy/renovation	0	500	1,000
Tidy/restore Caravan/Camping Area (assumes volunteers)	0	500	1,000
<i>Sub-Total High Priority Work</i>	725	5,450	10,945
<i>Medium Priority Work</i>			
Repairs and general maintenance	2,000	3,000	5,000
Grounds Improvement e.g car park, pitches (assumes volunteers)	0	200	500
Make Café Counter (assumes volunteers)	0	250	500
Install café counter facilities in Conservatory	0	250	500
Provide Secure bike storage (assumes volunteers)	0	250	750
Make parcel (Courier) storage facility outside	0	100	250
<i>Sub-Total Medium Priority Work</i>	2,000	4,050	7,500
<i>Lower Priority Work</i>			
Furnish upstairs accommodation (basics)	0	1,000	3,000
Install disabled toilet, if practicable	0	250	1,000
Install nappy changing facility(ies) if practicable	0	100	250
<i>Sub-Total Lower Priority Work</i>	0	1,350	4,250
<i>Contingency</i>			
e.g. Building works (unlikely at present)	5,000	10,000	12,000
<i>Sub-Total Contingency Items</i>	5,000	10,000	12,000
TOTAL (shares needed without grant and loan)	17,225	32,650	54,695

Cumulative Totals excluding pub purchase		
Min	Avg	Max
5,000	5,000	10,000
<i>Fees</i>		
9,500	11,800	20,000
<i>Higher Priority Work</i>		
10,225	17,250	30,945
<i>Medium Priority</i>		
12,225	21,300	38,445
<i>Lower Priority</i>		
12,225	22,650	42,695
12,225	22,650	42,695
<i>Min</i>	<i>Avg</i>	<i>Max</i>

Above figs are c/f to LACPL 'scenarios' worksheets. Figures exclude contingency & cost of pub purchase.

³ Currently, we understand from an initial survey that all is in good working order

Contingency Figures highlighted in cream are carried forward to the 'LACPL Scenarios' worksheet

6.2 Estimated Costs to open and run the Lowther Arms for the first 3 months

These are best estimates of the costs to run the pub for the first three months. Some costs are incurred regardless of the scenario, e.g. rates, insurance, licences.

The 'emergency worst-case scenario' is LACPL paying Managers to run the pub for the first three months– which is clearly unworkable and unlikely, as we expect to recruit a tenant. With the closure of many pubs during Covid-19 we understand there will be no shortage of tenants seeking a position. The worst-case scenario also assumes additional staff costs (e.g. part-time café and campsite manager), however, it is possible to save initial outlay costs if the Bar Manager takes on these additional roles.

Item	1 year		Cost for		Cost as %	Tenant Day 1	extra calcs with sub-totals		
	Min? £	Max? £	3 months £	3 months £			3 months	Sub-tot	Sub-tot
			Min	Max			MIN	AVG	MAX
<i>Estimated costs to open and run the pub</i>									
							£	£	£
Business and Insurance									
Business Rates (Public House & Premises)	0	2,400	0	600					
Contents Insurance	1,200	1,200	300	300					
Caravan Site Insurance	900	900	225	225					
Council Tax (For flat above pub. Band A, Local Auth Ref 307925040402)	1,209	1,209	302	302					
Bank Charges	800	1,200	200	300					
Depreciation on Fixtures & Fittings	2,055	2,055	514	514					
Additional Staff Costs + Working Capital									
Manager's wage (£24-£26k + NIC & pension)	26,500	29,000	6,625	7,250			1,541	1,891	2,241
Chef's wage (£18-£21k + NIC & pension)	19,000	21,000	4,750	5,250					
Café Manager part-time	5,000	7,000	1,250	1,750					
Campsite Manager part-time	5,000	7,000		1,750					
Day-to-day working capital + Misc goods and services	6,000	12,000	1,500	3,000					
Services							14,125	16,563	19,000
Commercial Waste Collection, Waste & Hygiene services	1,500	2,000	375	500					
Utilities: Water	400	450	100	113	0.56				
Utilities: Heating & Lighting (Gas & Electric)	4,000	5,250	1,000	1,313	6.56				
Repairs & Maintenance	2,500	2,500	625	625					
Telephone & Wifi	750	850	188	213					
Sundry							2,288	2,525	2,763
Sundry	1,000	2,000	250	500	2.00				
Depreciation on Fixtures & Fittings	500	1,000	125	250	1.25				
Contingency	1,500	2,500	375	625	2.25				
VAT (assume threshold will not be met in first three months)	0	0	0	0					
Bank Charges	1,200	1,200	300	300	1.50				
Other Costs							1,050	1,363	1,675
Printing, Stationery & Postage	300	500	75	125	0.63				
Advertising	1,000	2,000	250	500					
TV Licence (Higher Rate to allow customers to view)	158	158	40	39					
PRS/PPL Licence for Music (up to 400 sq m) incl 4 live performances/yr	200	200	50	50					
Other Expenses (Card Machine, PAT Testing Electrical Equip; Refresh fire exting; Service Electric Charge Point and Hook-ups	750	750	188	188					
Stocktaking	100	200	25	50			602	777	952
Sub-Totals	83,522	106,522	19,631	26,630			19,606	23,118	26,630
Equipment for Café Counter									
Fridge x 2 (Café under-counter & Essentials Shop)	600	750	600	750					
Proper Coffee Machine for café counter	1,500	2,000	1,500	2,000					
CO3HD Heavy Duty Convection Oven - 3KW	200	750	200	750					
Crockery, Cutlery & Glassware	100	500	100	500		2,400	2,400	3,200	4,000
Equipment for Pub & Kitchen (Trade items) ¹									
Crockery, Cutlery, Cooking Utensils (orig est £0-£400)	0	0	0	0					
Glassware (orig est £0-£1,000)	0	0	0	0					
Glass washing (orig est £150-£500)	0	0	0	0					
Ice Machine (orig est £120-£300)	0	0	0	0					
Bar Furniture (orig est £200-£750)	0	0	0	0					
Stock									
Stock shop/café/pub, 3 months (based on £80k-£150k turnover, 60% GPP)	32,000	60,000	8,000	15,000			£8,000	£11,500	£15,000
TOTAL	£117,922	£170,522	£30,031	£45,630		£2,400			

The three-month 'MIN AVG and MAX Sub-Totals' figures highlighted in cream refer to figures sourced from the original worksheet and which are carried forward into the LACPL 'Scenarios' worksheets.

