

A thick dark blue vertical bar runs down the left side of the page. At the bottom of this bar, several thin, curved lines in shades of blue and grey extend upwards and outwards, resembling reeds or grass.

The Swan

People United for Banton
- A Community Benefit
Society

Social Enterprise Plan
for the
Refurbishment, Extension
& Operation
of
The Swan, Banton

June2019

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1. Introduction

This business plan outlines how the people of Banton plan to buy, renovate and run our local pub - The Swan - in order to create an exceptional gathering place for the entire village and beyond to enjoy, great food and drink, great chat, great music and to contribute to a great life.

The creation of our own village hub; a community-owned restaurant, pub, and multi-purpose space is the first step in providing somewhere for people to meet and socialise in our village and contribute to a vibrant and engaging local community.

"We recognise the importance of The Swan as a traditional village Pub and want to see a positive outcome for the building rather than demolition."

This exciting project will improve this current community-used asset in terms of its visual appearance and its accessibility for all.

The project will also create opportunities for new jobs (12 jobs or 8 FTE) and the project aims to create 2 jobs specifically aimed at young people and ideally linked to a training programme once an appropriate provider is found.

The business case for purchasing and renovating The Swan is centred around providing benefit for the community and the Steering Group believe that success will be achieved by:

- ***Providing a facility for the community to engage with others, meet, socialise and keep active***
- ***Creating a cohesive community within Banton and surrounding areas by providing opportunities for volunteering and, in the long term, employment which will enable the local people to actively engage in building the community***
- ***Providing recreational opportunities within the village***
- ***Encouraging local people to be involved and creative in establishing community projects***



"Let's develop a community hub for Banton that will be a central focal point for village life and act as a catalyst to re-ignite the economy and sense of community in the village"

2. Background to the Project

Banton

Banton, near Kilsyth in North Lanarkshire, was originally a mining village, but following the closure of all the local pits, it is now essentially a small traditional village on the lower slopes of the Kilsyth hills. It retains its rural and isolated character, with a primary school, a building company, a small paper manufacturer, a cattery, several holiday cottages, a bowling club and a community hall. It is close to both Cumbernauld (7 miles), and Kilsyth (3 miles) and “The 2011 census” reported its population as 498.



See Appendix A – Who are our community?

The Swan

The Swan has been the focal point in Banton for over 200 years and in 2016 it was feared it would close. The Inn was in private ownership, and had been run as a leased pub for several years. The lessees did not wish to renew the lease, and the owner had applied for planning permission to demolish the pub, and build two houses on the site. The village’s only shop, and the local Post Office had already closed, and The Swan represented the last place in Banton where people could meet socially.



What could be done?

Everyone in Banton was concerned about the expected closure of The Swan but were unsure as to how to prevent it.

A steering group was formed in September 2016 by a group of villagers concerned at the potential loss of The Swan in the centre of the village. From that P.U.B. was set up in July 2017 and were supported and advised by the Plunkett Foundation and the Big Lottery to raise the necessary funding for feasibility and design team fees.

The Community consultation undertaken identified strong local support for community purchase of The Swan, with 74% of respondents rating keeping the pub as a high priority, and 86% of respondents saying the same for the shop.

Existing socio-economic information demonstrates significant issues within the community: an ageing population; youth unemployment; loss of services and transport connections; and increasing social disengagement.

In addition, there were clear common concerns of residents, not least the lack of facilities leading to a poor quality of life; with no access to mains gas, Banton residents are dependent on electricity, with some buying expensive LPG for heating. It is estimated that at least 35% of Banton residents are living in Fuel Poverty, and unable to benefit from flexible tariffs available to dual fuel households. This is significantly above the 2017 Scottish House Condition Survey (SHCS) which shows the national average to be 24.9% of Scottish households living in fuel poverty in 2017.

"The recurrent message is that villagers want a space to gather and connect and access basic services. Villagers are afraid of the prospect of losing any more facilities and becoming increasingly cut off and isolated.

This fear is most pronounced for our elderly villagers. Several older residents have told us they are having to consider leaving the village (after 40-70 years of residence) as they fear for their future here with limited transport and declining facilities.

Villagers are also concerned that Banton needs to maintain and improve its facilities to attract additional housing and new residents to create a sustainable community."

The community consultation report also identified the following key themes underlying community need:

- Remoteness from services: although Banton is in the central belt of Scotland, it is one of the 10% most deprived for geographical access in Scotland as per the Scottish Index of Multiple Deprivation 2016. Access to services is a serious challenge for local people, particularly those not able to drive.
- An ageing demographic: the area has a significantly older population than the national average, with 35% of the population over 65, compared with 23% for Scotland.
- Lack of employment: there is population "gap" as young people – 16 to 29 – move away to look for jobs and opportunities.

It was therefore decided that the redevelopment of The Swan was a must.

See Appendix B – What are our community needs?

3. People United for Banton (P.U.B.)

P.U.B. was founded by a small group of villagers who were concerned about the potential loss of The Swan, and in mid-2017 met to see if they could find a solution to The Swan's fate. They decided that this loss would be catastrophic for the Village and that they had to do something about it; Consultation with the villagers determined that the community should buy and run The Swan as a community hub to benefit everyone in the village and subsequently the aptly named P.U.B. (People United for Banton) was formed.

The People United for Banton Limited (R007607) ("P.U.B."), was formed in September 2017 and is set up as a Community Benefit Society.

There are three principal advantages to being a community benefit society:

- Firstly, the issue of withdrawable shares by community benefit societies benefit from exemptions to regulated activity and financial promotion prohibitions under the Financial Services and Market Act 2000. In short, this means that societies may issue withdrawable shares to the public, without needing to comply with the restrictions on financial promotions (such restrictions make public share offers very expensive for companies to undertake).
- Secondly, community benefit societies benefit from legislative provisions which mean that re-organisations, particularly mergers between societies, are relatively easy to do.
- Finally, many people are drawn to the idea of societies, because they offer a democratic structure, where membership is drawn from the community and each member has one vote, regardless of how many shares they own in the society.

The committee, or steering group as it is often referred to as, is made up of the following Residents of Banton – in alphabetical order: -

Scott Allison – I have lived in the village all my life and now live directly opposite The Swan with my wife and two children. I am National Operations Manager with Specialist Engineering Services Ltd. In my spare time I run and bake (not at the same time). The Swan has been part of my life for over 30 years and it is very important that it remains a focal point of village life.

Wendy Dunsmore -Born in Banton, my family has lived in the village my whole life and when my husband and I were looking to stay here we managed to buy a house on the Main Street. I have worked in a trade union all my working life and campaign for communities and employees. Initially I lead the campaign to keep public transport in Banton and getting involved in the P.U.B. project as a natural step. I am optimistic that Banton will continue to be a village of choice and The Swan will enhance this.

Annette Johnston – I am a retired Yoga teacher trainer. As Course Director many tasks were undertaken including course development, in line with international standards and the Co-authoring of all the schools training materials. In addition, I supported other schools in lecturing on various international courses and as a retreat leader. A passion for property development has led to my involvement in the restoration of ruins, reconfiguration of houses to simpler

house/flat renovations and I am passionate about the P.U.B. project and am prepared to put my heart and soul into its success.

Robert Johnston – I have worked in retail banking for 18 years and I'm a qualified mortgage advisor. I have experience in finance, project work and managing people as part of my role. I became part of this project upon hearing our local pub was under threat. This concern has given me the passion towards saving the only pub in Banton, enabling our community to take control of what happens and make it fit for purpose for the community as whole. I am driven to see this becoming a reality and look forward to this.

Lorraine Khan – My family moved to the village 31 years ago and I had an amazing childhood growing up. In my early 20's I moved to Birmingham to work for 8 years and missed it so much that I brought my husband and one-year old son back to live. On return I realised how Banton's facilities have diminished and was aware that we have spent more time out of the village than in it, and have noticed the same for other families. I want to support P.U.B. to change this by saving The Swan and making it a place for everyone - somewhere that delivers great service, lovely food and drinks and a brilliant atmosphere.

My experience - I worked in the local bowling club as a bar maid for two years whilst studying BA (hons) Marketing. Since then I have worked in retail management for 14 years, specialising in Recruitment and Training on a regional basis. My skills and passion are all about people, recruiting great people and training them to be the best they can be.

Grace McGinnity - Grace McGinnity, I started as a volunteer with my local credit union in 2002 as a teller, within a year I was asked to take over as treasurer and encouraged to go to college and obtain formal qualifications, I received my HND in Accountancy at North Glasgow College where I also received the EDE and Ravenscroft award for outstanding achievement. I then received my BA (hons) in Accountancy at Caledonian University. I became the only paid member of staff at the credit union with all the financial and management duties and responsibilities. I have lived in Banton for 22 years and have brought up my family here, it is a wonderful place to bring up children and 2 of my own have also settled here with their children. I am extremely interested in community groups and I am also on the Board for the village hall. The project for the pub/ Tea room/ restaurant is one that I have been involved in from almost the beginning and have been passionate and excited about every part of our journey, I see the project as being not only a great asset to our village but a necessity as the village has lost several key services over the years.

Catherine Money Penny – I love this village and feel incredibly lucky to live here. When The Swan was threatened with closure I couldn't sit back and see Banton lose another of its gathering places or any more of its amenities. My passion for the project has grown stronger and stronger as its potential to reinvigorate the community has become increasingly apparent. I bring a background in social science and publishing and lots of experience capturing ideas in words.

Kerry Thomson - I moved to Banton to start married life with my husband some 30 years ago. We have brought up our three daughters in this lovely village and have all enjoyed The Swan throughout the years. I have been involved in various committees in Banton; Playgroup, Parent and Community Council and also worked in the local Primary School. I have over 35 years experience as a Secretary and I am delighted to use my skills in this worthwhile project which will ensure the community spirit of Banton lives on.

Morag Waterston - - I have worked in insurance claims for over 40 years, the last 20 running my own Loss Adjusting companies. I have experience in large losses and the reinstatement of properties after fire, flood etc. I work with contractors and surveyors on a daily basis. I have lived in the village for 28 years and have experienced the reduction in facilities. I am keen to help in any way I can to see the pub become an asset to Banton and a focal point for the villagers, many of whom are elderly.

Chair Person	Annette Johnston
Secretary	Kerry Thomson
Treasurer	Grace McGinty
Vice Chair	Catherine Money Penny

Some photos from P.U.B. fundraising



P.U.B. – the story so far

P.U.B. set their objectives for the project;

- ***Have a community meeting place to involve people in local affairs***
- ***Increase community cohesion, integration and coming together***
- ***Improve access and take up of community services, activities and events***
- ***Provide vocational education such as music sessions***
- ***Introduce and set up recreational and well-being activities.***
- ***Organise and host a series of Community events for the village such as fun days, arts performances, music nights etc.***
- ***Work respectfully in collaboration with other local groups, facilities and businesses***

It is the strongly held belief that if The Swan is a community asset then it will help to reverse this seemingly inexorable decline of local services in Banton, provide a much-needed boost for community spirit, as well as providing opportunities for social engagement and cross-generational activities.

This will, in turn, help to:

- reduce social isolation, particularly among the elderly; and
- address the lack of local training and employment opportunities by providing up to 8 full time equivalent (FTE) jobs, together with opportunities for certificated training, work experience, work tasters, and job shadowing.

Project Outcomes

- P.U.B. identified the following project outcomes and measures from this project, (all of which have been met or are on target).

Outcome	Indicators	Timeline
<i>Our communities will achieve more sustainable economic, environmental and/or social development through ownership of land and buildings.</i>	The successful acquisition of the property	30/6/2018
	Completion of necessary / essential work and opening of Swan	01/09/2019
<i>Our communities will have a stronger role in and control over their own development.</i>	Set up the community benefit society	01/07/2017
	P.U.B. engage design team	01/06/2017
	Community fundraising for asset purchase	01/04/2018
<i>Our communities own well managed, financially sustainable land and buildings</i>	Successful funding of acquisition and development	01/04/2018
	Take ownership of asset	22/06/2018
	Employment of Business Development Manager	26/04/2018

P.U.B. Steering Group and Sub-Groups

In order that the steering group is successful and that our skills are best placed in achieving our agreed outcomes, each Board member has been elected to 'Sub-Groups'. This will help in meeting our workload and provide a valuable link between the Sub-Groups and the Steering Group, improving communication and information flow, helping to reduce duplication of effort and identifying key links and dependencies within the Sub-Group structure.

