



A Community Pub for  
Ponsanooth  
Cornwall

# Business Plan

## November 2025

Ponsanooth Community Benefit Society

**CO-OPERATIVES UK**



 **PlunkettUK**  
Supporting rural community-owned businesses



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# 1 | Summary

This business plan outlines how Ponsanooth Community Benefit Society Limited (hereafter referred to as PCBS) intend to save The Stag Hunt Inn (hereafter referred to as The Stag) from being permanently closed, or worse still being sold as a development opportunity. PCBS is the incorporated organisation established by residents of Ponsanooth, a small village at the heart of Cornwall's Mining world Heritage Site, to lead the campaign to create 'more than a pub' for the village. This can only be achieved by raising the funds required to purchase the freehold on behalf of the community and to invest in creating a self sustaining community facility.

Our vision for The Stag is to create a vibrant food, drink, and social destination, where everyone is welcome. A thriving pub, but also much more than a pub - a local hub that helps village life thrive. The implementation of this business plan will ensure the long-term survival of a business which is owned by, and run for the benefit of, the local and wider community it serves.

Our business model, inspired by many other successful community pubs, will be to employ a manager to handle the day to day running of the pub. This model will allow The Society to ensure the needs of the local community are met by listening to the voices of a large and diverse pool of members, and to ensure the pub is returned to the heart of our community. Our organisational structure is such that there is no opportunity for personal gain by any of the team for working on this project, with every penny being reinvested into the community.

As a community pub we hope to address many of the needs of the village as identified in our recent survey:

- Being the only pub in the village, The Stag should offer an informal setting for social gatherings outside of the more organised events at the village hall and playing field.
- It should be welcoming to all comers. A family friendly destination which actively encourages the mixing of different demographics.
- A warm and welcoming pub, reliably offering quality dine-in food and drink.
- A daytime community space offering hot desk and working space and wifi.
- It should help those experiencing social isolation to feel like a part of the community by offering a warm space and providing a safe, welcoming, and free to use public space for users to stay warm, connect with others and access support services.
- It should be accessible to all, with improved disabled access.
- Provide an ad hoc meeting place for both formal and informal community groups, supported by access to fast, reliable broadband.
- A place to find information, share news, get involved in community activities and showcase local talent and expertise.
- It should be a source of high quality local employment and training opportunities both for young people and the wider community.
- The outdoor spaces could be developed by volunteers to enhance the parish Green Infrastructure Plan and the local ecology and to improve the pub's kerbside appeal.
- This space could offer electric vehicle charging facilities, providing further customers for the pub and boosting the village's environmental credentials.
- By providing quality B&B rooms it should create new sources of income and customers for the pub and support tourism in the near vicinity.
- By making available some of its car parking facilities we can alleviate some of the parking issues within the village.

These are just some of the ways we will strengthen the heart of this village with a community business that

supports the local economy, enhances village life and helps alleviate the growing problem of social isolation and loneliness. We have already been overwhelmed with the depth and breadth of support for this project from local residents, the Parish Council, our local MP, our County Councillors (both current and former) and many people from neighbouring villages and further afield. We currently have around 20 volunteers who are actively working hard on this project, with many more offers of support as the project progresses.

In order to implement this business plan, we will need to bring many diverse groups of people together for a common cause, so our community pub enhances the civic spirit of our rural Cornish village, improves the levels of inclusion in the community and builds the village's resilience for the future.

Through the creation of a grant fund with the surplus profits generated by the pub, the success of the pub will directly improve the facilities in place in the village and the quality of life for its residents. The specific parameters of the fund will be decided democratically by the members of the society, but it is our intention that the fund will support the work of existing groups within the village, improve the infrastructure and facilities within the village and will fund opportunities which would otherwise be out of reach to residents of the village and parish.

The time to act is now! Without your support, we can't make this plan a reality, and we think it highly likely that if we don't Save The Stag now, then we will lose our pub forever.





## 2 | Introduction

### 2.1 The Importance Of The Stag To The Local Community

The Stag Hunt is one of the oldest buildings in the village, originally much smaller, then expanded to incorporate a pair of residential cottages. It is said that The Stag Hunt was named after “an occasion in December 1805 when a buck was roused in the neighbourhood of the village, it ran in front of hounds for four hours before it and two couple of hounds fell to their deaths in a shaft of Wheal Maudlin” (the Magdalen mine shaft, under the viaduct).

The Stag Hunt is sited at the heart of the Cornish Mining World Heritage Site. Specifically, the Kennall Vale gunpowder works within Ponsanooth are a significant feature of the parish. This industrial heritage is now consigned to history, and the industry that brought the whole village together, forming an unbreakable community spirit is no more. Since then, as with so many villages and rural areas, the heart of our community has been the village pub. Much more than just a place to drink, the pub has been the village's only place to mix with friends and neighbours, to host village events, to celebrate great occasions, learn new skills, make new friends and to help neighbours in need.

The village was at one time home to two pubs with The Victory being slightly further down the hill, in what is now Victory House. The Victory ceased to trade, primarily because of The Temperance Movement and their idea that it was not beneficial to have two pubs in a village, leaving The Stag Hunt Inn as the last pub standing.

The pub is in the process of being registered by Ponsanooth Parish Council and Cornwall Council as an Asset of Community Value (ACV), a formal recognition of the significance of the pub to the village community.

The pub has long been the social hub of the village, widely used by a diverse range of community groups as evidenced in its ACV application.

This business plan explains how, by purchasing The Stag Hunt, the community will secure this important social asset and use it to improve the village's inclusivity and resilience for all generations, both now and in the future.

### 2.2 Community Pubs

The community pub model is proving highly successful with 199 community pubs operating by the end of 2024. **The overall survival rate remains incredibly high at over 99%.** (Source: Plunkett UK).

The first community owned pub opened in 1983, with the first true cooperative pub opening in 2003. Legislation in 2011 (The Localism Act) introduced the designation of an Asset of Community Value and Plunkett UK, working with others in the industry, developed the co-operative pub model. Since then, the number of community pubs has grown steadily. Examples of successful community pubs nearby include The Prince Of Wales in New Town and The New Inn in Mannacan (though it is worth noting that whilst The New Inn was saved as a community pub, it is now back under private ownership)

Ponsanooth CBS is a community business member of Plunkett UK. We have drawn extensively on their experience and contacts to ensure that our business model draws on tried and tested practices adopted by other successful community pubs.

## 2.3 Evidence Of Local Needs

### 2.3.1 Ponsanooth Parish

Ponsanooth parish comprises c. 860 households and 1540 people. It sits prominently on the A393, the main transport link between Falmouth / Penryn and Redruth, Pool & Camborne at the heart of the Cornish Mining World Heritage Site.

Ponsanooth is a rural village of 964 people, with a near equal split between female and male. There is a large mix of demographics with a wide income spread. Residents under 17 number 267 (17.5%) while over 65's number 465 (30.4%) of the population, this figure is well above the national average of 18.6%, and is forecast to rise significantly in the next 20 years.

In the latest government survey of the Multiple Indices of Deprivation (IoD2019), the area including Ponsanooth ranked in the most deprived 10% for 'environment', an index that measures the quality of housing. This further underlines the need for a warm, welcoming space for all the community.



### 2.3.2 Community Survey

In February 2025, the Management Committee circulated a survey on the future of The Stag Hunt Inn which was completed by over 280 households. In this survey, 92% of respondents supported the effort to purchase the Stag Hunt and 94% said it was important or very important to have a vibrant local pub in the village.

Comments from the survey included:

*“The Stag Hunt is a very important asset to the village. We need a vibrant, welcoming and friendly pub. It has so much potential and could be the hub of the village once again”*

*“The village needs this pub. All villages need pubs. Too many are closing. Pubs are valuable focal points for residents and visitors alike.”*

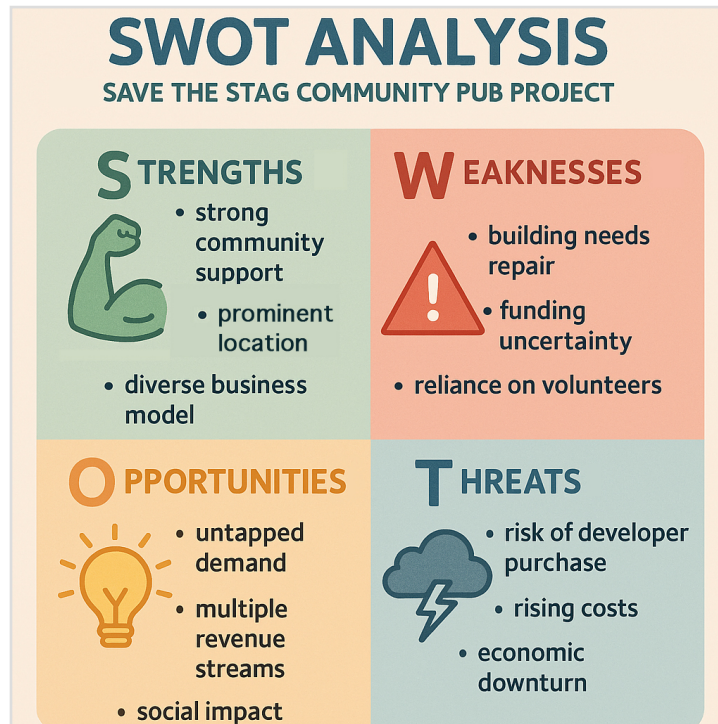
*“I think providing a family friendly environment is so important. In a small village it’s so important to cater to families and welcome them - we are really excited that it may be turned into something more community centred. Also please light the fire!!!!”*

The survey indicated that the community priorities are:

- Maintain a traditional pub which has a reliable, quality food & drink offering.
- An informal social gathering place.
- A daytime community cafe / coffee shop offering, with eat in cake & brunch.
- Community warm space.
- A family friendly destination to encourage mixing of different generations.
- A warm & welcoming social bar area.
- An ad hoc meeting place for community groups, or those ‘working from home’ with good connectivity.
- A source of local employment both for young people to build work experience and for the wider community.
- Opportunities for those experiencing social isolation to engage with the wider community.
- Public electric vehicle charging points (there are none in the village at present) providing further customers for the pub.
- B&B rooms to support tourism businesses in the area and provide an additional revenue stream for the pub.
- An opportunity to improve the environmental sustainability of the historic building.
- Mobile Library.
- Repair cafe.
- Cheap light lunches for retired people.
- Young parent and community based coffee mornings.
- Quiz evenings and themed nights.
- Providing a meeting place for local sports and cultural groups.
- Book clubs & sewing groups.
- Family-friendly spaces.

*A full summary of the survey results is included in Appendix A*

These ideas have helped shape the project which include aspirational plans for conversion of the barn to provide an alternative space, improving family facilities, greater accessibility, improving energy efficiency and to offer electric charging points in the car park.



*A SWOT analysis of the current position of The Stag. This is based upon our community consultation and the thoughts of our initial steering group.*

### 2.3.3 Shareholder Support

A Community Share Offer will be launched in November 2025. Already 40% of the respondents to our survey indicated a willingness to invest and/or donate funding for the project.

We are working on the specifics of this offer with the support of specialist advisors and legal experts. Before launching we will submit the Community Share Offer and this business plan document for scrutiny and assessment with the aim of achieving the Community Shares Standard Mark. This mark is awarded by the Community Shares Unit to offers that meet national standards of good practice. Details of the Community Share Offer can be found in section 7.5 of this document.

### 2.4 Community Benefits

In particular, residents facing challenges and who we hope will benefit from a community focused pub offering include those who are:

- Socially isolated
- Economically isolated
- Elderly/ less mobile
- Without access to private transport
- Disabled / with additional needs

During the Covid-19 outbreak, social isolation was identified as a significant health risk and this is likely to increase as the population ages. Even post-lockdown in 2022, 50% of adults in the UK (26 million people) reported feeling lonely (*from [campaigntoendloneliness.org](https://www.campaigntoendloneliness.org)*).

By providing a community hub welcoming those who would not normally choose to visit a pub on their own, we believe our community will become more integrated, inclusive and supportive. The intent is to offer a range of activities at the Stag which will reduce social isolation. It will also encourage those who would normally use a car to drive to pubs in other villages or Falmouth/Truro to walk to their local.