If all work is undertaken by volunteers, the only cost is £2,400 (equipment for café counter).

The highlighted yellow figures refer to these costs as a percentage of annual turnover.

6.3 LACPL Financial Scenarios – Budget & Cash Flow Projections, Years 1 to 5

Alternative financial scenarios which show various share capital, costs, and grant/loan combinations and their effect on LACPL cashflow.

6.3.1 Financial Scenario 2. £220,000 share capital, £80,000 grant/loan. Essential/Minimum set-up costs £12,025 + £2,400. Contingency £5,000 (1f)

	Yr1	Yr2	Yr3	Yr4	Yr5
CAPITAL/START-UP					
Income					
Share Capital	220,000				
Donations	0				
Start-up Grants	40,000				
Loan	40,000				
Total	£300,000				
Expenditure					
Asset Purchase including Trade Items	230,000	230,000	235,000	245,000	260,000
Repairs & Improvements (Buy & Sort)	12,225				
Set up Costs (Open & Run for 3 months)	2,400				
Total	£244,625				

REVENUE					
Income					
c/f (e.g. bank balance)	55,375	49,349	44,440	34,867	28,228
LACPL Existing Bank Balance	2,000	0	0	0	0
Tenants Rent	4,000	10,000	12,000	15,000	15,000
Tenants buys pub trade items	10,000	0	0	0	0
Grants/Donations	0	0	0	0	0
Fundraising	0	0	0	0	0
Sub-Total: In Year Income	16,000	10,000	12,000	15,000	15,000
Total Available Funds	71,375	59,349	56,440	49,867	43,228

Expenditure					
Loan 1 Repayments	7,476	7,476	7,476	7,476	7,476
Loan Fee	450	0	0	0	0
Share Interest	0	0	6,750	6,750	6,750
Contribution to Repairs & Renewals Fund	1,000	1,000	1,000	1,000	1,000
Management Costs	200	202	204	206	208
Legal & Compliance	500	505	510	515	520
Accountancy Fees	750	758	765	773	780
Professional Fees	4,800	800	808	816	824
Printing Postage Stationery	200	202	204	206	208
Buildings & Employer Liability Insurance	1,000	1,010	1,020	1,030	1,041
Website Maintenance	250	253	255	258	260
Plunkett Membership	400	404	408	412	416
Bank Charges	0	300	303	306	309
Other Costs / Contingencies	5,000	2,000	2,020	2,040	2,061
Total	22,026	14,909	21,723	21,788	21,854

Balance Repairs & Renewals Fund 1,000 2,000 3,000 4,000 5,000

Pre Tax In Year Income	£49,549	£44,640	£35,417	£28,628	£21,774
Shareholder Interest	0	0	6,750	6,750	6,750

Share Capital & Loan Balances Remaining					
Share Capital	300,000	300,000	300,000	300,000	300,000
Loan 1	0	0	0	0	0
Total	£300,000	£300,000	£300,000	£300,000	£300,000

Variables Loan Calc info on 'Data' worksheet					
Loan (7 yrs @ 8.3%)	40,000				
Annual Interest Rate %	8.3				
Years	7				
Payments per Year	12				
Total Loan Amount	40,000				
Total Payable	52,370				
Total no of Mths	84				
Payment Number	Payment	Principal	Interest	Balance	
Month 1	623	476	147	39,853	

Interest	Yr1	Yr2	Yr3	Yr4	Yr5
%	0	0	3	3	3
Inflation Factor	n/a	1.02	1.03	1.04	1.03

6.3.2 Financial Scenario 3: £250,000 share capital, £50,000 grant/loan; Average set-up costs £22,650 + £2,400, Contingency £12,000 (1h)

	Yr1	Yr2	Yr3	Yr4	Yr5
CAPITAL/START-UP					
Income					
Share Capital	250,000				
Donations	0				
Start-up Grants	25,000				
Loan	25,000				
Total	£300,000				
Expenditure					
Asset Purchase	235,000				
Repairs & Improvements (Buy & Sort)	22,650				
Set up Costs (Open & Run for 3 months)	2,400				
Total	£260,050				
REVENUE					
Income					
c/f	39,950	29,829	27,724	20,055	15,321
LACPL Existing Bank Balance	2,000	0	0	0	0
Tenants Rent	4,000	10,000	12,000	15,000	15,000
Tenants buys pub trade items	10,000	0	0	0	0
Grants/Donations	0	0	0	0	0
Fundraising	0	0	0	0	0
Sub-Total: In Year Income	16,000	10,000	12,000	15,000	15,000
Total Available Funds	55,950	39,829	39,724	35,055	30,321
Expenditure					
Loan 1 Repayments	4,671	4,671	4,671	4,671	4,671
Loan Fee	350	0	0	0	0
Share Interest	0	0	7,500	7,500	7,500
Contribution to Repairs & Renewals Fund	1,000	1,000	1,000	1,000	1,000
Management Costs	200	202	204	206	208
Legal & Compliance	500	505	510	515	520
Accountancy Fees	750	758	765	773	780
Professional Fees	4,800	800	808	816	824
Printing Postage Stationery	200	202	204	206	208
Buildings & Employer Liability Insurance	1,000	1,010	1,020	1,030	1,041
Website Maintenance	250	253	255	258	260
Plunkett Membership	400	404	408	412	416
Bank Charges	0	300	303	306	309
Other Costs / Contingencies	12,000	2,000	2,020	2,040	2,061
Total	26,121	12,104	19,669	19,734	19,799
Balance Repairs & Renewals Fund	350	350	350	350	350
Pre Tax In Year Income	£29,829	£27,724	£20,055	£15,321	£10,522
Shareholder Interest	0	0	0	7,500	7,500
Share Capital & Loan Balances Remaining					
Share Capital		250,000	250,000	250,000	250,000
Loan 1		28,029	23,357	18,686	14,014
Total		£278,029	£273,357	£268,686	£264,014