The table below outlines the appropriate Board member(s) who have been allocated to individual Sub-Groups – please note this is not a complete sub-group listing.

Sub Groups	Example Tasks	Board Member(s)
Funding Applications	<ul style="list-style-type: none"> Complete Applications Maintain funding DB 	Annette, Catherine, Wendy, Mandy, Grace, Robert
Dealing with Funders	<ul style="list-style-type: none"> Liaison with funders, provision of approved progress reports etc. 	Annette Robert
Design, Contractors & Tenders	<ul style="list-style-type: none"> Selection of preferred contractors, quotes, approval criteria etc. 	Annette, Scott Morag
Business Plan	<ul style="list-style-type: none"> Create and maintain Business Plan evidencing progress and updating/amending outcomes in line with developments etc. Maintain income/expenditure projections for internal and external usage. 	Mandy, Grace, Catherine
Legalities, Compliance	<ul style="list-style-type: none"> Roles and responsibilities Skills Gap analysis Governance Training timetable Provisions of Board Handbook etc 	Wendy, Lorraine
Finance	<ul style="list-style-type: none"> Maintaining Accounts, Cash Flow, Payment of Invoices, Cost Control, Funders updates etc 	Grace, Mandy
Share Offer	<ul style="list-style-type: none"> Create, plan and launch Share offer 	Robert, Mandy, Catherine, Kerry
Brick Offer	<ul style="list-style-type: none"> Promote and encourage community engagement Receive, collate and process applications and payments 	Kerry, Wendy, Lorraine
Marketing & Info	<ul style="list-style-type: none"> Website, branding etc Community engagement – meetings, updates, newsletters, drop in sessions etc 	Lorraine, Catherine, Robert, Kerry
Licensing	<ul style="list-style-type: none"> Licensing certificates Maintain/amend certification Develop Licensing Policy 	Wendy
Dealing with Tenants	<ul style="list-style-type: none"> Rent collection 	Grace Annette
Recruitment	<ul style="list-style-type: none"> Identify appropriate advertising platforms/outlets Handbooks – staff & volunteers Induction Packs 	Wendy Lorraine

P.U.B. has identified community benefits from this project over the first three years.

Outcome	Outputs	Who will benefit?	Measurement
1. P.U.B. will achieve increased sustainable economic development through the acquisition and redevelopment of The Swan	Direct creation of employment training and volunteering Indirectly through increased footfall for local business, linked directly to activities in the café.	People of working age in P.U.B. and locality Young people through provision of training opportunities and entry level jobs	Direct jobs increased by 8 FTE
2.. P.U.B. will achieve increased sustainable social development through the acquisition and redevelopment of The Swan	Improved social facilities – a café / pub / restaurant in the village Increased musical events and entertainment Space to provide social activities for younger people Community social events to showcase talent, including music afternoons in the café	People of all ages in the community, and particularly older people.	Local visitors (headcount) Number of community events (count) and attendance Increased community satisfaction with Banton as a strong local community: improvement in people's assessment of Banton as a "very good place to live" – surveys
3. The Banton community will be more empowered, and have a greater capacity to lead and control the development of The Swan, and to generate sustainable income	Continued development of a strong Board to provide effective leadership Enhanced skill and knowledge sharing providing opportunities and experience for young people The wider community accesses learning opportunities the project creates throughout the lifecycle of the project. This will range from talking through the planning process to getting involved in our PR and social media campaigns.	People of all ages in the community	Community purchase of asset to generate income of £34k by year 3 for social benefit Number of young people volunteering in the project Attendance at community engagement events Number of volunteers assisting in the P.U.B. project
4. Banton's built heritage will be better managed and in better condition	Preparation and delivery of a development scheme, which supports community use and enhances the built assets and the village's appearance	People of all ages in the community (number)	Measurement: Asset development and funding as per business plan
5. Residents and visitors to Banton will have had an enjoyable experience and will have learned about our heritage	Displays of architectural and cultural heritage in The Swan	Attendees Visitors (number)	Increased visitor and local reputation of Banton as a social and cultural destination: measured by e.g. TripAdvisor reports

4. The Buying of The Swan

So down to the hard work! Before any of their plans could come to fruition P.U.B. had to buy The Swan. This meant from convincing the landlord it was the way ahead, to making sure the Village supported the idea and then sourcing the funds to pay for it all!

As stated earlier, P.U.B. initially worked with the Plunkett Foundation to carry out community engagement, and received great mentoring support from the Big Lottery Community Assets Fund. This assisted with the Phase 1 application to the Scottish Land Fund and the Community Assets Fund for feasibility and design team fees to assess the options prior to any purchase of The Swan.

See Appendix C – Information on funders

With this knowledge, PUB then approached the landlord of The Swan and asked him if he would consider selling it. He would for £170,000.

Following a very rigorous selection process, Bruach Design and Consultancy were appointed as Project Architects.

bruach design and consultancy

P.U.B. went on to commission a Conditions Survey and a Valuation Report, a valuation of £160,000 was given. PUB negotiated a £10,000 discount with The Swan's landlord and with superb support from the Scottish Land Fund purchased the site!

P.U.B. instructed Bruach to carry out an options appraisal for The Swan, which included three community consultations to determine the proposed design

Table 1. Site Purchase

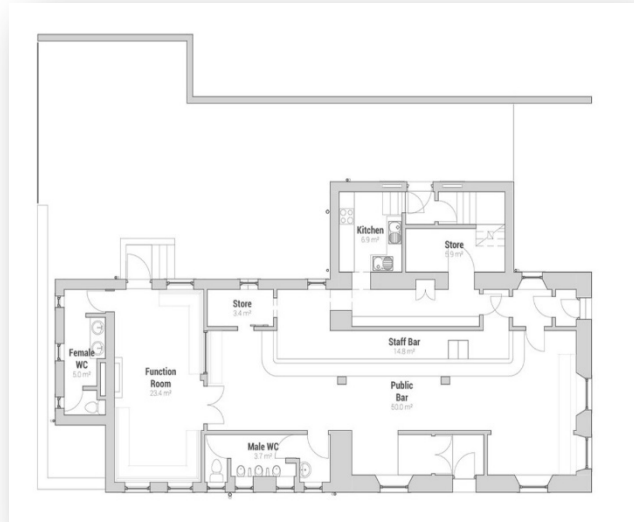
Valuation £160,000		Scottish Land Fund	P.U.B. Fundraising	Discount	Total
Asking price	£170,000	£152,000	£8,000	£10,000	£170,000
Legal & professional fees	£2,350	£2,280	£70		£2,350
Expenses	£1,268		£1,268		£1,268
Net Costs		£154,280	£9,338	£10,000	£173,618
VAT	£470				£470
Total Costs					£174,088



P.U.B. officially took ownership on 22nd June 2018.
The day was celebrated in Banton by the community!

5. Renovation and refurbishment of The Swan

Currently The Swan has a galley bar area with front and side entrance, pool table and male toilets off. There is a small lounge with coal fire and a single ladies' toilet off. From the lounge there is a back door out to stairs and small garden area. At the back of the bar there is a small kitchen, office and storage. Upstairs houses a one bed, living, kitchen, bath and hallway, presently occupied by the Manager. There is a beer cellar with an interesting natural spring (traditional cooling system). The building is functional, but requires full renovation.



See Appendix D – Revised architectural plans

The options appraisal process carried out by Bruach Design identified a significant restoration and development programme to make the most of the available site space and to provide a wider range of functions at the pub: -

1. The Creation of a 60-seat café / restaurant separate from the bar area, lounge area, and WC;
2. An attractive and separate entrance to the café / restaurant, through a levelled and covered, attractive wynd to the rear of the property;
3. Addition of a conservatory with a further 6 covers, to create a daylit space to relax;
4. Expansion of the kitchen area to provide adequate space for a full restaurant kitchen;
5. Conversion of the store space into a small shop fronting onto the street but with a connecting door to the main building;
6. A new build for compliant and fully accessible WCs.

On the upper floor:

7. Retain and separate the manager's flat;

The costs used for this Plan were based on Bruach design drawings and QS estimates from those drawings.

Planning permission was granted, and detailed designs were drawn up

The next step therefore was to source funding for the remediation costs that the Valuation Report had recommended. So full quotations were obtained for the repair, remediation, and replacement works. These costs were estimated by the design team at approximately £500,000. The Big Lottery agreed to meet these costings.

However, once the project went out to tender – NONE of the contractors could achieve this for the suggested sum – in fact to achieve this project another £600,000 in funding would be required!

Both the Big Lottery and PUB, though discussion, decided that this would not be possible.

Therefore, PUB went back to the design group and revised the plans. Through the continued support of the funders the revised project will now go ahead. All the costings can be seen in Appendices.

PUB, has successfully sourced funding for all the refurbishment and repairs and work on this commenced on 17th June 2019.

The estimated costs are:

Table 2. Remediation Costs

	Development phase Phase	Repairs/ renovation and refitting Furnishings fittings	Working capital Capital	Total
Legal/ Prof. Fees		£90,454		£90,454
Development Support	£36,710			£36,710
Repairs/renovations/fix & fittings		£617,308		£617,308
Contingency		£54,126		£54,126
Working capital			£10,000	£10,000
Web/Social media			£3,000	£3,000
Net Costs		£761,888	£13,000	£774,888
VAT		£146,378		£146,378
Total Cost	£36,710	£908,266	£13,000	£957,976

The proposal is that this work will be completed by mid December 2019, allowing entry before Christmas 2019

Included in this table are the requirement of working capital of £10,000 to establish the café with food and drink stock, etc. (£5,000) and funding for initial cash flow, also estimated at £5,000, together with £3,000 for a website and social media set-up.

A full summary of these costs can be seen in the Appendices as indicated.

See Appendix E – Remediation costs

In addition, P.U.B. have appointed a Business Development Manager for the first 6 months of the development project, at 1 FTE at a cost of £30,000. This will ensure that the community remain engaged with the project and will help develop links with other projects and with tourism providers to help ensure the success of the newly renovated café / restaurant.

This post will initially be funded by the Scottish Land Fund; the following two years will be funded through the Community Assets fund. In addition to salary and on-costs of £30,000, a budget of £5,000 per year is added for events, travel, and community engagement.

P.U.B. have successfully applied to:

- Scottish Land Fund for site purchase, professional fees, and the Development Officer;
- Big Lottery Community Assets for capital, revenue and development funding;
- LEADER for matching on capital and revenue funding
- The Clothworkers' Foundation for fixtures and fittings
- P.U.B. has also raised the match funding required for the land purchase from its own

See Appendix F – Profit & Loss



6. Funding Sources

It is all very well having all these great ideas but all of them require funding. P.U.B. have worked tirelessly to identify potential funding sources and to secure the necessary funding to carry out agreed works.

The project's key institutional funders are;

- The Big Lottery Fund (Community Assets)
- Scottish Land Fund (S.L.F.) funding 95% of eligible purchase costs, and revenue costs associated with the purchase
- P.U.B. has contributed the remainder of the purchase costs from the discount on purchase, and part-funding for the Project Officer post from fundraising and other funds required.

The repairs, renovations, and refittings are being funded by

- Community Assets fund at 100% of eligible net costs
- Kelvin Valley & Falkirk LEADER at 50% of their eligible costs
- The Clothworkers' Foundation have agreed to fund £30,000 towards fixtures and fittings

In addition P.U.B. will fundraise through community shares to provide working capital consisting of £5,000 cash and £5,000 stock.

Total project costs

	Development phase	Purchase of Swan	Repairs/renovations fix&fittings	Working Capital	Total
Purchase		£ 170,000			£ 170,000
Legal/ Prof. Fees/expenses		£ 3,618	£ 90,454		£ 94,072
Development Support	£ 36,710				£ 36,710
Repairs/renovations/fix&fittings			£ 617,308		£ 617,308
Contingency			£ 54,126		£ 54,126
Working capital				£ 10,000	£ 10,000
Web/Social media				£ 3,000	£ 3,000
Staff costs for 3 years				£ 359,387	£ 359,387
Net Costs	£ 36,710	£ 173,618	£ 761,888	£ 372,387	£ 1,344,603
VAT	£ -	£ 470	£ 146,378		£ 146,848
TOTAL COST	£ 36,710	£ 174,088	£ 908,266	£ 372,387	£ 1,491,451

Funding Sources

	Community Assets	Scottish Land Fund	LEADER	PUB and smaller grants	Total
Purchase		£ 152,000		£ 18,000	£ 170,000
Legal/ Prof. Fees/expenses	£ 90,454	£ 2,280		£ 1,338	£ 94,072
Development Support	£ 5,000	£ 30,210		£ 1,500	£ 36,710
Repairs/renovations/fix&fittings	£ 407,756		£ 115,880	£ 93,672	£ 617,308
Contingency	£ 54,126				£ 54,126
Working capital				£ 10,000	£ 10,000
Web/Social media				£ 3,000	£ 3,000
Staff costs	£ 185,814			£ 173,573	£ 359,387
Net Costs	£ 743,150	£ 184,490	£ 115,880	£ 301,083	£ 1,344,603
VAT	£ 110,467	£ 470	£ 23,176	£ 12,735	£ 146,848
TOTAL COST	£ 853,617	£ 184,960	£ 139,056	£ 313,818	£ 1,491,451

P.U.B. has also secured the following grant funding for employment assistance.