Establishing the Stag as a community business means it will be more than simply a traditional public house. We want it to echo the Institute for Public Policy Research advice, and become ‘More Than A Pub’ (IPPR report *“Pubs and Places: The Social Value of Community Pubs, 2012”*).

To meet this objective The Society will include a specific management committee role dedicated to “social impact” with responsibility for working with the wider community to plan and coordinate other activities, in conjunction with the pub manager, that will:

- Have a positive impact on the village of Ponsanooth and benefit the parish and wider community.
- Empower members of The Society to be at the heart of directing how the PCBS achieves measurable social impact and deciding upon KPIs (Key Performance Indicators).
- Make a meaningful difference, not just to customers but to the community as a whole.

For example planned activities including village celebrations, parent/child coffee mornings, lunches for retired people, family friendly early happy hours, crafting groups and networking opportunities for those working from home.

A sample metric by which we can review the success of our social impact goals is included below.

KPI	Target	How Measured
Number of community events per month	8	Events log
% local suppliers used	80%	Supplier invoices
Customer satisfaction score	90%	Survey, Online reviews
Volunteer hours per year	500	Volunteer register
Number of B&B nights booked per month	30	Bookings data
Social isolation reduction	Qualitative data	Annual community survey
Available Financial Surplus for Investment	£15,000 / year	Annual report

*Draft social impact & KPI metric to measure level of management success*

Other benefits to the community that the project could provide include:

- Quality local employment opportunities, paying above the national living wage.
- High quality training programmes to equip locals with the skills to succeed in high end careers within the hospitality sector
- Investment in improvements to the asset and its facilities for the benefit of the community (e.g to invest in conversion of the barn, promote B&B rooms, improve accessibility , install renewable energy solutions etc).
- Potential alleviation of parking problems by promoting the car park and pub to visitors of Kennall Vale Nature Reserve.
- Raising the profile and reputation of the village and community of Ponsanooth.
- Surplus profits to be invested into a grant fund to be used for maintenance / improvement of village facilities and made available to help other village groups do more.
- A democratically decided direction, empowering the organisation to truly meet the needs and wishes of the village community.

## 2.5 The Current Situation

### 2.5.1 Why Is The Asset At Risk

The current owners, Mr and Mrs Randle, own the pub freehold. They initially leased the property from November 2022 and have owned the property since May 2023.

At the beginning of their tenure, the pub offered food daily, and the owners converted two of the upstairs rooms into en suite guest accommodation to a very high standard, with plans for a third bedroom.

The Stag Hunt stopped serving food at the beginning of 2024 and in its place mobile catering units provided food on a semi-regular basis until November 2024 when this ceased altogether.

The guest accommodation ceased operation in October 2024 and the pub's opening hours were reduced.

The pub closed its doors on 1st January 2025.

The Owners then reopened the pub on Friday & Saturday evenings at the start of February 2025, supported by volunteers. This is not a sustainable model for long term operation, but does clearly serve to demonstrate the community commitment to keeping the doors open.

The Stag Hunt was publicly marketed with Miller Commercial in May 2024, coming onto the market at an asking price of £575,000, there have since been multiple reductions, with the current asking price of £490,000 being advertised from January 2025.

Offers are being invited from pub operators and from developers. As far as we are aware, no firm offers from pub operators have materialised over the last year. There is an increasing risk that any sale will be to a developer seeking change of use to build residential dwellings. The vendors have confirmed to us that should no purchaser come forward for the business, they will reluctantly be forced to consider this as an option.

The community is concerned that a sale to a residential developer will result in the closure and loss of the pub forever. As a result, Ponsanooth Community Benefit Society has been set up to run a community campaign to raise the funds and make its own bid for the pub.

PCBS has informed Mr Randle and Miller Commercial of their interest in making a community bid for the pub, subject to securing funding, and the vendors have expressed a preference to sell to The Society.

### 2.5.2 An Independent Valuation

A full independent valuation, condition report and assessment of Fair Maintainable Turnover has been commissioned from an MRICS qualified expert, JS Reakes Ltd. This was funded by a grant received from The Community Shares Booster Programme, which is part of the activity of Co-operatives UK, the national authority on Cooperative businesses.

As expected, the results of this survey have confirmed that the pub is over-valued, in poor condition and is trading well below its Fair Maintainable Turnover level.



## 2.6 Community Engagement

From the start, local people have been at the heart of this project. The community came up with the idea to save the Stag Hunt Inn, the community provided the volunteers to form an initial steering group and the community established the Ponsanooth Community Benefit Society, along with a website, a social media campaign, a document sharing facility and a community questionnaire to engage the whole community.

It was the overwhelming response to this questionnaire from the whole village which not only spurred us on, but has informed our thought processes and is at the heart of all of our plans. At all stages of the process the community has provided the ideas and inspiration which have formed the basis of this business plan. Since the initial survey we have held many community sessions to encourage an active and open dialogue with the people of the village - after all it is the community as a whole who will decide whether or not the project succeeds. Details of community engagement activities are included in *Appendix D - Timeline To Date*, and include our 'Pop Up Pub In The Park' event, Apple Day, information stands at most village events through the summer and open Q&A sessions held in Ponsanooth Hall. The attendance at these events, and the feedback we have received serve to demonstrate a very high level of interest in the project from across all demographics in the village.

Many local volunteers have offered their help and expertise, and all the ideas outlined in this document belong to the community and the members who have promoted them. The role of PCBS is only to execute the plans and wishes of the village and parish community.

## 2.7 Local Businesses

Careful consideration has been given to the effect of a revitalised pub on the many other businesses in and around the village. These include Hideaway, Blooming Tea Garden, the two breweries in the village, and most notably Ponsanooth Stores. As a group we feel strongly that a thriving pub will have a hugely positive effect on the local economy, bringing additional footfall to these businesses and providing new opportunities for working in collaboration and to enhance each others offerings.

We have been careful to build our business plan to compliment rather than compete with the other businesses within the village and surrounding areas, and to avoid replicating the services which Ponsanooth already has on offer.

We have made a commitment that the development of a community pub should not be at the expense of any of the other vital community assets on offer in Ponsanooth.

## 3 | Marketing & Communications

### 3.1 Communication Programme

We aim to achieve the widest possible community involvement and investment by promoting the pub as a social hub at the heart of the community: *'A vibrant food, drink, and social destination, where everyone is welcome. A local hub that works for purpose over profit and that truly represents the diverse community it serves.'*

This means encouraging local residents to feel positive and confident about the plans to purchase the pub and to take a sense of ownership of The Stag and the 'Save The Stag' project. We'll achieve this through an active and inclusive communications programme, led by a dedicated volunteer work group.

#### 3.1.1 Phase one

Our marketing campaign initially created awareness and interest by emphasising the need to save the pub for our community. By showing that the pub can become a multifunctional welcoming space, serving the whole community, we sparked the desire to act and invest in Ponsanooth Community Benefit Society in order to purchase The Stag Hunt for the community.

Our messaging in this first phase of communication revolved around planting the seeds of the idea, our aspirations for what the pub could become and outlining the mechanism by which we could achieve it (CBS structure etc.). PCBS held information sessions in the village hall, and had popup information stands at various village events. The social media strategy at this point was to keep the community informed as to the process which needed to be followed (whilst learning this ourselves at the same time), and 'sounding out' the level of support in the village.

#### 3.1.2 Phase Two

The second phase of the strategy is preparing the community for action. We have been informing them about how exactly they can help, what we will need to do to make the goal a reality and what they can expect from us and from The Stag in return.

We have held some high profile village events of our own (such as Pop Up Pub In The Park and Apple Day) and have continued to host Q&A / information sessions at a range of other social gatherings. Our social media strategy has been more consistent during this period, posting three times per week. The posts have been a mix of three broad subject areas. 1 - Statistics, facts and figures about the difficulties that pubs are facing. 2 - Inspirational posts about other successful community pub stories and other groups aiming to save community assets. 3 - posts focusing on our local area intended to attract wider support and cement our place within the local community.

These posts are building in frequency and increasingly concentrating on the inspirational posts and 'how can I help' messaging.

#### 3.1.3 Phase Three

Phase three will be the call to action, and will coincide with our share offer launch. By this stage we hope to already have the community on board - they will understand the need to act, will have an appreciation of the exciting opportunity for the village, and will know how they can support us to make this happen. This most critical phase will draw on all of the groundwork already put in, and will motivate our supporters to act. See section 3.7 - Marketing the share offer.

### 3.1.4 Phase Four

Once successful with the share offer, phase four will be about building and maintaining excitement for the project within the community. This will be the stage of the project where we are most in need of volunteer helpers and our communication strategy will be key for this.

We will keep the community informed and updated with progress from close of the share offer through to opening of the pub.

### 3.1.5 Phase Five

Phase five will run in conjunction with phase four, and will be the marketing and advertising campaign for the community owned pub in the run up to its opening.

At this point, the 'Save The Stag' campaign will be a success story, so we anticipate a great deal of local media interest which we can capitalise on as free advertising for the new venture.

We will use both a paid social media advertising campaign and organic posts to promote the offering, the vision and the journey of the community pub, building support and brand loyalty prior to, and following our opening.

## 3.2 Local Businesses, Groups, Societies & Clubs

We will seek to work with local businesses, groups and clubs to raise awareness of the project amongst their customers, users and visitors. We'll achieve this by attending business networking events, distributing leaflets and posters within local businesses, and maintaining an open dialogue with local groups.

By carefully identifying key strategic partners we can form meaningful relationships early on with other groups and businesses within the local and wider community, which in time will develop into mutually beneficial partnerships.

## 3.3 Print Communications

The majority of Ponsanooth's residents are comfortable with digital communications but many are still reliant on (or prefer) physical communications and word of mouth. For this reason, we have prioritised public meetings (advertised via the village newsletter, Facebook page and posters) and will continue to ensure key printed materials are available as door drops and posters, or distributed by local volunteers to communicate important information, dates, actions and deadlines

## 3.4 Digital Communications

We have a multi-channel digital communications approach, which includes The Ponsanooth Post, multiple social media touch points and our own website.

We've designed our website ([www.savethestag.co.uk](http://www.savethestag.co.uk)) using key Search Engine Optimisation (SEO) principles, to be easily navigable and to include project details, events, photography, and FAQs. Site visitors will be able to access and download key documents, such as this business plan, our community share offer, financial forecasts, society rules etc. These documents will all be available through the website by the time of our share offer launch. We have sought permission to contact people via the website and at our public meetings, in line with data protection and GDPR laws.

Our social media presence will mirror, support and enhance the print media campaign, helping to raise awareness among a more geographically diverse audience. Additional platforms, such as Youtube will help us boost interest using video, and using the Crowdfunder.com platform to collect donations will help us establish credibility with supporters and reach a global audience. We'll post online articles (on our own, and on external digital publications) to create a continuous flow of information to keep our project front of mind.

### 3.5 Direct Communications

#### 3.5.1 Passive Communication

The Interim Management Committee are committed to maintaining an open dialogue with all members of the community and to this aim have held a number of drop-in information sessions where the team are on hand to answer any questions or allay any concerns held by the community.

This commitment to openness will continue with an ongoing series of information sessions at differing events, venues and times in order to target the different demographics represented in the village. For instance we have targeted families / parents with sessions at the Street Games evenings on the playing field, and have been represented at most of the village events throughout the year as well as having open meetings at The Ponsanooth Hall. We also plan to attend the Ponsanooth Wellbeing Hub to discuss our plans and answer the questions of the older generations.

#### 3.5.2 Targeted Communication

The committee will identify specific individuals, groups and businesses to approach with information about our vision and plans. These may be key stakeholders in the village, those who we think could be (or have access to) significant investors or other businesses we hope to work with in the future.

If we can create a network of local businesses whose values and purposes are closely aligned with our own then we will be able to draw on their expertise, connect directly with their customer base and hopefully encourage them to invest in the future of The Stag as a community pub for Ponsanooth.