6.4 Tenants' Cash flow. Year 1 Scenario.

Cash flow		Turnover/Total Sales (2)	120,000											Full Year (5)		
			Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21		
% Phasing (Sales) (3)			2.5	4.0	6.6	7.0	11.1	10.4	13.3	15.1	12.0	9.1	5.3	3.5	100.0	
B/F Balance (Tenant's capital)			20,000	18,413	17,558	17,914	18,042	20,110	21,883	25,027	29,022	31,551	32,669	31,973	30,430	
Income	% of sales (4)														£	
Each income stream															£	
Total drink sales	43		1,301	2,088	3,389	3,623	5,707	5,391	6,864	7,779	6,204	4,686	2,737	1,826	51,600	
Food	42		1,270	2,040	3,310	3,539	5,575	5,266	6,705	7,598	6,060	4,577	2,673	1,783	50,400	
Café	5		151	243	394	421	664	627	798	905	721	545	318	212	6,000	
Takeaway Food/Drink	4		121	194	315	337	531	502	639	724	577	436	255	170	4,800	
Shop	4		121	194	315	337	531	502	639	724	577	436	255	170	4,800	
Caravan/Campsite	2		60	97	158	169	265	251	319	362	289	218	127	85	2,400	
Total Sales	100		3,025	4,857	7,882	8,426	13,273	12,538	15,964	18,092	14,427	10,897	6,365	4,246	120,000	
% Phasing (Costs) (10)																
Overall Cost of Sales % (7)			40													
Cost of Sales	% Cost of Sales (8)														£	
for each enterprise															£	
Cost of drink	48		581	933	1,513	1,618	2,548	2,407	3,065	3,474	2,770	2,092	1,222	815	23,040	
Cost of Food (11)	40		484	777	1,261	1,348	2,124	2,006	2,554	2,895	2,308	1,744	1,018	679	19,200	
Shop costs	5		60	97	158	169	265	251	319	362	289	218	127	85	2,400	
Caravan/Campsite Costs	7		85	136	221	236	372	351	447	507	404	305	178	119	3,360	
Total % Cost of Sales	100		1,210	1,943	3,153	3,370	5,309	5,015	6,385	7,237	5,771	4,359	2,546	1,698	48,000 (9)	
Other Costs	% Phasing Costs (12)														£	
Total Other Costs as % of turnover (1x)			51												£	
Tenant Rent as % of turnover (13)			3	0	0	0	444	444	444	444	444	444	444	444	4,000	
Extra Staff Wages Nil Pension (14)			20	605	971	1576	1685	2655	2508	3193	3618	2885	2179	1273	849	24,000
All Fixed Costs as % of turnover (15)			13.2													
Prof Fees*	1.25		125	125	125	125	125	125	125	125	125	125	125	125	1,500	
Business Rates*	2.00		200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Contents Insurance*	1.00		100	100	100	100	100	100	100	100	100	100	100	100	1,200	
Caravan Site Insurance*	0.75		75	75	75	75	75	75	75	75	75	75	75	75	900	
Council Tax (For flat, Band A)*	1.01		101	101	101	101	101	101	101	101	101	101	101	101	1,209	
TV Licence*	0.13		13	13	13	13	13	13	13	13	13	13	13	13	158	
Music (PRS/PPL) Licence*	0.17		17	17	17	17	17	17	17	17	17	17	17	17	200	
Repairs Renewals Maintenance*	2.08		208	208	208	208	208	208	208	208	208	208	208	208	2,500	
Telephone & WiFi*	0.71		71	71	71	71	71	71	71	71	71	71	71	71	850	
Equip. Card m/c, PAT/Elec testing*	0.63		63	63	63	63	63	63	63	63	63	63	63	63	750	
Marketing/Advertising*	1.67		167	167	167	167	167	167	167	167	167	167	167	167	2,000	
Stocktaking*	0.17		17	17	17	17	17	17	17	17	17	17	17	17	200	
Waste/Clean/Hygiene/Septic Tank*	1.67		167	167	167	167	167	167	167	167	167	167	167	167	2,000	
Total Fixed Costs			1322	1322	1322	1322	1322	1322	1322	1322	1322	1322	1322	1322	15,867 (16)	
All Variable Costs as % of turnover			14.8													
	Var Costs as % of turnover (18)														(19)	
Water Rates++	0.56		56	56	56	56	56	56	56	56	56	56	56	56	672	
Heat Light (Gas/Electric/Logs)++	6.56		656	656	656	656	656	656	656	656	656	656	656	656	7,872	
Printing, Stationery, Postage++	0.63		63	63	63	63	63	63	63	63	63	63	63	63	756	
Motor & Sundry++	2.00		200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Fixtures/Fittings++	1.25		125	125	125	125	125	125	125	125	125	125	125	125	1,500	
Contingency++	2.25		225	225	225	225	225	225	225	225	225	225	225	225	2,700	
Bank Charges++	1.50		150	150	150	150	150	150	150	150	150	150	150	150	1,800 (20)	
Total Variable Costs	14.8		1475	1475	1475	1475	1475	1475	1475	1475	1475	1475	1475	1475	17,700 (21)	
Total Fixed & Variable Costs as % of turnover	28															
All costs as % of turnover			51.3												(22)	
Net VAT liability (26)			0	0	0	0	0	0	0	0	0	0	0	0	0	
Total outgoings			4,612	5,711	7,526	8,297	11,205	10,765	12,820	14,097	11,898	9,780	7,060	5,789	109,567	
C/F Balance (Opening Balance + Profit/Loss)			18,413	17,558	17,914	18,042	20,110	21,883	25,027	29,022	31,551	32,669	31,973	30,430		
CASHFLOW (Profit/Loss)			-1,587	-854	355	129	2,067	1,774	3,144	3,995	2,529	1,117	-696	-1,543	10,433	