Table 4. Employment grant support

Employment grants:	Dev.Phase	2019/20	2020/21	2021/22	Total
Community Assets Business Development Manager Trading Year 1, 2 100%		35,000	35,000	-	70,000
Scottish Land Fund. Business Development Manager - Development phase 100%	30,210				30,210
Community Assets grants – Duty Manager/Caretaker @ 100%		22,259	22,459		44,718
Community Assets grants – Chef & Business manager @ 50%		15,921	28,448	26,727	71,096
LEADER grants – Chef & Business Manager @ 50%					
Total employment grants	30,210	73,180	85,907	26,727	£216,024

7. Community Involvement

From the outset, P.U.B. has been aware that a key indicator of success of the ambitious plans for the regeneration of Banton will be the level of involvement of the local community in the uptake of services and resources.

At a basic commercial level this will mean local people patronising the refurbished pub, enjoying the restaurant benefits and even buying tickets for concerts, events, and other income generating opportunities.

P.U.B.'s Communications and Marketing strategy should ensure a steady increase in pub and restaurant usage, and attendance at events from across a wider area. This will provide the surplus income required to finance future community developments. The refurbished Swan, restaurant and tea room will provide full time employment for supervisory and management staff, as well as full time and part time employment for service staff. There will also be opportunities for training and work experience for young people.

Our task is to identify other volunteering opportunities, and make them meaningful and rewarding for the volunteers.

We will engage regularly with the community, keep them up to date with the progress of the project, and give them the opportunity to tell us what sorts of facilities and activities they want.

To help us do this, we have scheduled monthly Saturday morning drop-ins in the village hall.

We recognise that as our engagement strategy starts to impact on the community, and income for new projects and services comes on stream, we need to have identified potential community led activities that can provide volunteering opportunities

P.U.B. have recognised that a key element in the success of this project is community involvement.

We believe that if the community have a vested interest in The Swan, then they are far more likely to get behind it.

To this end, P.U.B. have introduced a "Buy a Brick" scheme and will make a Community Share offer once the build work starts (TAX benefits stop us doing this before we close to refurbish).

P.U.B.'s vision for Banton will not be achieved by commercial success alone - the long-term success of the project is a measurable increase in the capacity of the community to take ownership of future development opportunities, help shape the design and delivery of community led projects and activities, and promote community cohesion and interaction.

This will be demonstrated by local people of all ages and abilities playing an active role as volunteers across all activity areas; evidenced by an increase in inter-generational contact between the young and elderly; and showing a reduction in the number of isolated and marginalised individuals and families in the community.

Through learning, socialising, and working together, as well as providing help and support when needed, the people of Banton will create the kind of community that people want to live in.

See Appendix G – Volunteer development strategy

8. The Running of The Swan

To ensure the success of The Swan as a community project – not only does it need to meet the social needs of the Village, it also must be run efficiently enough to meet all its financial responsibilities.

This is a fine balancing act!

Currently The Swan sits on the Main Street of Banton, and is part of the village centre. It is an iconic building and recognised and loved by the community. Since buying The Swan, P.U.B. have leased the tenancy to the existing Licence Holder until the building closes for refurbishment in January 2019.

Most of the revenue currently comes from bar sales and secondly through bar meals. The Swan hosts a variety of typical pub events including: live music nights, karaoke, folk nights, bingo, quiz nights and the pool table is popular with younger folks. The bar is regularly used by older men in the community and is reportedly not used by, or perceived as welcoming, by other residents, particularly older women, people of working age, and families.

There is currently no other food / eatery provision in Banton. Analysis of Tea rooms and restaurants in this area shows that the nearest is in Kilsyth, around 3 miles away.



Essential to the success of running The Swan is strong, experienced leadership. As such, P.U.B. have proposed the role of General Manager (or similar) to oversee the running of the pub and restaurant. This role will be vital in helping P.U.B. achieve its aims and outcomes, thereby realising the social and economic benefits to our community.

P.U.B. aim to create a multi-purpose facility, with the key ambitions being:

- To open a restaurant/tea room to provide a place to meet and socialise in the village, and to create economic activity by providing a destination for people who live outside of the village. The restaurant would be open each day from 10:00 to 15:00, serving a smaller 'day-time' menu, including teas and coffees. It would then be open again in the evening from 5.30pm with a full menu offering.

This space could also host a variety of social occasions, including musical afternoons to allow local musicians to perform and to provide a community stage for a variety of activities for afternoon performances.

- To continue the pub with its current activities, but enhancing the live music programme with local and other musicians to create a celebratory atmosphere. This will be open 7 days a week. The pub has been successful and has the potential to be more so, as community ownership will ensure more interest and input. The Pub is currently not attractive to many members of the community and the renovation and new management will address these issues.
- To create a multi-purpose space within The Swan that will allow us to host a variety of activities which cannot be properly accommodated in the village hall. The hall committee are strong supporters of the application. No financial income is assumed from this use; the purpose is to enable additional social activity. For example, when the restaurant area is closed between 3pm and 5.30pm community activities will be carried out in that area from music lessons to a cinema club

The target populations for the café and pub are people living within a 3-mile radius of Banton; and for the restaurant, those living within a 30-minute drive.

Census and SIMD data indicates that there are 15,000 people living within a 15-minute drive (3 miles) of Banton, and around 100,00 living within a 30-minute drive. These figures set the size of the total potential market.

Within the 15-minute drive, there are 2 other Tea rooms, both in Kilsyth. There are 45 restaurants in the wider area competing directly in the same market segment as Banton – high quality, local, Scottish cuisine.

Three-year summary of revenues, costs and net profit

	2020	2021	2022
Trading Income	383,295	426,068	498,000
Employment grants (cash basis)	73,180	85,907	26,727
Total income	456,475	511,975	524,727
Cost of goods sold	127,765	142,023	166,000
Salaries & wages	199,796	224,233	242,973
Overheads	64,310	68,660	73,075
Depreciation	24,698	24,698	24,698
Net profit before tax	39,906	52,361	17,981

To compete in the market, a restored and reconfigured Swan will need to deliver not only the ambience, food, and service required, but also create a unique selling point around additional activities.

Banton already has a thriving traditional music community, with plans to further develop these activities as part of the community use of the asset. The café area will accommodate a small stage area with a PA system, for the enjoyment of family supper and song events, live music showcasing local talent, traditional live music, karaoke and kids' cinema.

In keeping with the tradition of the Pub, it will continue to accommodate its regulars, as well as the existing groups who use the pub (quiz night, folk night, bingo,).

The present pool table is a particular attraction with the younger generation but in consideration and importance of flexibility of space it could be replaced with a revolving table that converts into a table as required.

Reduction in income to breakeven

	2019	Sensitivity (22% reduction)
Trading Income	383,295	298,970
Employment grants	73,180	73,180
Total income	456,475	372,150
Cost of goods sold	127,765	99,657
Salaries & wages	199,796	199,796
Overheads	64,310	64,310
Depreciation	24,698	24,698
Net profit / (loss)	39,906	-16,311

Restaurant/Tea room

The Tea room is primarily aimed at providing a high quality, attractive place for locals to socialise. The average revenue per head is £5 and £8 – a low price to ensure that the café is affordable for all. This ensures that a small price increase to ensure financial sustainability can be included.

The café will serve soup, sandwiches, and snacks and will be staffed by people with the appropriate experience and training in food hygiene etc. It may not always require a chef.

The restaurant activity will be in the evenings for dinner, and is planned to be more upmarket, to compete with the mid-range market offering. Average price per head is £20, which includes £5 per head for drinks. The food will continue the Tea room theme of locally sourced, freshly cooked food in an attractive building, with excellent service.

The restaurant is planned to be attractive to a wider audience, and there will be a branding and marketing campaign to attract people from the 100,000 population who live within a 30 minutes' drive of Banton.

Pub

The pub is already an existing business, and under new ownership will continue in that capacity. The pub and restaurant sales and margins are expected to continue at around £180,000 per year initially, as evidenced by the last two trading years, with gross profits of 65%, which is the benchmark for the trade.

These will grow as activity in the pub is increased, and as the new kitchen team grow the popularity of the restaurant.

The Swan – Years 2 & 3

The Swan's ambitions are to reach a wider audience due to the quality of its offering, and in particular the lack of alternatives in the area for both a café and pub. The restaurant must increase covers serviced after the first year, as otherwise this will remain a loss-making activity and will have to be reviewed after the first year of operation. Forecasts for activity increases, based on the expectation of increased custom due to word of mouth and the advertising and marketing campaigns.

In year 3, The Swan will generate sufficient margins to enable P.U.B. to cover the costs of the development officer from the income from the business, demonstrating that the enterprise will continue to enable the community to develop its aspirations.

Potential market & competition

The renovated Swann Inn will enable the community to create a space for a range of social activities during the day, aimed at the local market. This would encompass the Banton community, and the wider population of around 15,000 people living within a 15minute drive / 3-mile radius of Banton. This will enhance the economic viability of the café during the day time. There are currently 2 existing Tea rooms in this area, both in Kilsyth. P.U.B. also plan that the restaurant provision in the evening will be sufficiently diverse, and of the necessary quality, to attract a wider clientele. Around 100,000 people live within 10 miles or 30 minutes' drive of Banton, including Kilsyth, Castlecary, Cumbernauld, Bonnybridge and Kirkintilloch and Falkirk. In this area there is competition from the pubs and restaurants: there are 102 restaurants listed in TripAdvisor within 20 miles of Banton. While this provides a challenge in terms of competition, there is very little potential for displacement from any one of these eateries to Banton.

Unique selling points

In order to compete successfully in this market, a restored and reconfigured Swan will require to deliver not only the ambience, food, and service required, but also create a USP around additional activities.

Banton already has a thriving traditional music community, and plans to further develop these activities as part of the community use of the asset. The café area will accommodate a small stage area with a PA system, for the enjoyment of, for example, family supper and song events, live music showcasing local talent, traditional live music, karaoke and kids' cinema.

In keeping with the tradition of the Pub, it will continue to accommodate its regulars, as well as the existing groups who use the pub (quiz night, folk night, bingo,). The present pool table is a particular attraction with the younger generation but in consideration and importance of flexibility of space, it could be replaced with a revolving table that converts into a dining table as required.

Additionally, the rural location of Banton, and its proximity to a wide range of hillwalking routes and cycle trails, offers the possibility of developing a niche hospitality market for day-trippers from the main population centres of Glasgow and Stirling walking or cycling in the area. P.U.B. will also be working with Kelvin Valley LEADER, and Visit Scotland to position The Swan at the centre of an integrated visitor strategy, aimed at local holiday lets, and key visitor attractions in the area.

Structure and Staffing

There will be 3 full time members of staff, in addition to the General Manager. The General Manager will be responsible, overall for The Swan, and report to the Trustees. He / she will be offered rental of the flat above The Swan as part of their remuneration. There will be a qualified chef, responsible for the menus, food planning, staff management etc for the restaurant and café.

The chef will be in charge of the kitchen and the staff therein. They will most likely work the evening shifts, assisted by the sous-chef. The sous-chef will report to the chef, provide assistance in food preparation. Other staff will be on part-time contracts to fit in with opening hours and with demand

Staff wages are at Living Wage plus the statutory pension. At least one of the posts will be a young person (U21) who will be on a training or work placement scheme arranged through the local college.

Overheads and administration costs

Overhead and administration costs have been calculated using information from similar community establishments, and are also informed by the historical financial information available from The Swan. While this historical information is useful as a guide, many elements will increase substantially due to the increased activity – for example, insurance; water rates; some increase in heat and light primarily due to the catering activities.