### 3.6 Media Coverage

The quantity and quality of coverage we have already received clearly demonstrates a great interest in the process we are undertaking. Our campaign has already featured in the following outlets:

- BBC Spotlight (Regional News)
- BBC Radio Cornwall
- AFWM (a wealth management publication)
- Cornwall Live
- Falmouth Packet
- The West Briton
- Ponsanooth Post Magazine
- Local Election Campaign Leaflets
- We were even mentioned in Parliament by Jayne Kirkham MP

In the run up to the launch and during the Community Shares Offer period, we aim to get coverage in print, online, radio and TV, as well as placing paid advertisements. We will approach key influencers with a keen interest to help us spread the word to new and diverse audiences. Examples of publications we'll target, include:

- Westcountry Live
- BBC Spotlight
- BBC Radio Cornwall
- Rewind Radio
- Pirate FM / Hits radio
- The Cornish Times
- The Cornishman
- Industry and trade publications

We will pitch specific marketing articles to special interest groups, such as walkers, cyclists and pub enthusiasts. In addition, our location and industrial past put us in a great position to leverage our cultural and historical connections around the world. We have already identified a large number of Miners Associations and Cornish Societies as far afield as Australia, the USA and South Africa, who we feel could be the source of a significant number of investors.

### 3.7 Marketing The Community Share Offer

#### 3.7.1 Prior To Launch

Save The Stag have previously shared posts and articles about community shares to introduce the concept to the wider community. In the run up to the launch of our share offer we will double down on this effort sharing a mix of factual, informative posts about the model, and inspirational posts showcasing our vision for The Stag.

The launch event itself will be well promoted to the community using local printed publications (e.g. Ponsanooth Post), local Facebook groups, prominently displayed posters and a leaflet drop around the village, as well as direct invitations to key stakeholders.

#### 3.7.2 Launch Event

PCBS will host a Community Share Offer Launch Event on 20th November in Ponsanooth Hall. This will celebrate the official opening of the offer, and will give the local community a chance to come together to discuss the plans, find out more and have their questions answered.

The evening will feature a presentation by the interim management committee of their vision for The Stag and an overview of the community shares model. There will also be guest speakers in attendance - Vince Curtis (former chair, CAMRA Cornwall) will speak on the role of pubs and the potential of community ownership, and a representative of The Prince Of Wales (Cornwall's only other community pub) will speak about their journey to raise the funds required, and their experience of operating the pub since 2022.

The aim of this event is not just to raise awareness of our share offer, but to demonstrate (through independent speakers) that both community pubs, and community share offers, have a proven track record and are a realistic model to Save The Stag.

We will invite key stakeholders and local media to attend in the hopes of generating further free publicity with a wider target audience.

### 3.7.3 Continued Marketing

Throughout the duration of the offer period we will need to work hard to keep up the momentum and ensure the project stays at the front of peoples ' minds.

We have planned further events to share information and answer questions, as well as to encourage investments. We will attend many of the Christmas markets in surrounding villages with the possibility of buying shares on the day, but primarily to raise awareness in the wider area - we believe that much of our support will also come from outside the village.

With the support of the current owners, we have organised two exciting pub takeover events, where the Save The Stag team will run the pub on both Christmas Eve and New Year's Eve. This will be a perfect opportunity to promote the share offer and to demonstrate how beneficial the pub could be for the village if under community ownership - a vision of the warm, welcoming and convivial atmosphere we intend to create.

We will take advantage of our position on a busy A393 and will find strategic positions to advertise the offer to the many travellers who pass through our village daily with banners and posters pointing them to our website for more information. By varying the messaging and placement of these we hope to avoid regular passers-by growing blind to them.

We have identified a number of groups which we think could have an interest in investing, and we will reach out to each of these groups personally, having already established a working group for this purpose.

As well as our own social media channels (which has a limited reach), we will try to push updates through as many other channels as possible - local groups, shared interest groups and getting supporters to share posts etc.

By sharing updates when we reach key points in the campaign (first 100 investors or reaching £100k etc.) we will keep the attention of the community, and demonstrate to those who may have been sceptical at first that we are building momentum, hopefully reassuring them that we can ultimately be successful.

Once we can start to demonstrate a level of success we believe that we can generate further media interest, which will build upon the momentum.

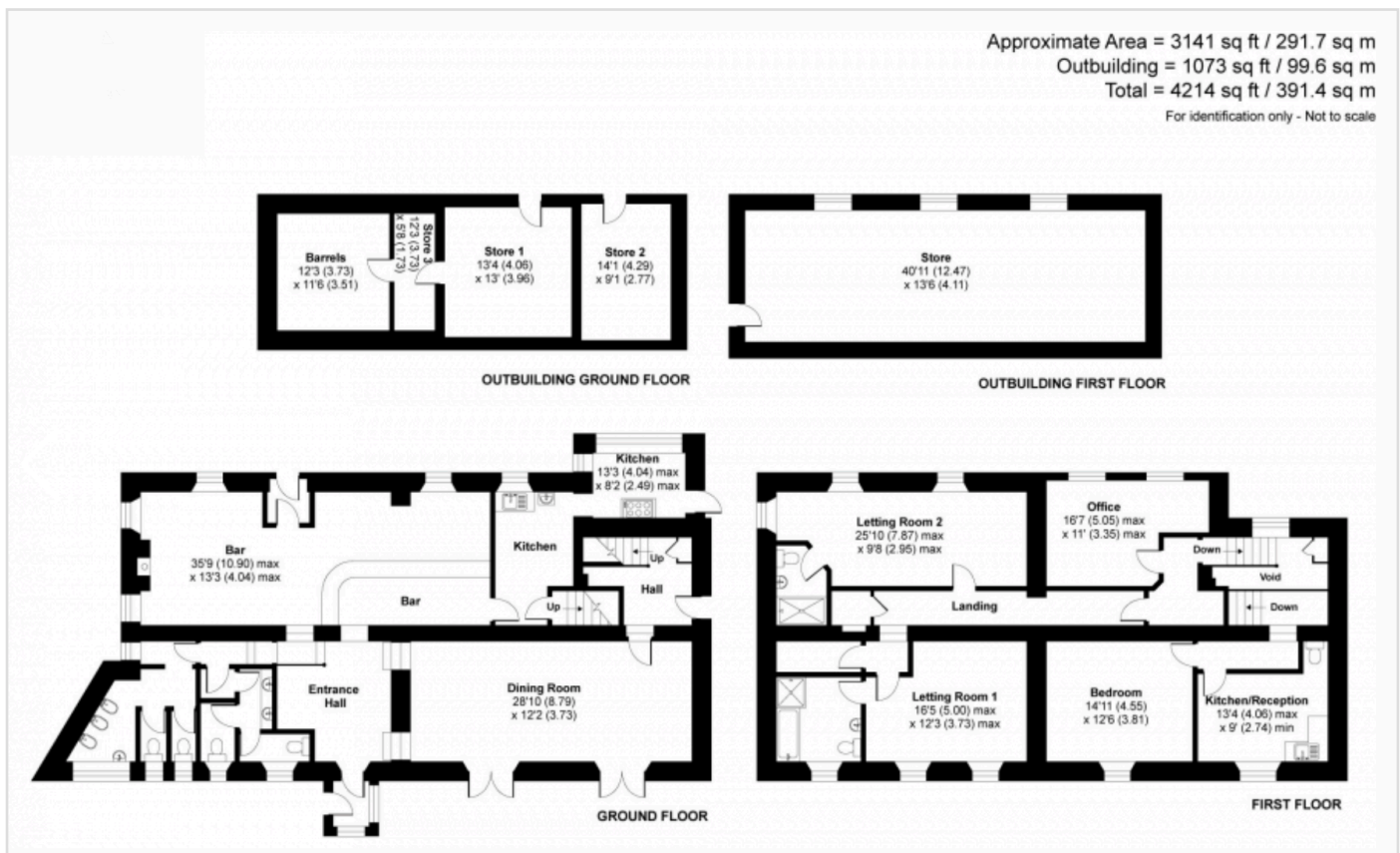
## 4 | The Site

### 4.1 The Stag Hunt Inn

The Stag Hunt Inn is one of the oldest buildings in the village, originally consisting of just the front part of the current pub, before expanding to incorporate a pair of cottages situated behind (this explains the unconventional layout over differing levels). It has served this community as a convivial social meeting place since the 18th century.

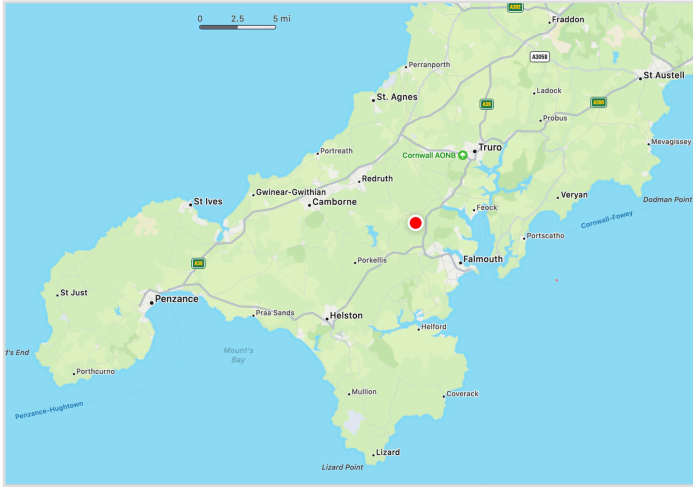
Ponsanooth Parish Council applied for the pub to be listed as an Asset of Community Value (ACV) in January 2025. This would provide a formal, legal recognition of the importance of its role within the parish, and would become a material consideration in any potential change of use application in the future (i.e. another hurdle in the way of any prospective developer). This application was initially rejected by Cornwall Council however we have taken on board the feedback received from the Community Link Officer and are in the process of reapplying with the additional information suggested and we are confident of our chances of success this time around.

The Stag comprises the bar, 2 letting rooms, owners accommodation, exterior beer garden and car park, store rooms, cellar and barn with huge potential for conversion. The premises also benefits from a commercial kitchen and can accommodate up to 50 covers.



Floor plan of The Stag - copyright Miller Commercial





*The Stag, Ponsanooth site location*

## 4.2 Purchase, Renovation and Improvement

The current asking price for the Stag hunt is £490,000.

The rules around Community Share Offers mean that we must specify a minimum target, optimum target and maximum target for the offer. If we fall short of the minimum target, the offer is deemed to have failed and all monies will be returned (net of any unavoidable costs not covered by grants or donations), whilst if we reach the maximum target we must close the offer and will not accept investment from any additional applicants.

To cover a successful bid for the pub, incidental acquisition costs, related professional fees and essential renovation works, the remainder of the funds will need to come through donations, grants, and as a last resort, loans.

PCBS will register for VAT so that VAT costs are reclaimed each quarter.

The Stag Hunt could reopen with minimal renovation but will need some cosmetic attention, which we hope will largely be carried out by volunteer work parties.

It is intended to renovate the structure to bring the pub up to a standard such that a manager can focus on running the pub without concerns about the condition of the building.

The most essential renovation works are:

- Undertake necessary structural repairs – rotten windows, damp issues etc.
- Improvement and renovation of the toilet facilities
- Upgrade managers accommodation – kitchen, bathroom, decorate etc.
- Restore outside areas and improve the curb appeal.
- Improved accessibility to be more inclusive.
- Improve basic pub facilities – kitchen improvements, boiler/heating, replace defective wood burner, cellar operations etc.

We hope to carry out these works as part of the first stage of this project, using funds raised by our



Community Share Offer, grant funding and other fundraising efforts. However this will of course depend on the amount raised.

We have been given access to the property by the owner to carry out an initial assessment of the essential renovations required and have made an informed estimate of the costs involved. Those indicative costs of essential renovations will be validated by a structural survey carried out prior to the acquisition of the pub.

Any surplus funds raised that are not spent on acquiring and renovating the Stag Hunt will be held in a capital reserve. This will be used, along with future retained profits of PCBS, to fund capital improvements to meet the community aspirations.