The yellow highlighted text/cells refers to the cells in the original worksheet where different values can be entered to model different scenarios.

Explanatory Notes
(1) The calcs start with this value. Min 60% Gross Profit % taken from MID Report, p11. i.e. 40% costs. Gordon Ford says we can go up to 67% or 72%
(2) Total Sales' £150,000 taken from MID Hughes Business Buyer & Market Appraisal Valuation Report Jan 2020. Sales of £3,000 per week.
(3) % Phasing (Sales) percentages are based on the variation in monthly Visitor Spend, 2018, for the local parishes (from Allerdale BC, see 'Data' worksheet)
(3a) B/F Balance' is the Tenant's Bond. This Bond may be zero at the start because the pub has been closed for over a year and has no established trade.
(4) % of sales = estimated proportion of sales for each enterprise/income stream. Should add up to 100.
(5) The next step calculates the 'Full Year' figures (Annual sales) for each income stream, based on steps 1 to 4.
(6) Cross-check Column for TOTALS calculations. Totals may not agree due to rounding
(7) Overall Sales Cost % is calculated automatically by subtracting the 'GPP (1)' from 100
(8) Total Cost of Sales' is calculated automatically from the 'Total Sales (2)' and 'Overall Sales Cost % (7)'
(9) % of costs' is based on MID Hughes report (p13), and BBPA 'Rural Character' pub example, 2018, p18. Shop & Campsite are guesstimates
(10) % Phasing (Costs) for each month uses the same % as for sales (assumes costs are proportionate).
(11) Cost of food: this percentage is the total all the various income streams (café, shop food, takeaway, dining)
(12) % Phasing (Costs) = Annual cost divided by 12 months
(13) 'Other Costs as % of Turnover' (the figure in (12)) is written as a value not a percentage
(14) Enter a percentage value for the Tenant's rent (e.g. MID Hughes recommended 8-10% of turnover. See p14 of his report).
(15) 'Extra Staff Wages' based on MID Hughes data (20%), and is also in line with BBPA figure for country pub (22.3%)
* These figures are fixed, regardless of turnover, and are based on figures from the pub's accounts 2018/2019, MID Hughes data and own research
(15) All Fixed Costs as % of turnover: sum of the 'percentage of turnover' of each item listed with an asterisk *
(16) Sum of Fixed Costs' is the monetary sum of each item listed with an asterisk.
(17) This is the total of fixed costs (items with an asterisk) expressed as a percentage of turnover.
(18) Var Costs as % of turnover: enter a percentage value for each variable item (ie each item marked with ++)
++ Figures automatically taken from 'Open Run 3months' worksheet
(19) These variable costs are calculated automatically using the 'Var costs as % of turnover' value (18).
(20) Annual Bank Charges. This figure is based on actual pub 2018/2019 accounts.
(21) Total Variable Costs' is the sum of each variable cost (19).
(22) All Costs as % of turnover. Ideally, this should be less than 50% to allow the tenant to make a profit (wage).
(23) Enter total value of loan. See worksheet 'LACP Figs' for more details of loan repayments
(24) Plunkett £50,000 loan, 8% interest
(25) FCA states they "propose to discontinue the annual fees payable by registered mutuals."
(26) should be no VAT liability in first 3 months, should not reach the threshold.

Assumptions
Min 60% Gross Profit
Min Net Sales £3,000 per week Year 5
Sales incl wet/food/café/takeaway/shop/campsite
Very strict control of costs
Achieve max gross profit from sales
Longer opening hours (eg café open in the morning)
Two tenants work fulltime
Caravan site customers use the pub
Must calculate break-even period at the start
Market rent 5-10% of turnover (£4k-£15k)
Assumes trading over 50 weeks
Max Turnover £150,000
Min turnover £80,000
Volunteer staff from community to help run additional community facilities
Jan Feb Mar quiet months
All Pre-Covid-19 of course
Avoid the caravan/campsite making a loss (ie it won't make much profit)
54 covers? (see photos of pub interior)
Previous waiting staff said they'd do 40-60 covers Sunday Lunch (60 was busy, 40 was slow).

Appendix 7. Questionnaire Results

Survey Report 19 Jul 2019

Number of questionnaires handed out/deliv to h'holds

75 at Public Meeting (7.6.19)
70 delivered by hand

145 Sub-total
=====

Returned paper/online questionnaires

24 (36%) at Public Meeting (paper)
23 (35%) after Public Meeting (paper)
19 (29%) Online

66 Total Responses
=====

Q'airres Delivered to households in:

Bank Mill	Beckfoot
Edderside	Goodyhills
Holme St Cuthbert	Jericho
Mawbray	Mawbray Hayrigg
Mawbray Yard	New Cowper
Newtown	Salta
Tarns	Westnewton

32% response rate = v good.

Average response rate for external surveys is 10-15%

Distribution worked very well!
Village Hall letterbox convenient for returned forms.
Good response rate.
Social media and online survey methods v useful.