The costs assume that the P.U.B. board will continue to provide ongoing direction and support. A full-time pub manager (1 FE) has been included in wages and salary costs, recognising that this administrative burden would be too time-consuming for the board. The Development Officer will assist in establishing this project and in developing new initiatives, particularly running the community shop and in supporting new community activities in the multi-purpose room.

The largest overhead costs are utilities and marketing. Utility bills are estimated at £7,500 per year and increasing. Although the renovation will include significant improvements in building insulation, this business is powered by oil for heat, Calor gas for cooking, and electricity for all other power requirements. The costs are estimated based on benchmark power usage for this size of business with the average cost per Kwh for this mixed requirement.

Marketing costs are from £5,450 per year. There is very little external footfall through Banton, and so there will need to be a strong campaign in the early years to establish the business reputation. Other overhead costs are taken from actual experience of the Board and of other Tea rooms already operating. Rates are estimated and will depend on the revaluation and on water rate usage.

The Swan historical figures are provided for comparison. The “other” costs in the historical accounts include £3,600 for motor expenses and £7,300 for musicians.

3-year forecast for overhead costs

Year Ending July		2020 (F)	2021 (F)	2022 (F)	Swan Inn (historical)
Heat & Light		7,560	8,760	10,000	4,221
Insurance		3,000	3,000	3,000	2,410 -
Licensing	Communications & marketing	1,300	1,300	1,300	
Professional fees	Development officer expenses	3,600	5,400	5,400	1,750
Cleaning materials	Total Operating Expenditu	5,450	4,200	4,200	4,400
					2,120
Repairs & Renewals		2,400	2,400	3,375	345
					7,500
					15,021
Rates & water		6,000	8,600	10,800	
Contingency / other		24,000	24,000	24,000	
		6,000	6,000	6,000	
		5,000	5,000	5,000	
		64,310	68,660	73,075	37,767

Risk Assessment

P.U.B. have identified the following key risks, mitigations, and contingencies for the project:

Risk	Mitigation	Contingency
Tea room/ restaurant trading does not deliver sufficient income to generate surpluses and to provide maintenance of assets	Sensitivity analysis notes that the project will breakeven at 22% below projected sales. The Board has experience in hospitality management and plans to ensure good management information to ensure cost control and staffing control, to support a high-quality food offering.	Lease space to established business
Bar trading does not deliver sufficient income to generate surpluses and to provide maintenance of assets	Sensitivity analysis shows that the project will be at cash breakeven at 22% below projected sales. The Board plans to recruit an expert manager to run the pub and assist in the café, ensuring relevant skills and experience.	Review of activity and reduction or boosting of least profitable / lossmaking activity

Example looks of similar sites



The Banton community and P.U.B. are committed to this development as meeting a defined community need for a community facility, for amenity space and for job creation. The project will be fully self-funding and financially sustainable from the end of its second year, bringing an asset into community use and allowing for its appropriate development to improve the village's amenities and built heritage.

9. Next steps

So, what is the plan as at June 2019?

Refurbishment:

- To commence and most importantly complete all refurbishment work
- To open the new Hub in December 2019

P.U.B.:

- To continue fund-raising
- To develop branding, logo and website
- To continue with community engagement to ensure that we keep our community fully informed of progress and ensure continued support for agreed plans
- To continue to research potential funding opportunities
- To continue promoting 'Buy-A-Brick'
- To launch community share offer
- To liaise with local musicians to build support and increase awareness of future opportunities

Community:

- To organise and run interim events whilst The Swan is being refurbished
- Continue to promote and engage with local community and organisations to generate energy and support for the project
- To support this exciting project

We are confident that with the wonderful support from our funders, the unfaltering commitment from our steering group and the unequalled enthusiasm from the community of Banton, that we will open and run a successful and sustainable community pub/hub by the end of 2019.

10. Appendices

List of Appendices

The following appendices are highlighted in the main text as indicated by the following symbol



See Appendix A

- Appendix A – Who are our community?
- Appendix B – What are our community needs?
- Appendix C – Information on Funders
- Appendix D – Revised Architectural Plans
- Appendix E – Remediation Costs
- Appendix F – Profit & Loss
- Appendix G – Volunteer Development Strategy

Appendix A – Who are our community?



Banton, near Kilsyth in North Lanarkshire, was originally a mining village, but following the closure of all the local pits, it is now essentially a small traditional village on the lower slopes of the Kilsyth hills. It retains its rural and isolated character, with a primary school, a building company, a small paper manufacturer, a cattery, several holiday cottages, a bowling club and a community hall. It is close to both Cumbernauld (7 miles), and Kilsyth (3 miles) and “The 2011 census” reported its population as 498.



P.U.B. was formed in 2017 in response to notification for a planning application to demolish The Swan in the centre of the village, and build two houses. The community has already recently lost its shop and post office and seen a reduction in its bus services, and wishes to seize an opportunity to reverse the decline of services and community facilities in Banton, providing a social and community hub for the village and supporting villagers who do not have access to basic facilities.

The shop provided a place to meet and chat, catch up with village news, read the notice board or pass the time on the bench outside. This social function has not been replaced and is still sorely missed. If Banton had lost The Swan, it would have lost the last informal gathering place in the village.

Appendix B – What are our community needs?

Community consultation undertaken identified strong local support for community purchase of The Swan, with 74% of respondents rated keeping the pub as a high priority, and 86% of respondents saying the same for the shop.

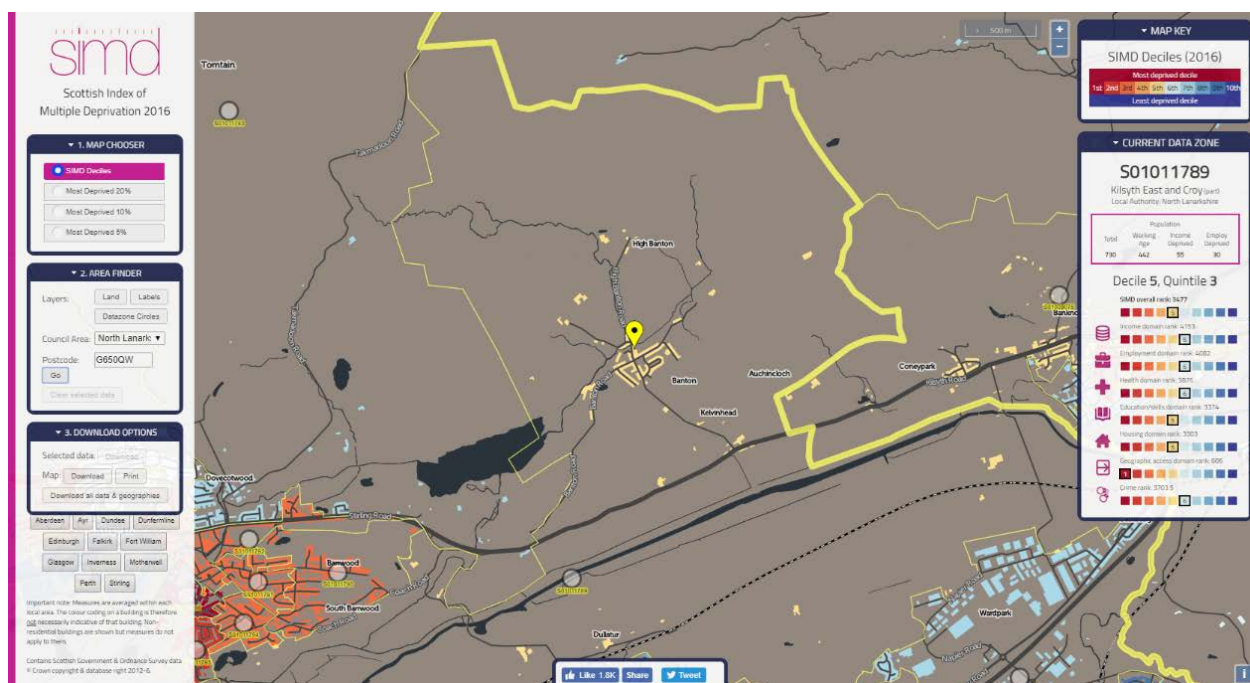
Existing socio-economic information demonstrates significant issues within the community: an ageing population; youth unemployment; loss of services and transport connections; and increasing social disengagement.

In addition, there were clear common concerns of residents, not least the lack of facilities leading to a poor quality of life; - with no access to mains gas, Banton residents are dependent on electricity, with some buying expensive LPG for heating.

It is estimated that at least 35% of Banton residents are living in Fuel Poverty, and are unable to benefit from flexible tariffs available to dual fuel households. This is significantly above the Scottish Governments published 2017 Scottish House condition Survey (SHCS) which shows the national average to be 24.9% of Scottish households living in fuel poverty in 2017.

The community consultation report also identified the following key themes underlying community need:

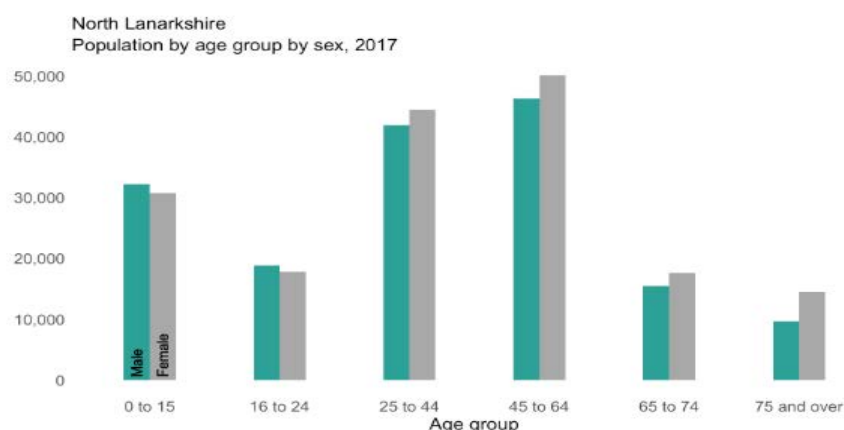
- Remoteness from services: although Banton is in the central belt of Scotland, it is one of the 10% most deprived for geographical access in Scotland as per the Scottish Index of Multiple Deprivation 2016. Access to services is a serious challenge for local people, particularly those not able to drive.



- An ageing demographic: the area has a significantly older population than the national average, with 35% of the population over 65, compared with 23% for Scotland, as per the National Records for Scotland Local Authority Area Profiles (Dec 2018).

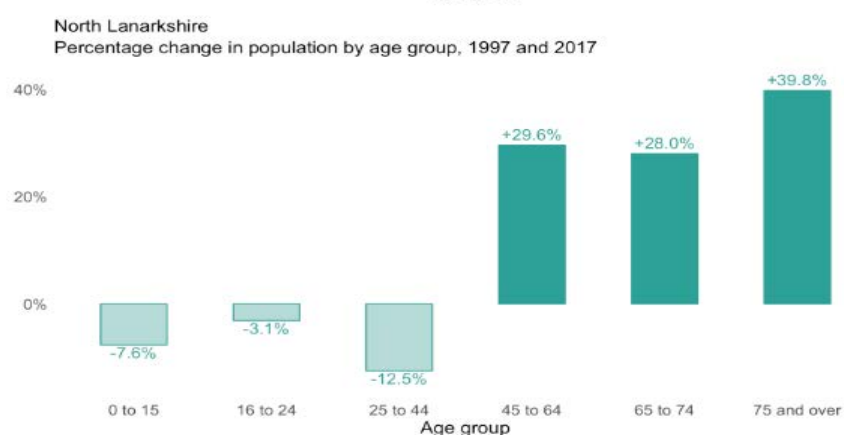
In terms of overall size, the 45 to 64 age group was the largest in 2017, with a population of 96,518. In contrast, the 75 and over age group was the smallest, with a population of 24,221. In 2017, more females than males lived in North Lanarkshire in 4 out of 6 age groups.

[View Source Table](#)



Between 1997 and 2017, the 25 to 44 age group saw the largest percentage decrease (-12.5%). The 75 and over age group saw the largest percentage increase (+39.8%).

[View Source Table](#)



- Lack of employment opportunities, especially for young persons: there is population “gap” as young people – 16 to 29 – move away to look for jobs and opportunities. The previous issue on access and transport links also has an impact on this area as young people find it increasingly difficult to travel to work or study unless they drive and have their own transport.

“The recurrent message is that villagers want a space to gather and connect and access basic services. Villagers are afraid of the prospect of losing any more facilities and becoming increasingly cut off and isolated.

This fear is most pronounced for our elderly villagers. Several older residents have told us they are having to consider leaving the village (after 40-70 years of residence) as they fear for their future here with limited transport and declining facilities.