Further capital improvements to meet the community aspirations for the pub will enhance the viability of the pub but are not necessary for the pub to operate in the short term. These include:

- Convert the barn into an extra function room with extra seating and access to the gardens.
- Adding extra seating capacity with a small conservatory extension to the barn to provide additional family friendly areas.
- Reconfigure kitchen, bar and cellar to improve efficiency and increase food capacity.
- Green Infrastructure plan and ecology enhancements.
- Renewables work (e.g. PV panels to reduce energy running costs, electric car charging etc.)

**These capital improvement works will come as a later phase of the project, only when we have further available capital (through additional fundraising, grant applications and accrued trading profits)** They will be fully costed and only implemented when sufficient funds are available.

Our vision is for the Stag Hunt to be a vibrant food, drink, and social destination, where everyone is welcome. A local that helps village life thrive. This vision offers key advantages which will put the pub in a strong position to thrive as an economically viable and sustainable business:

- Once successful in outright purchase of the freehold the business will not need to make regular repayments for loans or mortgages, massively reducing the threshold for financial success.
- Over time our planned capital improvements to The Stag will introduce additional revenue streams and will reduce its operational expenses.
- The Stag Hunt will be ‘more than a pub’ providing a wide range of services to the local community encouraging more local footfall.
- The Stag Hunt will have the support of the PCBS Management Committee and its members and volunteers who will regard the pub as ‘their local.’
- The business will have the luxury of primarily operating for purpose over profit. If we are meeting the unfulfilled needs of the community then simply breaking even will count as success, though we expect to greatly exceed this.
- The experiences of all the other community pubs we have come across demonstrate that the community support for the project will translate into improved levels of trade. Once the community are invested in the success of the business (whether financially or emotionally) then they are more likely to frequent the pub.
- Many of the services we intend to provide and groups we hope to support may help our eligibility for further grants down the line, allowing us to further develop our offering.

## 5 | Ponsanooth Community Benefit Society Limited (PCBS)

### 5.1 PCBS

PCBS is a limited liability community benefit society that is registered with the Financial Conduct Authority (FCA) using a set of pre-approved model rules developed by Plunkett UK (a charity that has been helping communities to set up and run community owned enterprises since 1919). Almost two thirds of all existing community owned pubs use a CBS structure; our CBS registration number is 9524.

The defined purpose of the CBS is 'to carry on business for the benefit of the community' and the rules of the society include a Statutory Asset Lock. This asset lock ties the ownership of the pub to The Society rather than any individuals involved and restricts the conditions under which the pub may be sold. This effectively means that the pub will belong to community in perpetuity.

To this point all activities undertaken by The Society have been funded by grants received from Ponsanooth Parish Council and Cooperatives UK, as well as funds raised at community events.

A copy of the Rules of the Society can be accessed at the following web address showing our Financial Conduct Authority (FCA) registration <https://mutuals.fca.org.uk/Search/Society/31995> or can be accessed on our own website ([www.savethetag.co.uk](http://www.savethetag.co.uk)) or requested from the Management Committee.

The Society is a democratic organisation that operates on the principle of 'One Member One Vote' regardless of the amount each Member has invested, meaning that no individual (or group of individuals) can 'buy' a disproportionate influence over the enterprise. Anyone purchasing the minimum number of shares (100 as outlined in our Rules) will become a member of the society (see section 5.6). Every Member has a single vote and an equal say in the making of decisions, election of management committees and approval of financial matters. This ensures a truly representative business which reflects the needs of the community equally, not just those with the deepest pockets. Additionally, as a Community Benefit Society, the organisation has a statutory responsibility to communicate with and listen to the ideas of the wider local community.

As with all financial investments we advise you seek financial advice if you are unsure of the risks, and as always you should never invest more than you can afford to lose. The Society will be a limited liability entity - this means that the most any Member can lose is the amount originally invested. Members would not be liable for any activities of the appointed manager.

### 5.2 PCBS Management Structure

The dictated by CBS Best Practice, members of the Management Committee will be equally responsible for committee actions and decisions. They will be collectively responsible and accountable for ensuring the Society is performing well, is solvent and complies with all its obligations.

There will be an Interim Management Committee consisting of a co-opted group drawn from the volunteers currently driving the project. It is intended that this Interim Management Committee will oversee the project through to acquisition of the pub, at which point they will all stand down.

At the first Annual Members Meeting (AMM) a new Management Committee will be elected by the members. To offer a degree of continuity during the early period of the business plan, the majority of the Interim Management Committee have committed to offer themselves for re-election.

The normal term of a position on The Management Committee will be three years, with no member being eligible to serve more than three consecutive terms (maximum 9 years).

*Full details of the organisational structure, election process and responsibilities of The Management Committee can be found in the Rules of The Society (accessible at [www.savethestag.co.uk](http://www.savethestag.co.uk))*

### 5.3 Management Committee Responsibilities

The main responsibilities of the Interim Management Committee are to:

- Raise the necessary funding for the purchase of the Stag Hunt.
- Plan and Carry out any essential maintenance / renovation works to the building.
- Advertise for and employ a manager and to define the contract terms to ensure that The Stag is operated in a manner compatible with the ongoing needs and wishes of the local community.
- Continue to listen to the needs of local residents, members and advocate ideas for improving the social impact in collaboration with the manager.
- Decide when and how to use any capital improvement reserve to invest in and improve the asset.
- Maintain the structure of the building.
- Produce an annual report, recommend the level of interest payments to Members, organise the AMM and maintain an open dialogue with Members and the wider community.
- Monitor and manage the Society's financial affairs for the benefit of the community and ensure the Society complies with all applicable regulations.

The Management Committee will set the broad policy direction for the business and agree specific standards with the manager, including certain aspects which community feedback has shown to be important. Beyond that, however, the manager will be left to manage and operate the business as they see fit. The Management Committee will not get involved in, or interfere with, the day-to-day running of the pub.

### 5.4 Management Committee Governance

The first Members of the Society shall be those who signed the application for registration.

The first Members shall appoint the Interim Management Committee who shall serve until the first Annual Members' Meeting.

At the first Annual Members' Meeting, all the members of the Interim Management Committee shall retire but shall be eligible for election to the Management Committee.

Those elected to the Management Committee shall take office immediately after the conclusion of the first Annual Members' Meeting to serve their first term of office, and the following provisions shall apply to them in order to create staggered terms:

One third of those so elected, who obtained the highest number of votes, shall serve until the conclusion of the fourth Annual Members' Meeting.

One third who obtained the next highest number of votes shall serve until the conclusion of the third Annual Members' Meeting.

The remainder of those elected shall serve until the conclusion of the second Annual Members' Meeting.

## 5.5 The Interim Management Committee

**Sam Fitch** (*Chair*) moved to Ponsanooth in 2018, and his three daughters have all attended Kennall Vale School. He sits on both the Parish Council and the PPFA, and together with wife Joanne, Sam owns and manages an event bar company, and has run hospitality businesses since 2007.

Growing up in a rural community, Sam is all too aware of how important a village pub should be, and how when run properly, it has something to offer for every member of the community. As one of the founding members of Ponsanooth Community Benefit Society, Sam feels strongly that as well as having a village pub, for Ponsanooth to have an earned revenue stream, creating profits to reinvest in village projects will improve the resilience of the village and the opportunities for its residents.

**Mark Berriman** (*Secretary*) was born in Cornwall and has lived on the outskirts of Ponsanooth since 2013. He owns and runs a small holding with multiple holiday accommodation properties with his wife Katherine. He is the secretary for the PCBS and is one of the initial team that set up the PCBS. He is keen to see the pub retained for the community allowing for a meeting and social point in the village.

**Joanne Fitch** fell in love with Cornwall in 1999 when she attended Falmouth College of Arts. Along with her husband Sam, Jo now runs an event bar company and a mobile ice cream trailer at Gyllyngvase beach during the summer months.

Jo is chair of The Friends of Kennall Vale School where her daughters attend and helped in making this fundraising committee into a registered charity.

She has lived in Ponsanooth since 2018 and loves the community here. Jo is one of the founding members of Ponsanooth Community Benefit Society and believes that the pub can be the centre of social interaction again, a hub for the local and wider community alike.

**Sarah Treen** was born and grew up in the parish. She and husband Simon have lived in the village for 12 years and together they run Treen's brewery, with 3 children at the school. Aside from having knowledge of the industry, she and Simon are long time supporters of the Stag, one of it's near neighbours and they would both like to see it remain at the heart of the village.

**Ash Pearson** has lived in Ponsanooth since 2005. Has enjoyed many lovely nights at the pub with friends and hatched many plans from there and wants this important meeting place to continue and thrive. He is a member of the Ponsanooth Playing Field Association and is involved in Streetgames, Fair day and Posh Frocks each year.

**Brian Underhill** spent 25 years in the army and police force, before 20 years in computer forensics and data recovery. He is married, having proposed to his wife in Kennack Sands in 1993 and has lived in Ponsanooth since 2021. A strong believer in village community he is keen for The Stag to be retained as a village pub and developed into 'the heart' of the village with different amenities to cater for all demographics and as a magnet for visitors to the village.

**Chris Freer** is a senior professional with extensive experience across manufacturing, marine innovation, and community enterprise. He brings a methodical, solutions-focused approach to project delivery, underpinned by strong skills in strategic planning, stakeholder engagement, and whole-business sustainability. With specialist knowledge of the marine sector - including floating offshore wind, RD&I, and supply chain development. Chris also offers expertise in funding management, risk, operations, and green skills. His confident leadership, attention to detail, and deep understanding of Cornwall's maritime economy make him a key driver of locally rooted regeneration.

**Chris Marshall** was born and raised in Cardiff, graduated from Falmouth School of Art in Graphic Information Design, and completed an MA in Computer Animation at Bournemouth University. After running his own Motion Graphics and VFX company for nearly 15 years he moved to Ponsanooth. As well as continuing his work in broadcast TV and film, and teaching at Falmouth University, Chris publishes The New Ponsanooth Post newsletter and is passionate about preserving and enhancing local facilities in the village.

**Pez Hargreaves** has lived in the village since 2015, Pez spent 22 years in the Army before spending 17 years in various safety positions. He is eager for the stag to be preserved for the future and for it to continue playing a crucial role in fostering social connections

**Ally McGee-Harrison** has lived in Ponsanooth for the past 8 years. For the last six months she has given up her time to volunteer behind the bar at The Stag to help secure its future. Allison believes that if the community can purchase the pub now, it will support young and old, the local community and beyond for many years to come.

No conflicts of interest have been declared or identified within the interim management personnel. We have a comprehensive 'Conflict of Interests' policy (POL-007) available to view at [www.savethestag.co.uk](http://www.savethestag.co.uk). At present we have nobody filling the role of Society Treasurer. We have strong financial management skills within our core group, and have got this far without a treasurer, but we are actively seeking to recruit someone to the Interim Management Committee who is willing and able to fill the role, and we anticipate doing so within the next three months.

## 5.6 Members

Any person aged over 16 can buy the minimum number of 100 x £1 shares in PCBS to become a Member of the Society. Each Member has one vote to exercise at the Annual Members Meeting regardless of how many shares they hold.

Those eligible for membership (i.e. aged over 16) may purchase shares as a gift for anyone under the minimum qualifying age. In this instance, the shares will be held by the giver until the recipient reaches 16 years of age, at which point ownership can be allocated to the recipient, along with all previously accrued interest.

Any business, association, family or other group of individuals may purchase shares collectively, however they must nominate a named individual to be registered as the named shareholder. This individual will hold the voting right, and will receive the interest payment on behalf of the whole group.

We have applied for a shares underwriting fund, but at time of writing we are awaiting confirmation of acceptance. However, if successful this will give anyone the option to spread the cost of purchasing shares over 12 months, interest free. We have always felt passionately that nobody should be excluded from buying shares and becoming a member purely on the grounds of affordability. Spreading the cost of the minimum investment over 12 months equates to less than £2 per week, which we hope will make membership affordable to all.

Only Members can be elected to the Management Committee and any Member may stand for election. All Members will have access to The Annual Report, which will set out details of the operation of the Society and how it has developed its activities over the previous year, and which will include a report of the accounts.

The members shall be responsible for electing The Management Committee at the AMM. The Rules also provide for other ways in which the membership may hold the Management Committee accountable for the running of the Society, including calling a Special Members Meeting if required.