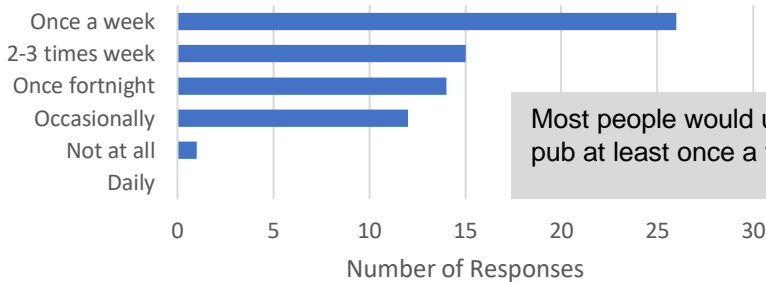
Roughly half the people who visited the website completed the questionnaire.

More people used smartphones than PCs to complete online

26% PC) 100%
74% Smartphone)

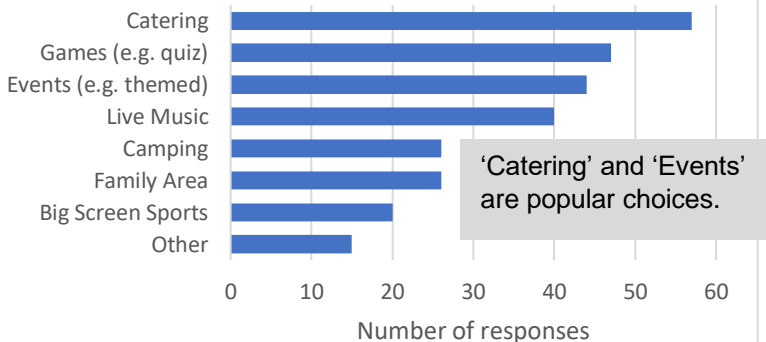
Survey completed more quickly by smartphone users, too

Q1. If our local pub was saved would you or anyone in your household use the pub?



Q1. How often visit	No of selections	%
Once a week	25	40%
Once fortnight	14	23%
2-3 times week	13	21%
Occasionally	9	15%
Not at all	1	1%
Daily	0	0%
TOTAL	62	100%

Q2. What additional services would you most like to see the pub offer?



Q2. Service	No	%
Catering	57	21%
Games (e.g. quiz)	47	17%
Events (e.g. themed)	44	16%
Live Music	40	15%
Camping	26	9%
Family Area	26	9%
Big Screen Sports	12	8%
Other	15	5%
TOTAL	275	100%

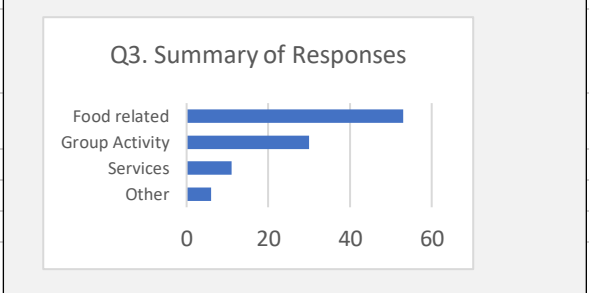
Q3. Are there any community services you would like to see on offer at the pub?

		V	P
1	Walking group, courier pick up, food co-op		A
2	Book swap, grocery essentials, food co-op, café, walking group		M

Q2a. What other services would you like?	
Coffee/cake	Clubs
Dominoes	Shop (basics)
Pool table	Quiz
Pool Team	Quiz night
Return of music sessions	
If the space was big enough there could be weekly film screenings or simply bring a dvd and share it with everyone.	
Papers	Most of the above

3	Art group, café, library, 2 nd -hand books
4	Café, milk, papers, sweets & snacks, after school before meals begin for teenagers, ice lollies
5	Art groups, pick up buy groceries, papers etc
6	Social group, walking group, cycling group, small basic foodstuffs etc
7	Newspaper collection point, Social groups
8	Post Office, papers, sweets, crisps
9	Food co-op, art group
10	Café, Courier collection point
11	Book club, food co-op, basic groceries, quiz night
12	Afternoon teas
13	Courier collection, local produce - as add-on during normal opening hrs
14	All of above
15	Courier Collection point, café, light lunches for cyclists etc
16	Café - lunches
17	Buying papers, basic groceries, pop-up health services. Pub to open morning, to buy papers & catch passing tourists/cyclists. The Gincase does not rely on villagers, what attracts people there? People drive into Mawbray beach to walk dogs, how do we tempt them into pub, dog-friendly, offer hot drinks, snacks, seasonal offerings, ice cream, always a queue at Allonby shop for ice cream. Advertise playground - families.
18	Groceries, papers, pop-up health services, café, the pub missed a real opportunity last year in the summer to attract passing cyclists/tourists - could have offered snacks, tea/coffee etc. Internet club - for those older patrons that don't have wifi or laptops etc
19	Any services would, no doubt, be useful but no specific needs
20	Daily if poss
21	The village hall should be the 'community' centre
22	A meeting place of social clubs e.g. senior citizens, walking groups, local CAMRA branch etc - anything that opens the pub to the wider community to ensure its maximum usage
23	I'd like to see the pub more open to the community by providing library/book club, coffee mornings, ability to purchase basic food items
24	Milk and newspapers
25	Café, courier collection
26	Anything would be better than no pub at all
27	Walking group, art group, food co-op, courier collection, café (morning coffee, afternoon tea), something for youth/youth groups? Cyclists/walkers/tourists? Dog friendly (it works in Keswick!)
28	Small shop, courier collection, café, chiropodist, dry cleaning
29	During school day, a couple of hours, chat and crafts with cake and a drink
30	Post Office Counter
31	Art group would be great also basic groceries
32	Shop, gardening group, book club
33	Keep fit classes, ie space for pilates, yoga etc
34	Pick up point
35	A little shop for sweets or ice creams, maybe basic groceries like milk. Pop up cafe might be nice once in a while, free WiFi would be essential to get younger generations coming too.
36	Social group, lunch club, art group, library, food co-op and basic groceries pop up health services, displays