Villagers are also concerned that Banton needs to maintain and improve its facilities to attract additional housing and new residents to create a sustainable community.”

Appendix C – Information on funding

The project's key institutional funders are

- The Big Lottery Fund (Community Assets)
- Scottish Land Fund (S.L.F.)
- Kelvin Valley & Falkirk LEADER
- The Clothworkers' Foundation
- P.U.B.

The Big Lottery Fund

 **BIG LOTTERY FUND** The Community Asset Fund will support charitable activities that help local communities to address specific inequalities or disadvantages through ownership of an asset.

The Community Asset Fund has determined that *three approaches* are vital to help achieve their mission and address inequality in Scotland, and will fund activity that embraces these:

- **People-led** – meaningfully involving the people you're working with in the development, design and delivery of the project.
- **Strengths-based** – making the most of, and building on, the skills and experiences of people and assets within communities.
- **Connected** – having a good understanding of what others are doing locally, developing good working relationships and complementing and adding value to other relevant activity in your area, so as to:
 - Enhance quality of life for local residents
 - contribute to vibrant, healthy, successful and sustainable communities
 - promote community spirit and encourage community activity.

The Scottish Land Fund



The Scottish Land Fund (S.L.F.) aims are intended to help deliver the Scottish Government's National Outcomes.

Their key aims for projects are that they:

- put communities in control of local land and land assets which are important to their economic, social and environmental development
- enable communities to manage local land and land assets well and deliver benefit for the whole community

- empower communities to realise the opportunities they see in local land and land assets to meet local needs
- deliver real community involvement and participation in land ownership and management
- help communities realise the opportunities created by the Land Reform (Scotland) Act 2003 and Community Empowerment (Scotland) Act 2015
- help create resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Kelvin Valley & Falkirk LEADER



The high-level vision established for the Kelvin Valley and Falkirk LEADER Area is *'to create a more vibrant and sustainable local economy by supporting services and facilities, developing the business base and employment capacities, and sensitively exploiting our cultural and natural assets'.*

In order to deliver the vision, the following key objectives have been developed:

- increase the economic output from the hospitality, tourism and cultural sectors in terms of employment, number of businesses, profitability, turnover and GVA;
- increase the viability and sustainability of communities through increased use of local business and services and though minimising economic leakage;
- attract new investment in physical and built assets; and
- ensure that local people have suitable access to appropriate training and skills support that will allow them to access or progress in employment.

P.U.B.

The P.U.B. are undertaking a variety of fund-raising activities, from negotiation of discounts, identifying and submitting applications for financial support to organising fund raisers, community share offer and launching a community engagement initiative to 'Buy-A-Brick'.

There is a very high level of community engagement and support for all P.U.B. activities with over a third of residents volunteering in some capacity for P.U.B. activities.

PEOPLE UNITED FOR BANTON PRESENTS:



ROCK CHOIR

ROCK CHOIR

CONCERT

Banton Church

Friday 29th June
7.30pm
Doors Open at 7pm





You can choose from two sizes of paver:

A

£25.00

B

£50.00

C

Business Double Paver: £75.00



THE SWAN INN

PEOPLE UNITED FOR BANTON PRESENTS:

KEY DAY CELEBRATIONS

Friday 22nd June 2018

Join in and help celebrate Banton getting the keys for The Swan Inn, the first community owned pub in Scotland

Mini fete and afternoon tea

Family friendly Afternoon with Bouncy castle, giant games, cakes chat and much more. at the plot and in The Swan Inn

2-6pm

Live Music Night

Great music and good company in The Swan Inn

8pm - LATE

A hand is shown holding a key, and a banner with colorful flowers is at the bottom.

WE NEED YOUR HELP!



I am sure you are aware that we were successful in obtaining funding to buy and develop The Swan as a Community Hub. This is great news for everyone in the village.

However, quite rightly, the amazing funding bodies have made it a condition that the residents of the village demonstrate their support by raising funds to both meet the deposit to purchase The Swan (needed by end of May 2018) and for ongoing expenditure once the Swan belongs to the Village.

And that is where we need your help.

Can you make a donation?...Can you organise a fundraising event?...Can you offer an ideas or suggestions...Can you sell your granny and donate the proceeds...Can you?...the list could go on forever.

Now you may be thinking –

What about the Share Offer?

The Share Offer will not be made until September 2018 (too late to help with the deposit and initial costs) otherwise anyone who buys a share would not be entitled to any possible tax relief!

What about the Crowdfunding?

Well, that is happening now, so feel free to make a donation via our Just Giving Page www.justgiving.com/crowdfunding/theswaninn - please as soon as possible!

Haven't you been given enough money?

We do know a few of you are thinking that too - but, quite simply, if we don't raise the money the whole deal collapses and that would be a tragedy, and it will be no good you saying then – "I would have helped if you asked me"...Well, we are asking you now!

Please, please, please help us in any way you can.

You can drop off a cheque made payable to People United for Banton to any of the Steering Group listed below, or phone any one of us with your thoughts, suggestions or queries.

Scott Allison: **07912 584 457**

Mandy Barrie: **07920 874 834**

Wendy Dunsmore: **07495 747 955**

Lorraine Khan: **07531 329 332**

Annette Johnston: **07767 042 010**

Robert Johnston: **07881 525 769**

Grace McGinnity: **07970 321 008**

Catherine Moneypenny: **07745 550 067**

Morag Waterston: **07436 818 806**

There will be a Question and Answer Session on Saturday 19th May in the Hall we would love you to attend – and if you haven't contacted anyone with your fundraising thoughts by then – the meeting would be a great time to do so!

All of us on the P.U.B. team believe wholeheartedly that this will be brilliant and we do know a few of you are a bit more skeptical - so don't just sit back, get on board and help us make it work!

19th May 2018 at 11am

Q & A Session in the Hall including volunteer ideas. All welcome

2nd June 2018 at 11am

Spring planting for PUB in Keppochhill's front garden – opposite the Swan

16th June 2018

Barry Doolan will be doing the Tough Mudder – sponsorship welcome

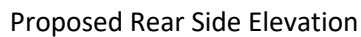
17th June 2018

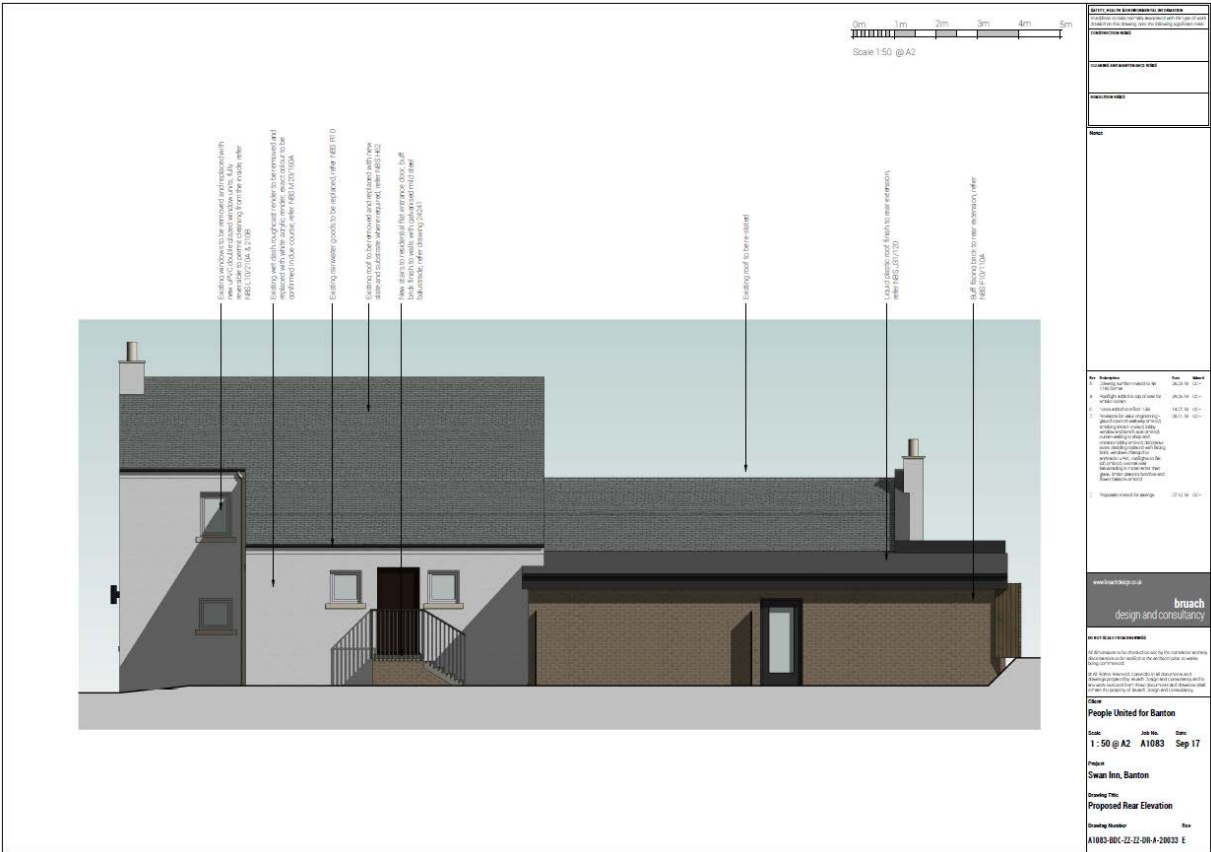
Scott Allison will be running the Men's 10k – sponsorship welcome

Thank you so much!

The PUB Steering Group

Proposed Gable Elevation

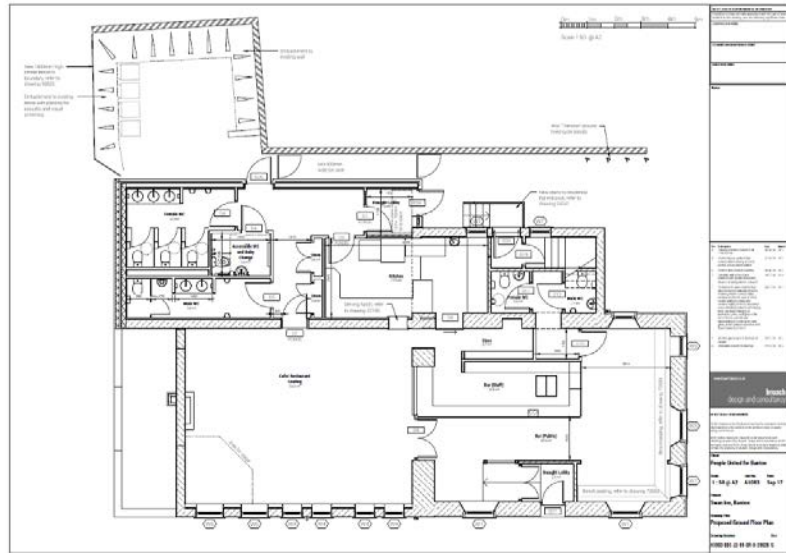




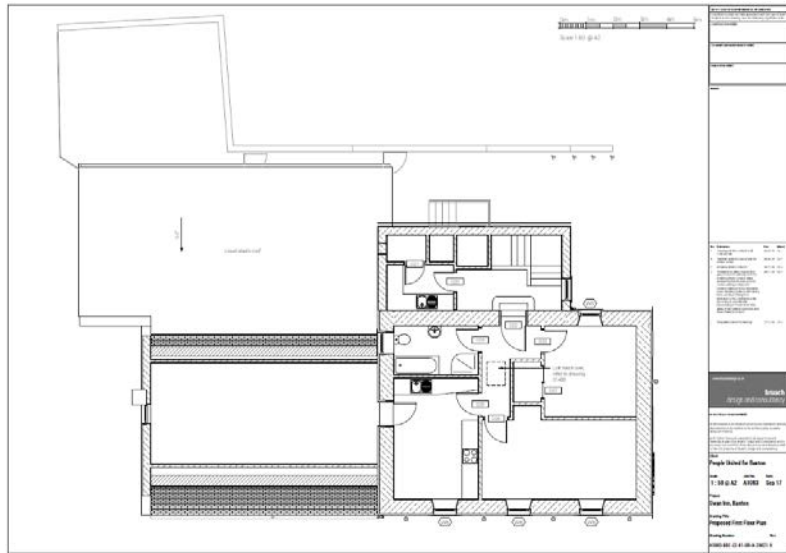
Proposed Front Elevation (Main Street)