## 6 | Operational Model

### 6.1 The Employed Manager Model

#### 6.1.1 A Hired Manager

The advantages of a manager vs a tenancy model were discussed by the steering group at length. There are merits to both approaches.

If a tenant were to be appointed, while there would need to be an understanding of the needs and desires of the community, by and large the tenant would have the freedom to run the business as they saw fit, with the aim of generating a profit for their business. Any financial risks associated with trading would be the tenants'. The primary income that would accrue to the CBS would be rent paid by the tenant.

In a 'managed' model, the CBS would directly employ a manager (and all other staff), who would run the business on a day-to-day basis, with the management committee maintaining oversight of the business strategy. Any trading profits (or losses) would accrue to the CBS.

On balance, our preference is a managed model with specific community focussed KPIs contained in the employment contract against which the manager will be measured. For example, these could include:

- Turnover and net profit targets
- Their working relationship with the Management Committee
- Satisfaction feedback surveys from customers, Members and residents
- Their support for the community at large
- Their success in implementing community events

The performance of the manager will be formally measured against these KPIs through regular reviews with the management committee, and informally by maintaining an open dialogue with the committee, members of the society and customers of the pub.

The intention is to hire a dynamic and entrepreneurial manager who shares our vision for placing The Stag back at the heart of the community, and offering 'more than a pub'. The employment contract will ensure the manager considers the needs of the local community first and foremost when making managerial decisions. The contract details, KPIs and community vision for the pub will be advertised on the open market. An entrepreneurial manager that shares the community vision will be appointed to handle the day to day running of the pub, independently from the Management Committee of The Society who will help define the broader direction of the business and consult on plans for its future development.

Selecting the right manager will be critical in ensuring the success and long term future of The Stag. The employment of a manager will allow the community full control of The Stag to ensure the needs of the local community are met and to allow the pub to be at the heart of our community. The Interim Management Committee will advertise the position and oversee the recruitment process.

An entrepreneurial manager who shares the community vision will be appointed to make a success of managing the asset with the support of the elected Management Committee.

Several mechanisms will be used to encourage management applications including:

- Advertising in the local and trade press.
- Personal approaches to known managers/chefs.
- Local social media PR campaign.

The selection process will include a review of a standardised business plan which all prospective managers will be asked to complete together with an interviewing process to ensure the manager understands the community's vision for The Stag and their KPIs. Whoever is appointed will need to have the energy and enthusiasm to buy into the vision, and to contribute to its on-going development moving forward.

### 6.1.2 Manager Job Description (Draft)

**Job Title:** Community Pub Manager

**Reports to:** PCBS Management Committee

**Salary:** Competitive, above living wage + managers accommodation

**Contract:** Full-time, permanent

#### Key Responsibilities:

- Day-to-day running of The Stag Hunt Inn (bar, kitchen, B&B, events)
- Deliver excellent customer service and community engagement
- Implement community-focused activities (warm space, events, groups)
- Manage staff and volunteers
- Oversee financial performance (stock, cash, reporting)
- Maintain building and compliance (health & safety, licensing)
- Work with Management Committee to deliver KPIs

#### Person Specification:

- Experience in hospitality/pub management
- Strong leadership and people skills
- Commitment to community values and inclusion
- Entrepreneurial approach to growing revenue
- Excellent communication and organisational skills

#### KPIs:

- Turnover and profit targets
- Community involvement targets
- Customer satisfaction scores
- Volunteer hours coordinated

### 6.1.3 Additional Staffing

In addition to the full time manager, we anticipate that the only other full time employee will be a chef. To support these roles we will require part time employees filling the roles of bar staff, kitchen / waiting staff and barista. We plan on offering good rates of pay, always above the national living wage, and this is where opportunities for training programmes and qualifications could be offered.

At busy times, for particular events or for specific tasks we will support these roles with volunteer staff.



### 6.1.4 Roles & Responsibilities

The management committee will need to work successfully with the manager of The Stag in order to enact the details of this business plan and to achieve the vision drawn up by the community they both serve. This will be achieved through a careful recruitment process to ensure the successful applicant for the role of manager shares our vision of a community led offering, and by a very close ongoing working relationship. The management committee will meet on a monthly basis, and will meet with the manager just as frequently (although separately from the committee meetings).

The roles and responsibilities of each party is as follows:

#### **Manager**

- All day-to-day operations of The Stag
- Operational compliance (H&S, licensing, etc.)
- Managing financial affairs of the business
- Recruitment and retention of staff
- Coordinate volunteers

#### **Management Committee**

- Recruitment of manager
- Strategic direction of PCBS and The Stag
- Further grant applications and fundraising
- Management of all Society business (meetings, membership, interest payments and withdrawals etc.)
- Monitoring and overseeing the financial affairs of the business
- Monitoring the social impact of The Stag
- Feeding back community priorities
- Monthly meetings with the manager to discuss plans and performance
- Maintenance, improvement and development of building (accessibility, fire safety, security etc.)
- Marketing & promotion

### 6.1.5 Manager & Chef

Our ideal scenario would be to recruit a couple to fill the roles of manager and chef, and this is how our financial forecasts are modelled. However should this not be possible, the recruitment of a manager will take priority, and they will be given first refusal over the on-site accommodation. If either the manager or the chef are recruited and do not take up the live-in accommodation then this would need to be reflected in a salary increase. Our financial forecasts have plenty of headroom for this to be achieved.

Aside from some refurbishment of the kitchen, the timescale of our planned introduction of a food offering can largely be decided around the availability of a suitable chef. If it would help the business to achieve the ideal scenario of a couple to fill both roles, then we can certainly accelerate the introduction to facilitate this.

## 6.2 Our Offering

### 6.2.1 Drinks Offering

From day one we plan to open The Stag on a 'wet only' basis (drinks only, with no food to begin with) 6 days a week - from 12 - 11pm Tuesday to Saturday and 12 - 10pm Sunday. We will offer a full range of alcoholic drinks, as well as improving the 'low and no alcohol' offering of The Stag. We will prioritise quality, local suppliers and will do all we can to support the businesses on our doorstep (i.e. the two breweries within the village and the countless other breweries and distilleries operating within Cornwall)



### 6.2.2 Food Offering

From both a business perspective, and from the responses to our community engagement, we are very much aware of how important it will be to have a quality and reliable food offering. Our current modelling is built around introducing our food offering in December 2025, giving us time to 'find our feet' as a wet led pub, to redevelop / refurbish the existing kitchen and to recruit a suitable chef. If we find ourselves in a position where we feel able to introduce this earlier, then we will start as soon as possible.

We plan to offer 'good quality pub food at reasonable prices', with two sittings per day - a lunch menu and an evening menu, with a carvery option on a Sunday.

Prior to introducing our own food offering we will invite local businesses (e.g. Circes, Hideaway, Dough & Dour, Aussie Smoker etc.) to hold 'pop-up' evenings serving food at the pub. We have built our forecasts around earning a commission on their sales.

### 6.2.3 Luncheon Club

One of our exciting plans to give back to the community is to offer a weekly (or more frequent) Luncheon Club. This will primarily be aimed at the older and more isolated members of the community but equally it could be open to all - offering an opportunity to socialise in a warm and friendly space whilst enjoying a healthy hot meal. Depending on the financial position of the business, we would like to offer this on either a subsidised, 'pay what you can' or even a completely free basis.

### 6.2.4 Community Space

An indoor community space with 'coffee and cake' was repeatedly requested in responses to our February 2025 survey of village residents. Before Covid, a community cafe used to operate on a weekly basis in the village hall space, but it never returned once Covid restrictions were lifted in 2022. It was always popular and well attended, providing a welcome meeting space for the whole community.

We believe by creating a warm, comfortable and friendly space, with a drink-in 'coffee and cake' offering we can provide a facility which the village lacks. A publicly accessible indoor space not only provides a lifeline for isolated members of the community, but also a much needed space to meet and chat for everyone. It is planned that the community space could host (amongst many other things) knit and natter groups, book clubs, 'crafternoons' and a comfortable space for remote working.

Our financial forecasting is built around the community space being open from 8am to midday Tuesday - Sunday, offering quality barista coffee and fresh cakes in a comfortable space, employing one member of staff.

### 6.2.5 Accommodation

The pub has two generously sized en suite letting rooms upstairs, converted and decorated to a very high standard. It is anticipated that during the first year of trading, accommodation will be offered on a room only basis (hence the reduced nightly rate for year 1 used in the financial forecasts).

Following the recruitment of a chef and the refurbishment of the kitchen facilities then we can begin to offer them on a B&B basis, increasing the nightly rate and maximising the income potential. It is thought that the lack of breakfast was the cause of some problems and negative reviews when the current owners were letting the rooms.

## 7 | Financial Model

### 7.1 Costs & Funding

#### 7.1.1 Anticipated Expenses

Costs	Amount (£k)
Property Purchase Costs	
Purchase Price	390
Stamp Duty	9
Survey Fees	2.5
Solicitors & Professional Fees	3
<b>Total</b>	<b>404.5</b>
Renovation Costs	
Owners Accommodation	3.5
Bar Area Refurbishment	5
Fire & Safety / Compliance Work	2
Kitchen Improvement	5
Miscellaneous Improvements	10
<b>Total</b>	<b>25.5</b>
Opening Costs	
Opening Stock	10
Working Capital (3 Months) (Revenue Cost)	43.5
<b>Total</b>	<b>53.5</b>
<b>Total Project Cost (Phase 1)</b>	<b>483.5</b>

### 7.1.2 Funding Sources

<b>Funding Source</b>	<b>Amount (£k)</b>
Community Share Offer	400
Capital Grants	40
Loan	25
Fundraising / Donations	18.5
<b>Total Raised</b>	<b>483.5</b>

### 7.2 Purchase Price

Our fundraising targets and our financial modelling are informed based on a purchase price for The Stag of £390,000, despite the fact that we have not yet agreed upon this price with the vendor. We are aware that many other groups will have achieved this milestone prior to reaching the point we are at.

To reach this figure we commissioned a very thorough independent report and market valuation of The Stag, by highly reputed valuers JS Reakes who specialise in licensed trading establishments.

The vendors have always been very open with us about the fact that they think we will fail to receive the level of support we are expecting from the community. For this reason they have been unwilling to work with us to help our cause, or to enter into any negotiations.

We feel strongly that when we demonstrate there is sufficient dedication to this cause (and financial support) from within the community and from further afield, we will be in a very strong position to negotiate on price.

In their report completed 31st October 2025, JS Reakes provide the following judgement: “We have spoken to the selling agents ... who have confirmed that there is little current interest in the property. We believe that the current condition of the property along with the limited opening hours put potential buyers off”

The property has been on the market for around 18 months with no serious offers materialising, and the selling agents have confirmed that the vendors are becoming increasingly ‘motivated sellers’. Despite an asking price of £490,000 we are confident that an offer of £390,000 is far more realistic and is a very fair offer as it reflects the independent expert valuation carried out. We feel we can justify this price, we have sufficient evidence to back it up, and we believe the vendors are increasingly realising that PCBS may be their only option.

### 7.3 Loan Finance

We are in the process of investigating the possibility of a loan or loans up to the value of £25,000 from a number of sources. These include national providers of social investment capital.

Loan capital will always be viewed as a last resort, but will be considered as part of the funding mix.

### 7.4 Grant Funding

To date, PCBS has been successful with two grant applications. Firstly a grant from Ponsanooth Parish Council has been used to set up and register the PCBS, pay for Plunkett membership, create and host a website and to hire the meeting room at the village hall.

Secondly a grant from Cooperatives UK has been awarded to help meet the costs of finalising and launching the community shares offer.

A further amount of grant funding will be sought from our database of other grant making bodies.

Sadly, the grant funding landscape is looking bleak in the current climate, most notably as a result of the cessation of the central government's Community Ownership Fund. This has been a hot topic recently, and we await further announcements about how the current government aims to assist community groups such as ours to rescue threatened assets which are of great importance to the local population.

Approaches have already been made to the Architectural Heritage Fund, National Lottery, the Community Capacity Fund and a request for matched equity investment from The Co-operative Society's Community Shares Booster Fund.