Q3. Summary of the 34 suggestions	No of suggestions	%	
Coffee/Afternoon tea	4	4%	Shop / Cafe
Light meals/snacks	5	4%	
Café	10	9%	
Papers	9	9%	
Milk	2	2%	
Sweets/Crisps	3	3%	
Ice creams	3	3%	
Basic groceries	12	10%	
Local produce	1	1%	
Food co-op	6	5%	
Courier collection	10	9%	Food-related 48%
Post Office counter	2	2%	
WiFi/internet	2	2%	
Dry cleaning	1	1%	
Legal advice	1	1%	Services 14%
After school	2	2%	
Library, Book club	8	7%	Group Activity 30%
Lunch club	2	2%	
Walking group	7	6%	
Social group	6	5%	
Gardening group	1	1%	
Art group	6	5%	
CAMRA branch	1	1%	
Cycling group/cyclists	2	2%	
Displays	1	1%	
Pop-up health	6	5%	
Dog friendly	2	2%	
TOTALS	115	100	100%



Daily

Basic groceries most days, art group once a week. I'd help run art group if needed.

As soon as possible

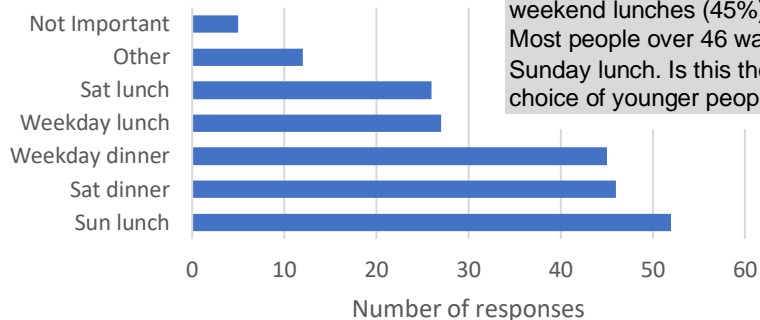
If services could be provided as soon as possible & weekly

Evening

Depending how popular the space is it might be just every 2 weeks or once a month to begin with as it would need a lot of marketing to reach to wider audiences. Hardly anyone comes to Mawbray so there'd have to be a drive to spread the word.

weekly social group and combined lunch club, ad hoc displays and pop up health services, permanent groceries and food co-op, place to sell or donate spare fruit and veg you have grown, place to sell handmade local crafts, monthly themed food nights,

Q4. What kind of catering would you like to see from the pub?



Food is popular, especially weekend lunches (45%). Most people over 46 wanted Sunday lunch. Is this the same choice of younger people?

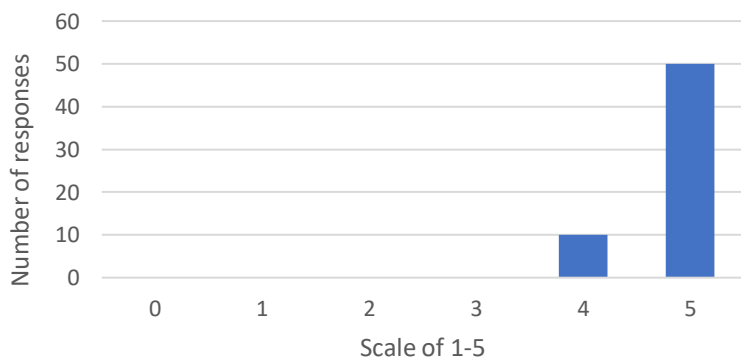
Q4. Catering	No of Selections	%
Sun lunch	52	24%
Sat dinner	46	21%
Weekday dinner	45	22%
Weekday lunch	27	13%
Sat lunch	26	12%
Other	12	6%
Not Important	5	2%
TOTAL	213	100%

Q4. State other catering you'd like

Afternoon tea, morning coffee	Occasionally
Good pub grub. Lunch and evening. Weekday food in summer	Afternoon teas.
BBQ in the summer	Sunday dinner
Seasonal offerings to attract tourists. Breakfast, snacks, Barista style coffees.	Themed nights. Curry night etc
Breakfast, sandwiches, tea, coffee for passing cyclists, tourists etc (seasonal)	You could do buffets and outside catering
Seasonal (BBQ), sandwiches, take-away food for tourists. Sweets/ice creams	Family fun day / BBQ
Special events ie; christenings, parties and general celebrations	Nuts crisps a range of freshly made sandwiches
A simple pop up cafe or afternoon tea for dog walkers would be enough. Maybe the occasional evening dinner at most.	Weekend meals – Sunday night
Food needs to be good reasonably priced pub grub, rather have cheaper pub meals and go more frequently than more expensive meals and only go occasionally	Could have special themed nights once a month or perhaps have an additional a more expensive menu at weekends.

However, some choices need careful analysis e.g. "will use the pub occasionally but want a daily Post Office facility"

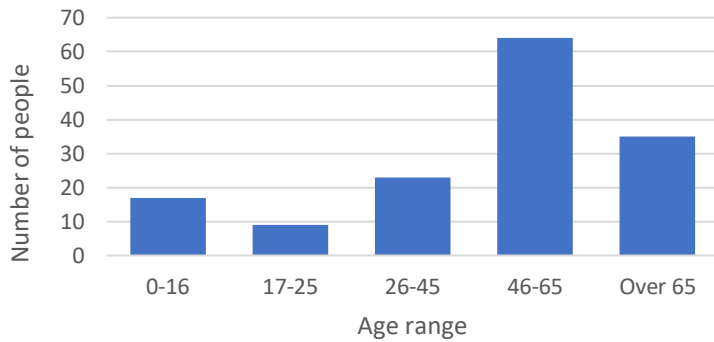
Q5. On a scale of 1-5 (1 is not important, 5 is very important) how important do you think it is to have a local pub in Mawbray?