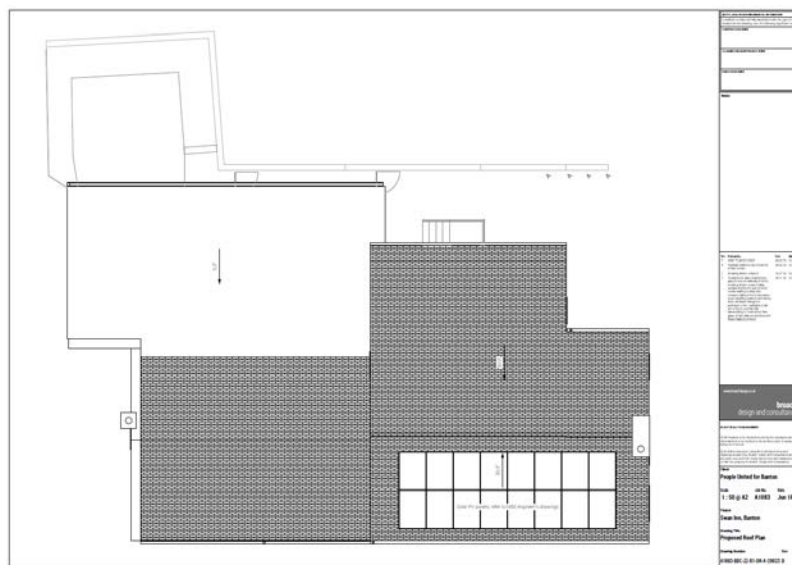
Proposed Ground Floor Plan



Proposed First Floor Plan



Proposed Roof Plan



Appendix E – Remediation Costs

Remediation Costs

	Development Phase	Repairs/ Furnishings fittings	Working Capital	Total
Legal/ Prof. Fees		£ 90,454		£ 90,454
Development Support	£ 36,710			£ 36,710
Repairs/renovations/fix&fittings		£ 617,308		£ 617,308
Contingency		£ 54,126		£ 54,126
Working capital			£ 10,000	£ 10,000
Web/Social media			£ 3,000	£ 3,000
Net Costs		£ 761,888	£ 13,000	£ 774,888
VAT		£ 146,378		£ 146,378
Total Cost	£ 36,710	£ 908,266	£ 13,000	£ 957,976

Funding Sources for Remediation Costs	Community Assets	LEADER	PUB and smaller grants	Total
Legal Professional Fees	£ 90,454			£ 90,454
Development Support	£ 5,000		£ 31,710	£ 36,710
Repairs/renovations/fix&fittings	£ 407,756	£ 115,880	£ 93,672	£ 617,308
Contingency	£ 54,126			£ 54,126
Working capital			£ 10,000	£ 10,000
Web/Social media			£ 3,000	£ 3,000
Net Costs	£ 557,336	£ 115,880	£ 138,382	£ 811,598
VAT	£ 110,467	£ 23,176	£ 12,735	£ 146,378
Total Cost	£ 667,803	£ 139,056	£ 151,117	£ 957,976

New Build

NEW BUILD

GFA OF NEW STRUCTURES

	<u>QTY</u>		<u>RATE</u>	<u>Cost</u>
<u>SUBSTRUCTURE</u>				
Excav Trenches	24	M3	£ 45.90	£ 1,101.60
	18	M3	£ 45.90	£ 826.20
Working Space	57	M2	£ 6.66	£ 379.62
Breaking up Concrete	5	M3	£ 162.00	£ 810.00
Ework Support	55	M2	£ 3.80	£ 209.00
Bottom Excav	66	M2	£ 3.46	£ 228.36
Excav Mat	33	M3	£ -	£ -
Store Mat	14	M3	£ -	£ -
				£ 769.28
Blinding beds	2	M3	£ 135.00	£ 270.00
Blinding Slab	3	M3	£ 135.00	£ 405.00
Founds	8	M3	£ 210.94	£ 1,687.52
Slab	9	M3	£ 210.94	£ 1,898.46
Fill hollow walls	2	M3	£ 135.00	£ 270.00
Formwork	124	M	£ 4.93	£ 611.32
	53	M	£ 4.93	£ 261.29
Insulation	54	M2	£ 21.50	£ 1,161.00
Reinforcement	35	M2	£ 9.00	£ 315.00
	54	M2	£ 12.00	£ 648.00
Joints				£ 775.00
Finishes				£ -
Walls				£ 3,680.60

£ 16,307.25

SUPERSTRUCTURE

Roofing / Timber Kit

Structure				£ 7,050.00
Covering	45	M2		£ 14,238.45
Fascia / soffit				£ 800.08
Rainwater goods				£ 150.56

Brick / Block Walls

Facing Brick	47	M2	£ 169.13	£ 7,949.11
Re-claimed facing brick	2	M2	£ 91.00	£ 182.00
Common / stone				£ 4,891.50
Accessories				£ 11,544.96
Damp proofing				£ 2,187.44
DPMS				£ 950.94

Concrete Cills / Lintols etc

Thresholds	2	NR	£ 63.00	£ 126.00
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Doors

Internal Doors

D3	1	NR	£ 541.25	£ 541.25
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D4	1	NR	£	526.25	£	526.25
D5	1	NR	£	541.25	£	541.25
D2, D3, D14					£	3,201.25
D1,D7					£	3,267.50
ED4, ED5					£	3,697.60

Windows

Roof Windows	2	NR	£	1,500.00	£	3,000.00
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Linings to walls etc

Partitions / Wall Linings					£	5,957.55
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Ceiling Linings + floor linings					£	1,031.12
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					£	3,875.01
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Insulation etc					£	991.68
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Skirting Etc					£	798.14
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Decoration

Tiling	42	M2	£	46.20	£	1,940.40
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Paint					£	1,520.49
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Other

Floor Screed	54	M2	£	26.25	£	1,417.50
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Plaster System	5	M2	£	14.39	£	71.95
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£ 82,449.98

FIXTURES & FITTINGS

Sanitary / Kitchen / Shop

ETC

Door Signage	1	IT	£	175.00	£	175.00
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Vanity Units					£	2,350.00
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Mirrors					£	517.50
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Sanitary Appliances	3	NR	£	311.25	£	933.75
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	1	NR	£	1,318.75	£	1,318.75
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	1	NR	£	312.50	£	312.50
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	5	NR	£	437.50	£	2,187.50
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	3	NR	£	31.25	£	93.75
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	1	NR	£	37.50	£	37.50
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	3	NR	£	31.25	£	93.75
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	5	NR	£	76.79	£	383.95
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	1	NR	£	331.25	£	331.25
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	4	NR	£	11.46	£	45.84
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	5	NR	£	556.25	£	2,781.25
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Mattwells	1	NR	£	231.25	£	231.25
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Floor coverings	17	M2	£	66.00	£	1,122.00
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	15	M2	£	54.00	£	810.00
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	2	NR	£	12.00	£	24.00
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£ 13,749.54

SERVICES

Works in connection with

Services					£	1,500.00
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Ventilation					£	623.70
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Electrical					£	1,995.00
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£ 1,836.00

£ 2,310.00

					£ 993.84
Luminaires					
Type B	23	NR	£ 30.41	£ 699.43	
Type F	2	NR	£ 225.34	£ 450.68	
LV POWER	1	IT		£ 1,764.00	
Emergency Lighting	1	IT	£ -	£ -	
Type E1	9	NR	£ 165.00	£ 1,485.00	
Type E2	1	NR	£ 188.46	£ 188.46	
Type EX 1	3	NR	£ 300.00	£ 900.00	
Type EX 2	1	NR	£ 210.00	£ 210.00	
Telecommunications	1	IT	£ 287.28	£ 287.28	
Radio / TV	1	IT	£ 494.00	£ 494.00	
ITC	1	IT	£ 570.00	£ 570.00	
Security	1	IT	£ 307.80	£ 307.80	
Fire Detection	1	IT	£ 2,375.00	£ 2,375.00	
Earthing / Bonding	1	IT	£ -	£ -	
Sundries	1	IT	£ -	£ -	
Testing	1	IT	£ -	£ -	
				£ 18,990.19	
TOTAL					£ 131,496.96

Alterations or Refurbishment

	<u>QTY</u>		<u>RATE</u>	<u>Cost</u>
<u>Structural alterations or demolition</u>				
<u>Demolition</u>				
Single storey flat roof structure	1	IT	£ 1,570.40	£ 1,570.40
Single storey pitched roof	74	M2	£ 15.81	£ 1,169.94
2 storey pitched roof	86	M2	£ 15.20	£ 1,307.20
Hack off render to existing walls				£ 1,043.94
Break out internal concrete steps	1	IT	£ 97.50	£ 97.50
Slapping openings				£ 416.00
Ex rainwater goods				£ 233.98
Ex Windows, doors, screens, hatches				£ 2,817.75
Cellar ladder	1	NR	£ 65.00	£ 65.00
Partitions	87	M2	£ 8.97	£ 780.39
Glazed partitions	11	M2	£ 23.64	£ 260.04
Wall / Ceiling Linings				£ 2,294.62
Skirtings / shelves				£ 161.99
Floor coverings				£ 716.00
Sanitary / kitchen fittings				£ 1,436.51
Bar				£ 884.00
Bench Seating	1	IT	£ 520.00	£ 520.00
Column	1	IT	£ 318.50	£ 318.50
<u>Alterations</u>				
Thresholds	2	NR	£ 63.00	£ 126.00
Lintols				£ 1,913.80
Padstones				£ 572.49
Timber lintols				£ 355.01
Beams				£ 3,516.24
Columns / Posts				£ 677.50
Intumescent coatings	35	M2	£ 12.50	£ 437.50
Blocking up walls				£ 2,000.00
Wall / ceiling / floor linings etc				£ 25,398.00
				£ 1,662.62
				£ 403.76
				£ 1,106.22
Insulation etc				£ 13,487.13
				£ 4,227.67
Skirtings etc				£ 3,402.64
Plaster system				£ 2,611.85
				£ 77,992.19
<u>General Improvements or finishes</u>				
<u>General</u>				
Pipes in cellar	1	IT	£ 1,200.00	£ 5,000.00
Asbestos survey	1	IT	£ 1,200.00	£ 1,200.00
Fire Risk Assesment Survey	1	IT	£ 2,500.00	£ 2,500.00

Insurances	1	IT	£ 2,500.00	£ 2,500.00
Asbestos removal	1	IT	£ 5,000.00	£ 5,000.00
<u>Doors</u>				
<u>External Doors</u>				£ 3,268.62
<u>Internal doors</u>				
D11	1	NR	£ 526.25	£ 526.25
D12	1	NR	£ 526.25	£ 526.25
D10	1	NR	£ 1,620.87	£ 1,620.87
D9	1	NR	£ 1,496.88	£ 1,496.88
D15	1	NR	£ 1,407.50	£ 1,407.50
D19 - 26 & 28	10	NR	£ 56.25	£ 562.50
D8	1	NR	£ 1,087.50	£ 1,087.50
D27	1	NR	£ 593.75	£ 593.75
<u>Windows</u>				
Rooflights	1	NR	£ 875.00	£ 875.00
<u>Windows</u>				
W1	2	NR	£ 523.72	£ 1,047.44
W2	1	NR	£ 523.72	£ 523.72
W3	1	NR	£ 463.91	£ 463.91
W4	4	NR	£ 366.32	£ 1,465.28
W5	2	NR	£ 474.12	£ 948.24
W6	3	NR	£ 403.06	£ 1,209.18
W7	2	NR	£ 489.34	£ 978.68
W8	1	NR	£ 379.24	£ 379.24
W9	1	NR	£ 417.04	£ 417.04
W11	1	NR	£ 259.49	£ 259.49
W18	1	NR	£ 262.57	£ 262.57
W19	1	NR	£ 272.76	£ 272.76
W20	1	NR	£ 279.88	£ 279.88
W21	1	NR	£ 287.93	£ 287.93
<u>Hatches / Shutters</u>				
Bar Shutter				£ 3,450.00
Cellar & Loft				£ 1,225.00
Serving Hatch				£ 531.26
<u>FIXTURES & FITTINGS</u>				
Shelves	4	NR	£ 72.81	£ 291.24
Seating	1	IT	£ 5,000.00	£ 5,000.00
Optics / brass foot rail				£ 687.50
Domestic Kitchen				£ 8,125.00
Commercial Kitchen / bar accessories				£ 37,367.56
Sanitary Appliances	3	NR	£ 311.25	£ 933.75
	2	NR	£ 437.50	£ 875.00
	1	NR	£ 437.50	£ 437.50
	1	NR	£ 562.50	£ 562.50
	1	NR	£ 843.75	£ 843.75
	2	NR	£ 31.25	£ 62.50
	1	NR	£ 31.25	£ 31.25