We have built our financial modelling around differing levels of success with further grant applications.

### 7.5 Community Share Offer

Ponsanooth Community Benefit Society intends to launch its community share offer in November 2025 with a minimum investment of £100 and maximum limit of £40,000 per member (10% of our optimum fundraising target). This is to ensure no single individual would dominate the shareholding structure, and to provide a level of protection to both The Society and The Member. Under the rules of PCBS, Members will be offered a single vote per Member, no capital growth on the share value, an option to withdraw shares, at the discretion of the management committee, and in line with the share withdrawal policy after 3 years (estimated) and, when the business is profitable, a target interest rate payment of 3% (subject to approval of members voting at the AMM).

PCBS have been awarded the prestigious 'Community Shares Standard Mark' from the Community Shares Unit. This mark follows rigorous scrutiny of our share offer plans and documents. It recognises that our offer meets national standards of good practice, has been constructed following careful deliberation and that all due diligence has been carried out.

The share offer will target a fundraise of £300,000 - £500,000 from the community. This will enable a competitive bid to be made for the freehold purchase of The Stag Hunt, together with related costs and funding for essential works to bring the pub into a good state of repair.

The maximum fundraise from the share offer will be set at £500,000 - on reaching this target the shares offer will be closed immediately. Any surplus funds raised that are not spent on acquiring and renovating will be held in a capital reserve. This will be used, along with future retained profits of PCBS, to fund capital

improvements to meet the community goals set out in our vision and identified by the members of The Society.

The Share Offer will be available worldwide but primarily targeted at the Ponsanooth area extending to the surrounding villages and towns of Truro, Falmouth and Redruth which make up the historical catchment

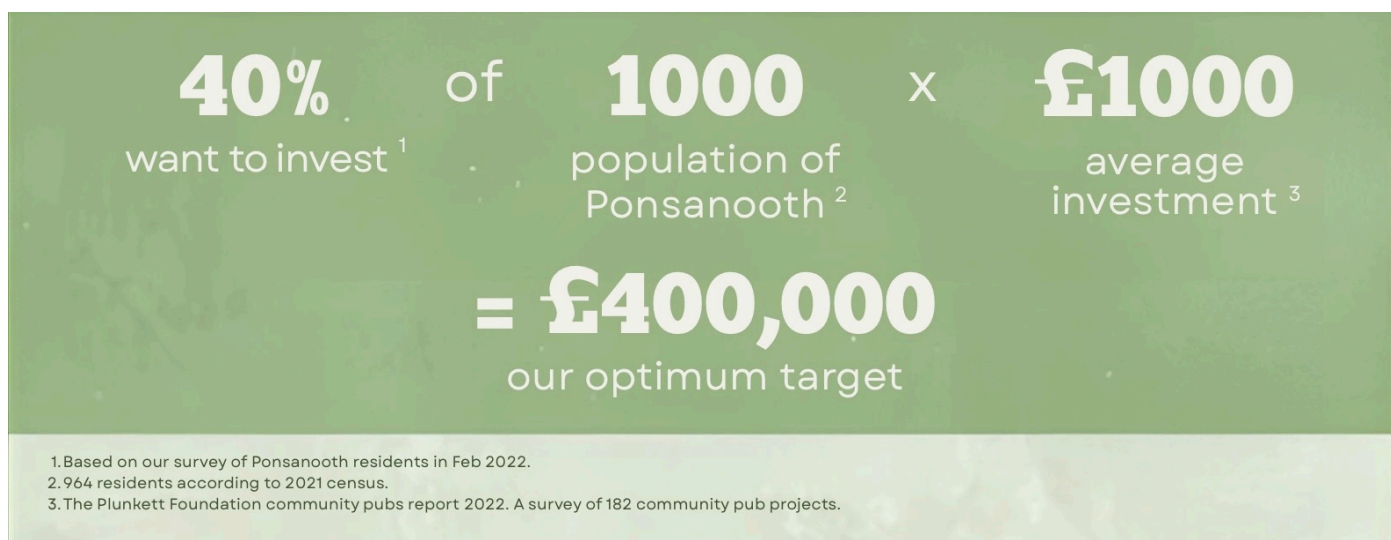
area for Stag Hunt customers. From Ponsanooth parish alone we have already had over 40% of respondents to our initial survey indicating a willingness to invest and/or donate funding for the project.

Similar community share offers from other community pubs have received significant interest from overseas, and we are keen to leverage our mining heritage to appeal to the significant mining ex pat community around the world.

The average investment per member in 182 community pub projects to date has been £1,000 (source Plunkett Foundation Community Pubs Report 2022).

In addition to individual investors in our community share offer, we have already started the process of seeking institutional investment from Cooperatives UK. They can offer match investment into the share offer of £10,000 to £50,000 (and in some circumstances up to £100,000) with the same rights as any other investor (interest payments, voting rights and withdrawability).

*An overview of Community Shares can be found in Appendix B*



A summary of the total funds being raised under the three levels of the share offer and their effect on our financial position is set out below:

**Minimum Target: £300,000**

- We will only be able to make an offer to purchase The Stag below our target level.
- This will leave us heavily reliant on securing additional grant funding or taking a commercial loan for a large proportion of the project costs.
- We will likely need to undertake another round of fundraising, which will greatly lengthen our planned timeline to opening.
- We will be unable to make planned improvements to the pub such as improving accessibility requirements, upgrading the kitchen or replacing toilet facilities.

### **Optimum Target:** £400,000

- This will allow us to make a competitive offer to purchase The Stag.
- We will require a relatively low level of grant funding to make necessary improvements.
- We should be able to minimise reliance on loan finance.
- Further improvements will be phased in over time.

### **Maximum Target:** £500,000

- This will allow us to make a strong offer to purchase The Stag.
- This will allow the first phase work to go beyond just the most necessary of improvements.
- This will enable us to have the maximum possible impact on social wellbeing of our community.
- This will place our cashflow in the best position to start giving back sooner to shareholders and the community fund.
- Any additional grant funding secured will allow us to expand our plans and have a greater social impact.

## 7.6 Investor Tax Relief

It is worth noting that HMRC offer two different tax relief schemes specifically to encourage equity investment to allow new and small businesses to grow, these are SEIS (Seed Enterprise Investment Scheme) and EIS (Enterprise Investment Scheme). Under these schemes, investors could qualify for 50% tax relief on the first £250k of investment received by PCBS and 30% tax relief on any subsequent investment which comes after. This means that a qualifying investment of £10,000 would effectively only cost the investor £5,000 as it would afford them income tax relief of £5,000 (assuming the investment was part of the first £250,000 invested)

We have also been advised that withdrawable shares qualify for 100% inheritance tax relief, subject to certain conditions being met.

Whilst PCBS has reasonable grounds to believe that we meet the criteria to qualify for these schemes, it must be made explicitly clear that at the time of writing **we have received no assurances from HMRC that we will be entitled to these tax relief schemes.**

Further information on these matters is included in the official share offer document, and as always if you are unsure what this means for you we would urge you to seek professional advice.

## 7.7 Volunteers

We already have a large database of volunteers with a wide array of skills who have agreed to work on the project and subsequent development of the building and garden.

We will give preference to local contractors based in and around the village, but not at the expense of financial prudence, and wherever possible we will seek contractors who will allow our volunteers to work alongside them where appropriate to reduce costs further. The cost savings of any volunteer hours are not yet reflected in our forecasts.

Our financial forecasts assume that once operational, the pub will use volunteer staff to support the paid staff on occasion, for instance to carry out specific jobs or at particularly busy times.

## 8 | Financial Forecasts

The following narrative about the financial forecast assumptions that inform the forecasts, and the tables that follow, outline how we project that the business will perform in the first five years.

In summary, we believe that the CBS will be a profitable business from the second year of trading onwards.

### 8.1 Profit & Loss Assumptions (Narrative)

#### Trading Model

1. The pub will run on a 'managed' basis, with the community benefit society employing all staff, including a full-time manager, who will run the business on a day-to-day basis, and a full-time chef
2. The paid team will be supported by a team of volunteers, for instance carrying out regular specific tasks, or supporting the bar staff at peak trading
3. It is anticipated that the manager and chef will be a couple, who will share the accommodation at The Stag. The salaries of both the manager and the chef reflect the fact that accommodation is provided
4. In Year 1 (2026), the pub will trade from the 1st June onwards (trading 31 weeks), and will open Tuesday to Saturday Midday to 11PM, and Midday to 10PM Sundays, from this date onwards
5. A community café will open from 8AM until Midday from 1st June Year 1 onwards with a 'coffee & cake' offering.
6. In year 1 (2026) food 'pop-ups' (local food businesses or external operators using the pub kitchen) will operate every Saturday from June until November (inclusive), with the CBS benefitting from commission on sales only. From the start of December 2026 onwards, a full food menu will be served with two sittings per day - a lunch menu and an evening menu, with a carvery option on a Sunday

#### Wet and Food Sales

1. Wet sales are built up from turnover for each day, which in turn is based on sales achieved by community pubs with a similar profile to The Stag, and references the limited and incomplete sales records from the pub in previous years
2. Food sales are built from numbers of covers per day, and the average spend per cover. These numbers are based on those achieved by community pubs with similar profiles to The Stag (and also reference the limited and incomplete sales records from the pub in previous years)
3. Cafe sales are built from numbers of covers per day, and the average spend per cover, and are based on numbers from a range of community cafes. It is assumed that customer numbers will grow slowly.
4. The increase in the average spend per customer by year for both food and drink is reflective of anticipated price inflation

#### Accommodation Income

1. There are two en suite rooms available to rent from launch on 1st June 2026
2. The initial nightly rate for two of the rooms will be £100, with an increase in year two with the provision of breakfasts, and further small increases forecast to reflect anticipated levels of inflation
3. The occupancy rate for both rooms (based on 365 days) will rise from 30% in Year 1 to 60% in Year 5
4. The specific costs associated with the accommodation; cleaning and linen, and agents' booking fees (see 'Other Overheads' below), are included in the relevant overheads in the 5 Year P&L table. The cost of breakfast is included in the cost of pub food sales

#### Wet and Food Gross Margins

1. The wet margin for each year of 55% is at the lower end of gross margins achieved by similar community pubs. (Improvements can be expected with economies of scale and maturing relationships with suppliers, but these are not reflected in these forecasts)
2. The food margin of 60% is based on that achieved by trading community pubs with similar profiles. The margin is based on a menu of 'good pub grub at reasonable prices'
3. The community café gross margin of 60% is at the lower end of the figure achieved by community cafes



### Staffing Costs

1. The salaries of the manger and the chef reflect the fact that we anticipate that these positions will be taken by a couple, who will live in the accommodation at the pub, which will form part of the remuneration package. (While the P&L forecast assumes this arrangement, there will be flexibility to rent the manager's flat as a self-catered holiday or long-term let, if the manager was to live off-site.) The salaries are reflective of those employed in pubs with a similar profile
2. The manager will be employed from 1st May 2026, to allow a period of training before launch.
3. A chef will be employed from 1st December 2026
4. The staffing requirements for the bar and food service is built by day upwards, and is based on trading and food service hours, assuming significant support from the manager, and the help of some volunteers at the busiest times
5. The average hourly rate of pay for the bar, cafe and food service employees is £13.50 in Years 1 & 2, £14 in Year 3, £14.25 in year 4, and £14.50 in Year 5. The increases reflect the likely rate of wage inflation
6. The salaries of the manager and chef increase by 2.5% per annum, to reflect the likely rate of wage inflation
7. The overall staffing costs, expressed as a percentage of turnover, represent a 'median' figure for community pubs with a similar profile
8. Only the roles of manager and chef will attract employee NI contributions, as all other employees will earn less than the 2025 threshold of £9,000 per annum
9. Only the manager and chef will request an employee contribution to the Workplace Pension, which will be paid at 3%