Most respondents (83%) thought a pub in Mawbray was very important

Q5. Scale 1 to 5	No of responses	%
0	0	0%
1	0	0%
2	0	0%
3	0	0%
4	10	17%
5	50	83%
TOTAL	60	100%

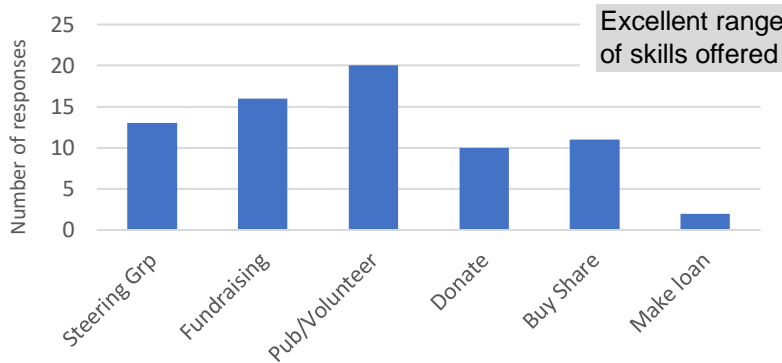
Q6. Age range of people in the households



Q6. Age range	Number of people in the households	%
0-16	17	11%
17-25	9	6%
26-45	23	16%
46-65	64	43%
Over 65	35	24%
TOTAL	148	100%

Most respondents are aged over 45. This could mean fewer customers in future and a need to target younger age groups and a wider (non-local) market (e.g. tourists?) to ensure sustainability.

Q7. Would you be interested in helping a co-operative in any way?



Q7. Help offered	No	%
Steering Grp	13	18%
Fundraising	16	22%
Pub/Volunteer	20	28%
Donate	10	14%
Buy Share	11	15%
Make loan	2	3%
TOTAL		100%

Q8. Would you help the co-operative in any way – by providing professional skills?	Other?
Advertising/marketing, graphic design (posters & mailers)	
	A co-operative no good
Interior Design	
Yes	
	Anything
Cleaning	
Yes	
Management. Turning around failing businesses	
Contract writing & management. Purchasing and supply. Supplier relationship management	
Transitional Change Management	Spread the word the pub is open ?
Ex-barmaid	
IT	None
Pub management, Business Management, Staff Management, PR on Social Media, Media (Facebook/Twitter) happy to help	Coming and buying gin x
	I could help run art group. I am an artist
Pub Licensee, also contacts for Supplies	Pub knowledge
Graphic Designer	Help behind the bar
Research, Data Analysis, Report Writing, Survey Design, Computing/IT, Administration, Media, Information Management, Technical Editing, Marketing, CV's	
I would happily help with online marketing and recording promotional videos.	I would also like to help by volunteering or organising events for the pub.
	Asking advice of other community pubs e.g. Heskett Newmarket
Project Management	

Appendix 8. Selected Visitor Profiles



file:///C:/Users/vivie_000/Documents/Viv/Pub/2019/Stats%20n%20Tourist%20Info/Visitor%20Personas/4MbPersonnas%20final.pdf

From Graham Kennedy
Allerdale Borough Council

+

Initial Research

Camping allows **maximum time** away for **minimum money**.

Family #2



National Trust

Like educational historic days out. Have a National Trust membership.



Travels 3 Hours From Humberside

Bamber Family



Low/Mid Income

Little Disposable

1 week+ Stay



Affordable Memory Making Holiday



Prepare own food as don't like the expense of eating out

Drive 09 Nissan QASHQAI

Shop at



Enjoy the outdoors **rain or shine**

Allerdale

Visitor Personas

Initial Research



Family #2



Searching For:

Main Summer Holiday

Will travel further for the right destination

Affordable things to do as a family



Attracted By:

Range of things to do with children (Outdoors / Historical Educational / Fun)

National Trust Properties/Car Parks

Supermarket nearby for supplies



Booking:

Lots of research at work on Desktop or home on family Laptop.

Shopping around for best price

Book directly via campsite/airbnb

Likelihood of visiting Allerdale:

Currently: Likely - enough activities to suit the family and willing to travel.

For Future - Try to encourage return visits, tell friends and family about the area.

Spending:

Low/Mid

Post Family 45+



Dom & Louise
50

Enjoy weekends away now children have gone off to Uni

Romantic
Weekend
Stay

Enjoy walking:
would like to do
Coast-to-Coast

Travel 2 Hours
From West
Yorkshire



Mid
Income

Some
Disposable

Short
Flexible
Break



Enjoy eating out throughout the day

Drives 16 plate
Audi A3



Return to **nostalgic** places they
used to come with their children

Allerdale

Shop at

Visitor Personas

Initial Research



Post Family 45+



Searching For:

Short Relaxing
Break

Mid - Short
Journey Time

Nostalgic return to
area already visited
in the past



Attracted By:

Peace and Quiet

Coastal and Mountain Walks

Quality Food experiences



Booking:

Research on
mobile/tablet

Book directly
via airbnb or
local pub/
B&B/Hotel

Likelihood of visiting Allerdale:

Currently: **Likely** - a destination that's quieter than tourist
honey-pots and near the coast.

For Future - Try to encourage return visits, tell friends and family about the area.

Spending:

Mid/High

Post Family 60+

Retired regular day trippers.