	2	NR	£	76.79	£	153.58
	1	NR	£	-	£	-
	2	NR	£	11.46	£	22.92
	1	NR	£	387.50	£	387.50
	2	NR	£	556.25	£	1,112.50
Bar	1	IT	£	11,125.00	£	11,125.00
Balustrade railing	1	IT	£	1,200.00	£	1,200.00
Cellar ladder complete with safety rails etc	1	IT	£	1,543.75	£	1,543.75
Ramsay Ladder	1	IT	£	125.00	£	125.00
Roof access and safety equipment	1	IT	£	750.00	£	750.00
Door Signage	1	IT	£	175.00	£	175.00
<u>Floor Coverings</u>						
Screed to floors	140	M2	£	26.25	£	3,675.00
Generally to existing building	98	M2	£	54.00	£	5,292.00
	16	M2	£	54.00	£	864.00
	9	M2	£	66.00	£	594.00
					£	936.00
	22	M2	£	36.00	£	792.00
	3	NR	£	12.00	£	36.00
					£	2,310.00
Entrance Matting	1	NR	£	231.25	£	231.25
<u>Decoration</u>						
<i>Tiling</i>	5	M2	£	46.20	£	231.00
	45	M2	£	50.99	£	2,294.55
	7	M2	£	38.91	£	272.37
	13	M2	£	55.80	£	725.40
<i>Paint</i>					£	6,482.09
<i>Wallpaper</i>	50	M2	£	45.00	£	2,250.00
<u>Render</u>						
Render					£	12,468.75
					£	153,433.95
<u>Major Repairs</u>						
<u>Roof</u>						
Structure					£	9,215.00
Fascia / soffit					£	1,562.80
Covering					£	17,618.48
Leadwork etc					£	3,812.54
Sheet coverings / flashings					£	2,867.69
Rainwater goods					£	1,355.01
					£	36,431.52
<u>Mechanical & Electrical Services</u>						
Works in connection with Services					£	3,500.00
Ventilation					£	1,266.30
					£	15,150.00
Electrical					£	8,505.00
					£	1,404.00
					£	10,800.00

				£	3,190.00	
				£	2,200.00	
				£	1,372.44	
				£	1,290.60	
Luminaires						
Type A	31	NR	£	30.41	£	942.71
Type B	21	NR	£	30.41	£	638.61
Type C	2	NR	£	52.22	£	104.44
Type CE	2	NR	£	-	£	-
Type D	2	NR	£	-	£	-
Type F	2	NR	£	225.34	£	450.68
Type K	5	NR	£	155.04	£	775.20
Type Q	6	NR	£	80.84	£	485.04
Type R	5	NR	£	41.50	£	207.50
Type S	1	NR	£	175.76	£	175.76
Type U	23	M	£	47.25	£	1,086.75
Type V	9	NR	£	18.75	£	168.75
LV POWER	1	IT	£	-	£	-
	1	IT	£	2,436.00	£	2,436.00
	1	IT	£	2,000.00	£	2,000.00
Emergency Lighting	1	IT	£	-	£	-
	1	IT	£	-	£	-
Type E1	9	NR	£	165.00	£	1,485.00
Type E2	1	NR	£	188.46	£	188.46
Type EX 1	3	NR	£	300.00	£	900.00
Telecommunications	1	IT	£	1,224.72	£	1,224.72
Radio / TV	1	IT	£	2,106.00	£	2,106.00
ITC	1	IT	£	2,430.00	£	2,430.00
Security	1	IT	£	1,312.20	£	1,312.20
Fire Detection	1	IT	£	10,125.00	£	10,125.00
Earthing / Bonding	1	IT	£	-	£	-
Sundries	1	IT	£	-	£	-
Testing	1	IT	£	-	£	-
					£ 77,921.16	

TOTAL	£ 345,778.82
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External/Environmental Works & Groundworks

	<u>QTY</u>		<u>RATE</u>		<u>Cost</u>
<u>Structural alterations or demolition</u>					
<u>Demolition</u>					
Single storey flat roof structure	1	IT	£	1,570.40	£ 1,570.40
Single storey pitched roof	74	M2	£	15.81	£ 1,169.94
2 storey pitched roof	86	M2	£	15.20	£ 1,307.20
Hack off render to existing walls					£ 1,043.94
Break out internal concrete steps	1	IT	£	97.50	£ 97.50
Slapping openings					£ 416.00
Ex rainwater goods					£ 233.98
Ex Windows, doors, screens, hatches					£ 2,817.75
Cellar ladder	1	NR	£	65.00	£ 65.00
Partitions	87	M2	£	8.97	£ 780.39
Glazed partitions	11	M2	£	23.64	£ 260.04
Wall / Ceiling Linings					£ 2,294.62
Skirtings / shelves					£ 161.99
Floor coverings					£ 716.00
Sanitary / kitchen fittings					£ 1,436.51
Bar					£ 884.00
Bench Seating	1	IT	£	520.00	£ 520.00
Column	1	IT	£	318.50	£ 318.50
<u>Alterations</u>					
Thresholds	2	NR	£	63.00	£ 126.00
Lintols					£ 1,913.80
Padstones					£ 572.49
Timber lintols					£ 355.01
Beams					£ 3,516.24
Columns / Posts					£ 677.50
Intumescent coatings	35	M2	£	12.50	£ 437.50
Blocking up walls					£ 2,000.00
Wall / ceiling / floor linings etc					£ 25,398.00
					£ 1,662.62
					£ 403.76
					£ 1,106.22
Insulation etc					£ 13,487.13
					£ 4,227.67
Skirtings etc					£ 3,402.64
Plaster system					£ 2,611.85
					£ 77,992.19
<u>General Improvements or finishes</u>					
<u>General</u>					
Pipes in cellar	1	IT	£	1,200.00	£ 5,000.00
Asbestos survey	1	IT	£	1,200.00	£ 1,200.00
Fire Risk Assessment Survey	1	IT	£	2,500.00	£ 2,500.00

Insurances	1	IT	£ 2,500.00	£ 2,500.00
Asbestos removal	1	IT	£ 5,000.00	£ 5,000.00
<u>Doors</u>				
<u>External Doors</u>				£ 3,268.62
<u>Internal doors</u>				
D11	1	NR	£ 526.25	£ 526.25
D12	1	NR	£ 526.25	£ 526.25
D10	1	NR	£ 1,620.87	£ 1,620.87
D9	1	NR	£ 1,496.88	£ 1,496.88
D15	1	NR	£ 1,407.50	£ 1,407.50
D19 - 26 & 28	10	NR	£ 56.25	£ 562.50
D8	1	NR	£ 1,087.50	£ 1,087.50
D27	1	NR	£ 593.75	£ 593.75
<u>Windows</u>				
Rooflights	1	NR	£ 875.00	£ 875.00
<u>Windows</u>				
W1	2	NR	£ 523.72	£ 1,047.44
W2	1	NR	£ 523.72	£ 523.72
W3	1	NR	£ 463.91	£ 463.91
W4	4	NR	£ 366.32	£ 1,465.28
W5	2	NR	£ 474.12	£ 948.24
W6	3	NR	£ 403.06	£ 1,209.18
W7	2	NR	£ 489.34	£ 978.68
W8	1	NR	£ 379.24	£ 379.24
W9	1	NR	£ 417.04	£ 417.04
W11	1	NR	£ 259.49	£ 259.49
W18	1	NR	£ 262.57	£ 262.57
W19	1	NR	£ 272.76	£ 272.76
W20	1	NR	£ 279.88	£ 279.88
W21	1	NR	£ 287.93	£ 287.93
<u>Hatches / Shutters</u>				
Bar Shutter				£ 3,450.00
Cellar & Loft				£ 1,225.00
Serving Hatch				£ 531.26
<u>FIXTURES & FITTINGS</u>				
Shelves	4	NR	£ 72.81	£ 291.24
Seating	1	IT	£ 5,000.00	£ 5,000.00
Optics / brass foot rail				£ 687.50
Domestic Kitchen				£ 8,125.00
Commercial Kitchen / bar accessories				£ 37,367.56
Sanitary Appliances	3	NR	£ 311.25	£ 933.75
	2	NR	£ 437.50	£ 875.00
	1	NR	£ 437.50	£ 437.50
	1	NR	£ 562.50	£ 562.50
	1	NR	£ 843.75	£ 843.75
	2	NR	£ 31.25	£ 62.50
	1	NR	£ 31.25	£ 31.25

	2	NR	£	76.79	£	153.58
	1	NR	£	-	£	-
	2	NR	£	11.46	£	22.92
	1	NR	£	387.50	£	387.50
	2	NR	£	556.25	£	1,112.50
Bar	1	IT	£	11,125.00	£	11,125.00
Balustrade railing	1	IT	£	1,200.00	£	1,200.00
Cellar ladder complete with safety rails etc	1	IT	£	1,543.75	£	1,543.75
Ramsay Ladder	1	IT	£	125.00	£	125.00
Roof access and safety equipment	1	IT	£	750.00	£	750.00
Door Signage	1	IT	£	175.00	£	175.00

Floor Coverings

Screed to floors	140	M2	£	26.25	£	3,675.00
Generally to existing building	98	M2	£	54.00	£	5,292.00
	16	M2	£	54.00	£	864.00
	9	M2	£	66.00	£	594.00
					£	936.00
	22	M2	£	36.00	£	792.00
	3	NR	£	12.00	£	36.00
					£	2,310.00

Entrance Matting	1	NR	£	231.25	£	231.25
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Decoration

<i>Tiling</i>	5	M2	£	46.20	£	231.00
	45	M2	£	50.99	£	2,294.55
	7	M2	£	38.91	£	272.37
	13	M2	£	55.80	£	725.40
<i>Paint</i>					£	6,482.09
<i>Wallpaper</i>	50	M2	£	45.00	£	2,250.00

Render

Render					£	12,468.75
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£ 153,433.95

Major Repairs

Roof

Structure					£	9,215.00
Fascia / soffit					£	1,562.80
Covering					£	17,618.48
Leadwork etc					£	3,812.54
Sheet coverings / flashings					£	2,867.69
Rainwater goods					£	1,355.01

£ 36,431.52

Mechanical & Electrical Services

Works in connection with Services					£	3,500.00
Ventilation					£	1,266.30
					£	15,150.00
Electrical					£	8,505.00
					£	1,404.00
					£	10,800.00
					£	3,190.00

				£	2,200.00	
				£	1,372.44	
				£	1,290.60	
Luminaires						
Type A	31	NR	£	30.41	£	942.71
Type B	21	NR	£	30.41	£	638.61
Type C	2	NR	£	52.22	£	104.44
Type CE	2	NR	£	-	£	-
Type D	2	NR	£	-	£	-
Type F	2	NR	£	225.34	£	450.68
Type K	5	NR	£	155.04	£	775.20
Type Q	6	NR	£	80.84	£	485.04
Type R	5	NR	£	41.50	£	207.50
Type S	1	NR	£	175.76	£	175.76
Type U	23	M	£	47.25	£	1,086.75
Type V	9	NR	£	18.75	£	168.75
LV POWER	1	IT	£	-	£	-
	1	IT	£	2,436.00	£	2,436.00
	1	IT	£	2,000.00	£	2,000.00
Emergency Lighting	1	IT	£	-	£	-
	1	IT	£	-	£	-
Type E1	9	NR	£	165.00	£	1,485.00
Type E2	1	NR	£	188.46	£	188.46
Type EX 1	3	NR	£	300.00	£	900.00
Telecommunications	1	IT	£	1,224.72	£	1,224.72
Radio / TV	1	IT	£	2,106.00	£	2,106.00
ITC	1	IT	£	2,430.00	£	2,430.00
Security	1	IT	£	1,312.20	£	1,312.20
Fire Detection	1	IT	£	10,125.00	£	10,125.00
Earthing / Bonding	1	IT	£	-	£	-
Sundries	1	IT	£	-	£	-
Testing	1	IT	£	-	£	-
					£ 77,921.16	

TOTAL	£ 345,778.82
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Elemental Cost Plan