### Other Overheads

1. All overheads are indicative of those experienced by community pubs with similar profiles, and are broadly in line with the British Beer & Pub Association (BBPA) guidelines for a rural pub with moderate turnover and significant food sales
2. Other than the cost of card transactions and third party accommodation booking fees (see below), all non-staffing overheads increase by 2.5% each year, to reflect a likely rate of inflation
3. In Year 1 (2026), accountants fees, marketing costs and bank fees will apply for each month of the year, from January to December inclusive
4. In Year 1 (2026), the costs of insurance, professional fees, water, electricity & gas, phone & broadband, maintenance & repair contracts, volunteer training and waste collection will apply from 1st May onwards (based on the assumption that the society will own the property from 1st May)
5. Other than the overheads outlined in points 3. and 4. above, all other overheads will apply from 1st June 2026
6. Card transaction costs are shown as 2% of card transactions, which is assumed to represent 80% of all sales
7. It is assumed that the business will benefit from a 100% rate exemption from the local authority (Confirmed by Cornwall Council 9/25)
8. Accommodation third party agents' booking fees are assumed to be 15% of the total nightly rate. It is assumed that 70% of bookings will be through a third party in Years 1 & 2, 60% in Years 3 & 4, and 50% of bookings in Year 5

### Depreciation and Corporation Tax

1. Levels of depreciation are indicative of those of similar pubs; based on a 50 year write-off for buildings, and a 7 year write-off for fixtures and fittings
2. The corporation tax is shown at the new rate for 2025 onwards (ie 19%)



## 8.2 Profit &amp; Loss - Year 1

Year 1 Profit & Loss (By Month)													
	January	February	March	April	May	June	July	August	September	October	November	December	Year 1 2026
Sales & Other Revenue													
Income - Pub Wet Sales						£9,268	£9,494	£9,754	£8,110	£7,843	£8,173	£10,288	£62,930
Income - Pub Food Sales												£10,425	£10,425
Income - Café						£3,964	£3,986	£4,419	£4,032	£3,654	£3,662	£4,183	£27,900
Income - Accommodation						£420	£2,172	£2,170	£560	£600	£680	£950	£7,552
Income - Monthly Food Pop-Up Commission						£230	£253	£230	£142	£103	£123		£1,080
Total Income						£13,882	£15,905	£16,573	£12,844	£12,200	£12,638	£25,846	£109,887
Cost of Pub Wet Sales @ 55% Margin													
Cost of Pub Food Sales @ 60% Margin						£4,171	£4,272	£4,389	£3,650	£3,529	£3,678	£4,630	£28,319
Cost of Café Food & Drink Sales @ 60% Margin						£1,586	£1,594	£1,768	£1,613	£1,462	£1,465	£1,673	£11,160
Total Cost of Sales						£4,171	£4,272	£4,389	£3,650	£3,529	£3,678	£8,800	£32,489
Gross Profit						£9,711	£11,632	£12,184	£9,195	£8,670	£8,960	£17,046	£77,398
Overheads													
Employment Costs - Pub Manager					£1,822	£1,823	£1,823	£1,823	£1,823	£1,823	£1,823	£1,823	£14,583
Employment Costs - Chef												£2,083	£2,083
Employment Costs - Bar Staff						£2,391	£2,391	£2,391	£2,391	£2,391	£2,391	£2,391	£16,740
Employment Costs - Kitchen & Waiting Staff												£3,848	£3,848
Employment Costs - Café						£1,434	£1,435	£1,435	£1,435	£1,435	£1,435	£1,435	£10,044
Employment Costs - NI Contributions (ave. 15% for all employees +£9K p.a.)					£312	£312	£312	£312	£313	£313	£313	£313	£2,500
Employment Costs - Pension contribution (@3% for all earning £6240+ p.a.)					£55	£55	£55	£55	£55	£55	£55	£115	£500
Rates (100% rate relief)						£0	£0	£0	£0	£0	£0	£0	£0
Insurance (Building & Contents)					£292	£292	£292	£292	£292	£292	£292	£292	£2,333
Professional Fees (Stock Taker Etc)					£125	£125	£125	£125	£125	£125	£125	£125	£1,000
Water					£167	£167	£167	£167	£167	£167	£167	£167	£1,333
Electricity, Gas					£1,667	£1,667	£1,667	£1,667	£1,667	£1,667	£1,667	£1,667	£13,333
Cleaning Contract (Including Linen etc for accommodation)						£571	£571	£571	£571	£571	£571	£571	£4,000
Accommodation Booking Fees						£44	£228	£228	£59	£63	£71	£100	£793
Accountants		£59	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	£700
Phone & Broadband					£125	£125	£125	£125	£125	£125	£125	£125	£1,000
Marketing - design, promotion, leaflets, website & socials		£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	£2,001
Repairs & Maintenance Contracts					£292	£292	£292	£292	£292	£292	£292	£292	£2,333
Bank Fees		£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£501
Payment Card Fees (2% of 80% of total income)						£222	£254	£265	£206	£195	£202	£414	£1,758
Volunteer & Staff Training					£56	£56	£56	£56	£56	£56	£56	£56	£450
Waste Collection & Duty of Care					£150	£150	£150	£150	£150	£150	£150	£150	£1,200
Consumables, stationery & sundries						£71	£71	£71	£71	£71	£71	£71	£500
Total Overheads		£268	£267	£267	£5,328	£10,064	£10,281	£10,292	£10,064	£10,058	£10,073	£16,304	£83,533
PROFIT BEFORE TAX, INTEREST & DEPRECIATION		-£268	-£267	-£267	-£5,328	-£353	£1,351	£1,892	-£870	-£1,388	-£1,114	£742	-£6,135
(%)													-6%
Depreciation													0
Corporation Tax													£0
NET PROFIT													-£6,135

## PCBS Business Plan

### 8.3 Profit & Loss - 5 Years

5 Year Profit & Loss					
Sales & Other Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Income - Pub Wet Sales	£62,930	£134,680	£150,488	£157,612	£160,576
Income - Pub Food Sales	£10,425	£116,532	£131,846	£155,688	£182,754
Income - Café	£27,900	£48,048	£60,944	£64,038	£66,352
Income - Accommodation	£7,552	£45,990	£58,218	£60,225	£65,700
Income - Monthly Food Pop-Up Commission	£1,080				
<b>Total Income</b>	<b>£109,887</b>	<b>£345,250</b>	<b>£401,496</b>	<b>£437,563</b>	<b>£475,382</b>
Cost of Pub Wet Sales @ 55% Margin	£28,319	£60,606	£67,720	£70,925	£72,259
Cost of Pub Food Sales @ 60% Margin	£4,170	£46,613	£52,738	£62,275	£73,102
Cost of Café Food & Drink Sales @ 60% Margin	£11,160	£19,219	£24,378	£25,615	£26,541
<b>Total Cost of Sales</b>	<b>£32,489</b>	<b>£107,219</b>	<b>£120,458</b>	<b>£133,201</b>	<b>£145,361</b>
<b>Gross Profit</b>	<b>£77,398</b>	<b>£238,031</b>	<b>£281,038</b>	<b>£304,362</b>	<b>£330,021</b>
<b>Overheads</b>					
Employment Costs - Pub Manager	£14,583	£25,000	£25,625	£26,265	£26,921
Employment Costs - Chef	£2,083	£25,000	£25,625	£26,265	£26,921
Employment Costs - Bar Staff	£16,740	£30,888	£29,848	£44,460	£44,460
Employment Costs - Kitchen & Waiting Staff	£3,850	£37,908	£47,320	£48,152	£49,036
Employment Costs - Café Staff	£10,044	£16,848	£17,472	£17,784	£18,096
Employment Costs - NI Contributions (ave. 15% for all employees +£9K p.a.)	£2,500	£7,500	£7,688	£7,880	£8,076
Employment Costs - Pension contribution (@3% for all earning £6240+ p.a.)	£500	£1,500	£1,538	£1,576	£1,615
Rates (100% rate relief)	£0	£0	£0	£0	£0
Insurance (Building & Contents)	£2,333	£3,587	£3,677	£3,769	£3,863
Professional Fees (Stock Taker Etc)	£1,000	£1,538	£1,576	£1,615	£1,656
Water	£1,333	£2,049	£2,101	£2,153	£2,207
Electricity, Gas	£13,333	£20,499	£21,012	£21,537	£22,076
Cleaning Contract (Including Linen etc for accommodation)	£4,000	£6,150	£6,304	£6,461	£6,623
Accommodation Booking Fees	£793	£4,829	£5,240	£5,420	£4,928
Accountants	£700	£718	£735	£754	£773
Phone & Broadband	£1,000	£1,538	£1,576	£1,615	£1,656
Marketing - design, promotion, leaflets, website & socials	£2,000	£2,050	£2,101	£2,154	£2,208
Repairs & Maintenance Contracts	£2,333	£3,587	£3,677	£3,769	£3,863
Bank Fees	£500	£513	£525	£538	£552
Payment Card Fees (2% of 80% of total income)	£1,758	£5,524	£6,424	£7,001	£7,606
Volunteer & Staff Training	£450	£461	£473	£485	£497
Waste Collection & Duty of Care	£1,200	£1,845	£1,891	£1,938	£1,987
Consumables, stationery & sundries	£500	£769	£788	£808	£828
<b>Total Overheads</b>	<b>£83,533</b>	<b>£200,300</b>	<b>£213,214</b>	<b>£232,399</b>	<b>£236,445</b>
<b>PROFIT BEFORE TAX, INTEREST &amp; DEPRECIATION</b>	<b>-£6,135</b>	<b>£37,731</b>	<b>£67,823</b>	<b>£71,963</b>	<b>£93,576</b>
<b>(%)</b>	<b>-6%</b>	<b>11%</b>	<b>17%</b>	<b>16%</b>	<b>20%</b>
<b>LESS:</b>					
Share Interest Payable				-£12,000	-£12,000
Loan Interest Payable		-£500	-£500	-£500	-£500
Depreciation		-£15,000	-£15,000	-£15,000	-£15,000
<b>PLUS:</b>					
Capital Grants Released to P&L		£5,000	£5,000	£5,000	£5,000
<b>PROFIT BEFORE TAX</b>		<b>£27,231</b>	<b>£57,323</b>	<b>£49,463</b>	<b>£71,076</b>
Less Corporation Tax @ 19%		-£5,174	-£10,891	-£9,398	-£13,504
<b>NET PROFIT (Transferred to reserves)</b>	<b>-£6,135</b>	<b>£22,057</b>	<b>£46,432</b>	<b>£40,065</b>	<b>£57,571</b>

## 8.4 Cashflow Year 1

Year 1 Cash Flow By Month																
	Year 0	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jan 2026 - May 2026 (Funding & Renovation)	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	June 2026 - December (Trading)	Year 1
(Planning)	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	total
Opening cash position	-	3.5	3.2	486.5	483.2	81.4	3.5	40.6	25.6	13.3	1.0	0.1	-	1.4	40.6	3.5
CASH RECEIPTS																
Cash Sales - Wet		-	-	-	-	-	-	9.3	9.5	9.8	8.1	7.8	8.2	10.3	62.9	62.9
Cash Sales - Food		-	-	-	-	-	-	-	-	-	-	-	-	10.4	10.4	10.4
Cash Sales - Café								4.0	4.0	4.4	4.0	3.7	3.7	4.2	27.9	27.9
Pop-Up Food Commission								0.2	0.3	0.2	0.1	0.1	0.1	-	1.1	1.1
Accommodation receipts		-	-	-	-	-	-	0.4	2.2	2.2	0.6	0.6	0.7	1.0	7.6	7.6
Share Capital			400.0				400.0								-	400.0
Other operating income: Capital Grants	8.5		40.0				40.0								-	40.0
Other operating income: Seed Funding Grants															-	-
Loans			25.0	-	-	-	25.0					-			-	25.0
Fundraising & Donations	4.0		18.5	-	-	-	18.5		1.0			1.0			-	20.5
Total cash receipts	12.5	-	483.5	-	-	-	483.5	13.9	16.9	16.6	12.8	13.2	12.6	25.8	111.9	595.4
CASH PAID OUT																
Purchase of property					390.0		390.0								-	390.0
SDLT					9.0		9.0								-	9.0
Purchase Fees				2.0	2.5		4.5								-	4.5
Professional fees	9.0			1.0			1.0								-	1.0
Opening Stock					10.0		10.0								-	10.0
Working Capital							-	14.7	14.6	14.2					43.5	43.5
Flat refurbishment						3.5	3.5								-	3.5
Downstairs refurbishment						5.0	5.0								-	5.0
Fire & Safety						2.0	2.0								-	2.0
Kitchen Fit out						5.0	5.0								-	5.0
Other renovation & maint costs						10.0	10.0								-	10.0
Cost of sales (food & drink)		-	-	-	-	-	-	4.2	4.3	4.4	3.6	3.5	3.7	8.8	32.5	32.5
General operating and admin expenses		0.3	0.3	0.3	0.3	5.3	6.4	10.1	10.3	10.3	10.1	10.1	10.1	16.3	77.1	83.5
Loan repayment (capital & interest)							-								-	-
Interest on shares							-								-	-
Net withdrawal of shares							-								-	-
HMRC VAT payable							-								-	-
Corporation Tax (19%)							-								-	-
Total Cash Payments	9.0	0.3	0.3	3.3	401.8	40.8	446.4	28.9	29.2	28.9	13.7	13.6	13.8	25.1	153.1	599.5
Net cash position	3.5	3.2	486.5	483.2	81.4	40.6	40.6	25.6	13.3	1.0	0.1	0.3	1.4	0.6	0.6	0.6