Day trips/
Long weekends



Enjoy a cake and cup of tea after walking

Travels 1.5 Hours from South Cumbria



Peter & Enid 62



Mid Income

Disposable



Coast to Coast



Prefer North Cumbria to avoid crowds

Seeking Peace & Quiet



Drives 14 plate Nissan Juke



Enjoy hiking, very active



Shop at

Allerdale

Visitor Personas

Initial Research



Post Family 60+



Searching For:

Active Day Trip (may stay a night)

Mid - Short Journey Time

Walking routes/ areas they haven't discovered



Attracted By:

Peace and Quiet

Costal and Mountain Walks

Nice pub/cafe



Booking:

Not booking anything but might research areas and walks on tablet/laptop

Likelihood of visiting Allerdale:

Currently: **Likely** - a destination that's quieter than tourist honey-pots and near the coast.

For Future - Try to encourage return visits, tell friends and family about the area.

Spending:

Low

OAP 70+

Retired elderly day trippers

Beryl
78



Day
trips



Travels 1.5-2
Hours
from around
North-West



Mid
Income

Disposable

Enjoy afternoon tea



Seeking
Peace &
Quiet



Like the ride out to somewhere different/
nostalgic where they've visited before

Travel by coach

Shop at



Enjoy sitting and taking
in the change of scenery

Allerdale

Initial Research

Visitor Personas



OAP
70+



Searching For:

Day trips via Coach

Nostalgic return to
area already visited
in the past

Want a day out -
but not too picky
where



Attracted By:

Nice lunch / Afternoon tea

Nice Scenery

Company with others



Booking:

Through local tour
operators

Age Concern

Local OAP club

No real online research -
some may be more tech
savvy and research

Likelihood of visiting Allerdale:

Currently: **Likely/Unlikely** - 'Attracted by' assets there,
but reliant on tour operators/family to get there.

For Future - Engage with tour operators and local 70+ groups.
A more efficient way of OAPs to be attracted to visit

Spending:

Low

Enjoys spontaneous trips and being outdoors

Solo (or Couple) Adventurer

Martin
35



Travels 1.5 Hours from South Cumbria



Enjoys a hearty meal and cosy pub



Might adventure as a couple with friends/partner

Weekend+ Stay

Mid Income

Some Disposable



Will travel round and stay in B&B's



Drives 15 plate Seat Leon and has a mountain bike

Short Flexible Break



Shop at

Will Bivvy for adventure



Allerdale

Visitor Personas

Initial Research



Solo (or couple) Adventurer



Searching For:

Spontaneous Weekend Adventure

Mid - Short Journey Time

New place/route in area, visits regularly



Attracted By:

Peace and Quiet

Mountain Walks

Nice pub/cafe



Booking:

Last minute on mobile/tablet.

Book direct via airbnb or local B&B

Likelihood of visiting Allerdale:

Currently: **Likely** - a destination that's quieter with more untouched places to explore.

For Future - Try to encourage return/extended visits,

Spending:

Low

"Extreme" Sports

Travel from various UK locations



Mixed Age Groups

Keswick 50k Trail Race Ultra

Might come up in a camper and be self sufficient



Weekend+ Stay



Low/Mid Income

Some Disposable



Short Flexible Break



Fred Whitton / Explore parts of Fred Whitton

Kayaking



Will stay in B&B geared up for events

Allerdale

(Independents)

Visitor Personas

Initial Research



"Extreme" Sports



Searching For:

Adventure weekend

Mid - Short Journey Time



Attracted By:

Ultra Events - Marathons

Extreme sports / activities
Free swimming, Kitesurfing etc

Accommodation/Facilities to work alongside activity



Booking:

Research and book on tablet/laptop.

Book direct via airbnb / B&B / Camper Rental / Campsite

Likelihood of visiting Allerdale:

Currently: Likely - a destination for extreme outdoor activities, coastal and inland. Probably already visit regularly.

For Future - Try to encourage return/extended visits, tell friends and family about the area and share the experience.

Spending:

Low

Summary-

Visitors	Searching For	Spending	Likelihood of visit
Family #1	Long Weekend Country Retreat	High	Unlikely
Family #2	Main Summer Holiday	Low	Likely
Family #3	Long Weekend Country Retreat	Mid/High	Maybe
45+	Short Relaxing Break	Mid/High	Likely
60+	Active Day Trip	Low	Likely
70+	Day Trip	Low	Likely/Unlikely
Solo Adventurer	Spontaneous Weekend Adventure	Low	Likely
'Extreme' Sports	Adventure Weekend	Low	Likely
Group of Males	Adventure Weekend	Mid/High	Maybe
Group of Females	Luxury Weekend Retreat	Mid/High	Maybe
Younger Couple	Luxury Weekend Retreat	Mid/High	Unlikely
Int'l - Tours	Planned UK Tour	High	Unlikely
Independent	Main Summer Holiday	Mid	Maybe

Plotted personas-



Key Target Audience



Appendix 9. Registration Certificate



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www.fca.org.uk

Co-operative and Community Benefit Societies Act 2014

Registration of new society

The following society has today been registered by us under Co-operative and Community Benefit Societies Act 2014 as a Community Benefit Society:

Society: **Lowther Arms Community Project Limited**

Registration number: **8341**

Registration date: 2 March 2020

Address: Goodyhills Farm, Mawbray, Maryport, Cumbria, CA15 6QX

Financial year-end date: 31 December

Date: **02 March 2020**



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Valuation Office, Council Tax Data

Be part of our journey



The Lowther Arms Community Project Limited is Community Benefit Society (LACPL or 'Society') registered with the Financial Conduct Authority (FCA) under the Co-operative and Community Benefit Societies Act 2014.

Registration 8314. A Member of the Plunkett Foundation