CAPITAL COST SUMMARY

Capital Cost Item	Amount £
Land or Building Purchase	
Construction Costs including any Prelims	£587,308.40
Furniture and equipment	£30,000.00
Professional Fees	£88,453.78
Other costs (such as legal costs)	£2,000.00
Contingency	£54,125.84
Inflation	
Non Recoverable VAT	£146,377.60
Total capital cost	£908,265.63

BREAKDOWN OF CONSTRUCTION COSTS

NEW BUILD	Amount £
Gross internal floor area (GIFA)	56.00m ²
Substructure	£16,307.25
Superstructure	£82,449.98
Fixtures and fittings	£13,749.54
Services	£18,990.19
Total cost of new building (s)	£131,496.96
Cost per m ² (expressed as £/m ² GIFA)	£1,051.98

ALTERATIONS OR REFURBISHMENT	Amount £
Gross internal floor area (GIFA)	240.00m ²
Structural alterations or demolition	£77,992.19
General improvements or finishes	£153,433.95
Major Repairs	£36,431.52
Mechanical & Electrical Services	£77,921.16
Total cost of new building (s)	£345,778.82
Cost per m ² (expressed as £/m ² GIFA)	£1,529.99

External/environmental works & groundworks	Amount £
Excavation	£7,424.43
Ground Clearance	£5,642.55
Roads and car parking	£-
Mechanical & Electrical Services	£2,085.79
Paths, paved areas and hard landscape	£6,468.83
Boundary walls and fencing	£6,372.66
Site layout and planting	£5,987.52
Mains services & drainage	£ 29,828.84
Environmental improvement	£-
Other	£ 172.00
Total cost of external works	£63,982.62

TOTAL COST	£541,258.40
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Appendix F – Profit & Loss

Profit and Loss Accounts

Annual Income Statement Trading Forecast 2019 - 2022		1st year figure based on 12 months trading		
		2019/20 (F)	20/21 (F)	21/22 (F)
Revenue				
Café / Restaurant Sales		250,000	275,000	302,500
Bar sales		133,295	151,068	195,500
Total Revenue		383,295	426,068	498,000
Cost of Goods Sold				
Café / Restaurant Sales		83,333	91,667	100,833
Bar Sales		44,432	50,356	65,167
Total Cost of Goods Sold		127,765	142,023	166,000
Gross Margin		255,530	284,045	332,000
		67%	67%	67%
Community Assets employment grants		38,180	50,907	26,727
Community Assets Development Manag		35,000	35,000	-
Total Other Revenue		73,180	85,907	26,727
Staff costs		164,796	189,233	207,973
Development Manager		35,000	35,000	35,000
Total Salaries & Wages		199,796	224,233	242,973
Margin after Wage Costs		128,914	145,719	115,754
		50%	51%	35%
Heat & Light		7,560	8,760	10,000
Insurance		3,000	3,000	3,000
Licensing		1,300	1,300	1,300
Professional fees		3,600	5,400	5,400
Communications & marketing		5,450	4,200	4,200
Cleaning materials		2,400	2,400	3,375
Repairs & Renewals		6,000	8,600	10,800
Rates & water		24,000	24,000	24,000
Contingency		6,000	6,000	6,000
Development officer expenses		5,000	5,000	5,000
Total Operating Expenditure		64,310	68,660	73,075
Net Operating Expenses		193,224	214,379	188,829
EBITDA		64,604	77,059	42,679
Depreciation & Amortisation				
Buildings		12,920	12,920	12,920
Fixtures & fittings		11,778	11,778	11,778
Total Depreciation & Amortisation		24,698	24,698	24,698
Net Profit Before Tax		39,906	52,361	17,981

Appendix G – Volunteer Recruitment Strategy

To help develop our Volunteer Recruitment Strategy, we first have to understand the benefits and drivers for volunteering in order to align our opportunities and then move forward with the recruitment and training of appropriate individuals.

Benefits of Volunteering

- For individuals: It gives a sense of satisfaction, fulfilment, and social contact, as well as enhancing experience knowledge and skills. It can improve health and well-being, and create a sense of belonging. Where appropriate, this can provide pathways into education, training and employment, and help address long term mental health issues.
- For P.U.B.: It is a vital means of supporting the delivery of services and activities that enhance peoples' lives and choices, but would be unsustainable if wages had to be paid.
- For the Banton Community: Volunteering promotes community cohesion and resilience, especially in times of difficulty, helps develop a sense of belonging, ownership, and an ability to influence decision making at a local level.

What makes people want to volunteer?

People choose to volunteer for any number of reasons. These might be:

- a desire to help others less fortunate than themselves
- to help themselves gain knowledge skills and experience to widen their life choices
- to escape from boredom or inactivity
- to help the environment
- to give something back to an organisation that has helped them directly or indirectly
- to spend quality time away from a busy lifestyle
- to feel valued and part of a team
- to share their passion for sport, music, art etc
- to use their professional skills and knowledge to help others

For some volunteering can appeal because of its social benefits such as:

- meeting new people and making new friends
- an opportunity to socialise with people of different ages backgrounds and abilities
- getting to know the local community

The need for a Volunteer Development Strategy

Many organisations fail to recruit and retain quality volunteers because they have not invested sufficient thought, research, or planning into devising a coherent strategy. A successful strategy will achieve the twin aims of attracting quality volunteers to help achieve organisational objectives, and providing meaningful, challenging, and life enhancing opportunities for members of the community, in a welcoming, rewarding, and supportive environment.

Banton has already demonstrated its ability to harness local knowledge skills and experience through its successful purchase of The Swan, and securing the funding necessary to upgrade the building for community use. Additionally, there are local activities and resources that currently depend on the involvement of volunteers to keep going. There has never been a better time to capitalise on the interest and involvement of many members of the Banton Community, and develop a comprehensive volunteer recruitment, development, and retention strategy. This will involve three key elements. Community Consultation, Action Planning, Monitoring & Evaluation.

Community Consultation

Part of the original plan for reconfiguration of The Swan, included a small shop/post office, which was intended to provide basic services for local people, and be run on a rota basis by local volunteers. At the start of September 2018, the original village shop re-opened under new management, and the volunteering opportunities associated with the P.U.B. shop no longer exist.

Our task is to identify other volunteering opportunities, and make them meaningful and rewarding for the volunteers.

We will engage regularly with the community, keep them up to date with the progress of the project, and give them the opportunity to tell us what sorts of facilities and activities they want.

To help us do this, we have scheduled monthly Saturday morning drop-ins in the village hall. Over a six-month period, we expect to have a clear picture of the community priorities over the short, medium and long term and use these to inform future development of the project.

Our overriding priority is the refurbishment, and operational management of The Swan, and we are totally focused on making that happen. However, we recognise that as our engagement strategy starts to impact on the community, and income for new projects and services comes on stream, we need to have identified potential community led activities that can provide volunteering opportunities.

We have carried out research on other community organisations in the UK and identified a range of social, recreational, artistic, educational, ecological and environmental activities and projects that, given sufficient interest in the community, could be replicated in Banton for this project.

Potential Volunteering Opportunities

Category	Activity	Volunteering Opportunities	Timescale
Music & The Arts	Music Nights/Concerts Karaoke/Talent shows/Open Mic etc	Coordinator Advertising/publicity Website/Social Media Box Office MC/Presenter Transport Admin support Catering	Short term
	Learning an Instrument	Volunteer Tutors	Medium term
	Community Choir Opera/Operetta (e.g. Gilbert & Sullivan)	Choirmaster/Conductor Coordinator Producer Musicians Costume design Scenery Painter Props designer Advertising/publicity	Long Term
Arts & Crafts	Drawing & Painting, Watercolour/Oils, Pottery, Calligraphy, Dressmaking, Digital Photography, Tapestry etc.	Coordinator Tutors Administrator	Medium Term
Health & Wellbeing	Reiki Keep Fit Mindfulness Healthy Eating	Coordinator Tutors Transport Catering (Cook/Chef)	Medium Term
Environmental	Community growing spaces Composting Woodland Crafts & Walks Outdoor Nursery Recycling (clothes) Swap Shop	Coordinator Gardeners Guides Childminders Machinists Shop assistant	Long Term
Energy Reduction	Home Energy Use Reduction	Community Champions Volunteer coordinator Advertising/publicity Home visitors Admin support	Long Term
Social & Recreational	Befriending Tea Pot Club (elderly)	Befrienders Drivers Admin Cooks Servers	Medium Term
Sporting	Cycling Hillwalking	Cycle Mechanic Coordinator	

Category	Activity	Volunteering Opportunities	Timescale
Ecological	Habitat creation Habitat preservation Biodiversity Audit Local Biodiversity Action Plan	Coordinator/Event Management Surveyors Photographer Report writing	Long Term
Educational	Adult Literacy/Numeracy Learning a foreign language	Tutors	Medium Term
IT	Basic Digital Skills Silver Surfers Xbox Club	Coordinator Tutors Facilitators	Medium term
Intergenerational Activities	Banton Oral History Project	Coordinator Interviewers Photographer Drivers	Long Term
	PUB Communications & Digital Media	Social Media Champions e-campaigners website development/support proof readers Digital image creators	Short term
	Dog walking for the elderly/disabled	Dog walkers	Short term

Considering the above opportunities P.U.B. need to develop an appropriate strategy for the recruitment and development of suitable individuals.

The following table gives an indication of the type of actions currently being carried out by the group to move forward with this activity.

Category	Strategy	Activity	Timeline
Recruitment	Develop specific actions around recruitment. Develop opportunities to consult with the community on volunteer opportunities as they arise.	<ul style="list-style-type: none"> Monthly drop-ins in community hall. Collate and update potential volunteer contact details. Updates on Facebook and Website Create Volunteer Newsletter Community Development Event 	July 2018 & ongoing By Sept2018 March 2019
	Have clearly defined opportunities for volunteer involvement in the organisation.	<ul style="list-style-type: none"> Assess all developments in the light of potential volunteer involvement to capacity build. Monitor feedback from drop-ins to identify potential volunteers for early recruitment 	Ongoing July 2018 onwards
	Identify creative ways to attract volunteers	<ul style="list-style-type: none"> Research how other organisations attract volunteers Focus specifically on communication tools that attract specific age groups. (e.g. Twitter, Facebook, email, maildrop) 	As part of Communication & Marketing strategy Oct - Dec 2018
Selection & screening	Ensure that a welcoming and non-judgemental screening process is in place.	<ul style="list-style-type: none"> Screen new applicants as part of the induction process. Full job descriptions for each volunteer role. 	At start of Induction

Category	Strategy	Activity	Timeline
Induction	Job descriptions	<ul style="list-style-type: none"> • Details of role • Necessary skills & abilities • Purpose of the role • Responsibilities & duties • Time commitment • Training • Support provided • Expenses/mileage/subsistence 	By Sept 2018
Induction	Volunteer Handbook	<p>All volunteers will be supplied with a handbook outlining the roles & responsibilities of both volunteers and PUB, and Policies and procedures volunteers need to be familiar with.</p> <ul style="list-style-type: none"> • PUB's commitment • PUB's responsibilities • Reporting structure • Code of Conduct • Disclosure • Health & Safety • Equality & Diversity • Accident reporting • Confidentiality • Data Protection • Personal Safety • Smoking • Drivers insurance 	
Training & development	<p>Training opportunities</p> <p>Career opportunities</p> <p>Regular review of volunteer skills and abilities</p>	<ul style="list-style-type: none"> • Carry out research to identify relevant and appropriate training for each volunteer role • Where appropriate, identify potential progression routes for volunteers. • Conduct informal twice-yearly interviews to assess volunteer skills, and identify potential development opportunities. 	Ongoing
Retention	<p>Maintain & sustain community partnerships</p> <p>Communicate effectively with volunteers</p> <p>Ensure there are adequate resources to ensure volunteers can carry out their role effectively.</p>	<ul style="list-style-type: none"> • Maintain strong links with community groups and projects using volunteers • Provide pathways to communicate effectively with volunteers. Develop tools such as website, flyers, newsletters, Twitter and Facebook • Hold a quarterly review of the organisation's resources for volunteering. If required source additional revenue through fundraising or grant applications. 	Ongoing

Category	Strategy	Activity	Timeline
Recognition	<p>Understand the motivations of volunteers.</p> <p>Develop a relevant and appropriate reward and recognition system.</p>	<ul style="list-style-type: none"> • Carry out informal interviews with volunteers to determine their reasons for getting involved. Use this information in recruitment and promotional materials. • Publicise successes and achievements on website • List volunteer activities in newsletters and other media • Celebrate length of service/milestones • Mention volunteers in speeches/press releases • Annual volunteers outing/event 	Ongoing