5 Year Cash Flow						
	Year 0 planning	Year 1 (2026)	Year 2 (2027)	Year 3 (2028)	Year 4 (2029)	Year 5 (2030)
	£K	£K	£K	£K	£K	£K
Opening cash position	-	3.5	42.9	59.8	82.2	82.5
CASH RECEIPTS						
Cash Sales - Wet		62.9	134.7	150.5	157.6	160.6
Cash Sales - Food		10.4	116.5	131.8	155.7	182.8
Cash Sales - Café		27.9	48.0	60.9	64.0	66.4
Pop-Up Food Commission		1.1				
Accommodation receipts		7.6	46.0	58.2	60.2	65.7
Share Capital		400.0				10.0
Other operating income: Capital Grants		40.0				
Other operating income: Seed Funding Grants	8.5	-				
Loans		25.0				
Fundraising & Donations	4.0	20.5				
<b>Total cash receipts</b>	<b>12.5</b>	<b>595.4</b>	<b>345.3</b>	<b>401.5</b>	<b>437.6</b>	<b>485.4</b>
CASH PAID OUT						
Purchase of property		390.0				
SDLT		9.0				
Purchase Fees		4.5				
Professional fees	9	1.0				
Opening Stock		10.0				
Flat refurbishment		3.5				
Downstairs refurbishment		5.0				
Fire & Safety		2.0				
Kitchen Fit out		5.0				
Other renovation & maint costs		10.0	2.4	2.4	3.6	3.6
Cost of sales (food & drink)		32.5	107.2	120.5	133.2	145.4
General operating and admin expenses		83.5	200.3	213.2	232.4	236.4
Loan repayment (capital & interest)			4.5	4.5	4.5	4.5
Interest on shares					12.0	12.0
Net withdrawal of shares					10.0	10.0
HMRC VAT payable			8.8	27.6	32.1	35.0
Corporation Tax (19%)			5.2	10.9	9.4	13.5
<b>Total Cash Payments</b>	<b>9.0</b>	<b>556.0</b>	<b>328.4</b>	<b>379.1</b>	<b>437.2</b>	<b>460.4</b>
<b>Net cash position</b>	<b>3.5</b>	<b>42.9</b>	<b>59.8</b>	<b>82.2</b>	<b>82.5</b>	<b>107.5</b>
VAT at 20% receipts			22.0	69.1	80.3	87.5
40% = ready reckoner			8.8	27.6	32.1	35.0

## 8.6 Cashflow Assumptions

### Cash Receipts

1. £400K is raised in a time-bound community share offer, with all funds credited to the society account in February 2026.
2. The CBS will arrange a £25K loan in February 2026.
3. The society will benefit from £40K of capital grants.
4. The society will benefit from personal donations and donations from fundraising of £18.5K prior to the pub opening in 2026, and £2K in the second half of 2026.
5. The society will benefit from the sale of £10K of community shares in Years 4 & 5, which will replace shares withdrawn to the sale value.

### Cash Paid Out

1. The society will pay £390K for the purchase of the Stag Hunt Inn.
2. The society will pay £9K Stamp Duty associated with the purchase.
3. There will be no VAT payable on the purchase of the pub. Rather, the pub will be bought on a 'Transfer of a Going Concern' (TOGC) basis.
4. Solicitors and other professional fees associated with the purchase will amount to £5.5K.
5. A total of £25.5K will be spent on essential pub renovations and refurbishments prior to opening, with a further £12K spent between 2027 and 2030.
6. Loan and associated interest repayments will equal £4.5K per annum from 2027.
7. Share interest will be paid at 3% from 2030, equating to £12K for this year.
8. £10K of shares will be withdrawn in 2030.
9. VAT receivable will equal 60% of VAT payable each year.

PCBS Business Plan  
8.7 Balance Sheet - 5 Years

5 Year Balance Sheet						
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>FIXED ASSETS</b>						
	FREEHOLD PROPERTY & EQUIPMENT	404,500	389,500	374,500	359,500	344,500
	IMPROVEMENTS	25,500	27,900	30,300	33,900	37,500
		<b>430,000</b>	<b>417,400</b>	<b>404,800</b>	<b>393,400</b>	<b>382,000</b>
<b>CURRENT ASSETS</b>						
	CASH AT BANK	42,900	59,800	82,200	82,500	107,500
	STOCK	10,000	10,000	10,000	10,000	10,000
		<b>52,900</b>	<b>69,800</b>	<b>92,200</b>	<b>92,500</b>	<b>117,500</b>
<b>LONG TERM LIABILITIES</b>						
	LONG TERM LOANS	25,000	21,000	17,000	13,000	9,000
	GRANTS REPAYABLE	40,000	35,000	30,000	25,000	20,000
		<b>65,000</b>	<b>56,000</b>	<b>47,000</b>	<b>38,000</b>	<b>29,000</b>
<b>NET ASSETS</b>		<b>417,900</b>	<b>431,200</b>	<b>450,000</b>	<b>447,900</b>	<b>470,500</b>
<b>REVENUE RESERVES</b>						
	SHARE CAPITAL	400,000	400,000	400,000	390,000	390,000
	PROFIT & LOSS	17,900	31,200	50,000	57,900	80,500
<b>NET RESERVES</b>		<b>417,900</b>	<b>431,200</b>	<b>450,000</b>	<b>447,900</b>	<b>470,500</b>
	Difference	0	-0	-0	0	0

**All assumptions and workings used are detailed in the financial forecasts document available on our website ([www.savethetag.co.uk](http://www.savethetag.co.uk))**

## 9 | Business Plan Risks

### 9.1 PCBS fails to reach the minimum target of Community Share Offer

The rules around Community Shares Offers are very specific - if our offer doesn't meet its minimum target then it hasn't succeeded and is forced to close. In this event, as we will not have incurred any costs, we would be able to return in full all investments, and we could not make an offer on The Stag.

Our shares offer includes a provision for extension of the duration the offer for situations such as this. The Interim Management Committee will decide whether the likelihood of success justifies lengthening the timeframe. For instance if the offer was short of the target by a small amount then The Committee may use its discretion to extend the offer. In either the event of success or of failure, all investors will be notified of the outcome of the Shares Offer.

### 9.2 PCBS fails to raise enough money to make an acceptable offer

The funds required to purchase the pub, cover incidental acquisition costs and related professional fees and carry out essential repairs are planned to be raised through a combination of grants, share issues, donations and volunteer labour.

If the combination of these methods falls short of the amount required to make an agreeable offer on The Stag, the Management Committee reserve the right to hold the capital raised whilst they explore other funding options to bridge the gap or alternative business models. This will only be allowed for as long as there is a realistic prospect of raising a sufficient amount to proceed.

If a sufficient amount cannot be raised, then the project cannot proceed. Grants may need to be repaid and share issue monies will be returned net of any unavoidable up-front costs (not covered by non-refundable grants or donations). The management committee will do everything they can to try to minimise such costs and, these should amount to no more than 2.5% of the monies raised.

Any surplus monies remaining after all liabilities have been settled will be spent on village infrastructure improvements or distributed between other community groups such as PPFA, The Wellbeing Hub and Ponsanooth Parish Council.

### 9.3 PCBS are unable to agree a price with the vendor

Despite an independent report which includes a RICS valuation, the vendor is under no obligation to accept an offer anywhere near this amount, and the pub currently has an asking price far higher than its valuation.

The interim management committee maintain the absolute right to negotiate a purchase price which they feel is fair and reasonable. However, as a group we feel that to pay an excessive amount over and above the pub's worth would not be an appropriate use of investors' money.

If our negotiations reach a stalemate we will convene a meeting of investors to discuss our options, and will take a democratic decision as to how we should proceed.

If the vendor will not accept any offer we are willing to make, we will ultimately have to walk away and the project will be unable to proceed. All monies will be dealt with as detailed above.



## 9.4 Another buyer purchases the pub

If another buyer is forthcoming in the time before we are able to proceed, or makes an offer which is preferable to the vendors, there is currently nothing we can do to prevent this. If their intention were to keep the pub open and operational then we would celebrate this and will support them in what ever way we can.

However if their intent is to apply for planning permission to be obtained and a change of use secured, then we will argue against their application. Any further action we are to take would be decided democratically by the members of the society.

If we were to reach this situation where our attempts to buy the pub can no longer proceed we would return the monies raised as described above.

## 9.5 Expenditure is higher than envisaged

Repairing and maintaining the building may require working closely with planning authorities to obtain any necessary building consents. This could delay repair work and future developments and increase costs.

Detailed assessments of any further capital improvement projects will be made by cost consultants before such a project is commenced. No such project will be started until the Management Committee is confident that it provides good value for money and that the expense incurred can be covered by the capital improvement reserve or other sources.

## 9.6 PCBS are unable to appoint and keep a suitable manager

Running a community pub with an appealing wage and with strong community support is an attractive employment proposition.

The Management Committee will adopt a thorough selection process, in consultation with other community pub groups, our pub valuer and Plunkett specialist advisors and if the manager leaves, given the favourable employment proposition, we are confident of appointing a replacement.

In a situation where we feel it is not possible to recruit or retain any suitable manager then we would explore other business models (e.g. a tenant landlord).

## 9.7 Departure of officers / key skills within the Management Committee

To mitigate this risk, or to minimise the effect of its occurrence, we will put in place a succession plan, with written job role descriptions and plans for active recruitment. By building a strong management committee with a close and collaborative working relationship with the employed manager, and such departure can be temporarily covered whilst a replacement is sought.

## 9.8 The CBS fails to recruit and or retain sufficient volunteers

The fact that the current owners have managed to rely on volunteer support to keep The Stag open and trading for the past 8 months bodes well for the level of support in the village.

Further mitigation would be in having a robust strategy for recruitment, including buddying with existing volunteers, hosting volunteer socials events, using social media to emphasis the benefits of volunteering etc.

## 9.9 The pub fails to operate at the forecast level of turnover and profitability

Community pubs in general would expect a higher level of support than normal tenanted or managed businesses and our forecasts are conservative based on the experience of other community pubs and expert advice. In particular our survey evidences a strong untapped demand in the community.

This risk can be mitigated by successful marketing campaigns to attract more custom and by keeping costs and pricing structure under constant review.

However, if the pub fails to trade profitably, there will not be any interest payments to Members.

## 9.10 The pub cannot trade profitably on a sustainable basis

The management group is taking four steps to support the economic viability of The Stag Hunt:

1. Over time our planned capital improvements to the Stag Hunt will introduce additional sources of income and reduce its operational costs.
2. The Stag Hunt will be 'more than a pub' providing a wide range of services, and proving invaluable to the local community.
3. An entrepreneurial manager that shares the community vision will be selected, attracted by a desirable employment opportunity in a free-house.
4. The Stag Hunt will have the support of the Management Committee and its members and volunteers who will regard the pub as 'their local'.

As a social enterprise, the threshold for success is much lower than that of a purely commercial, profit making enterprise. If The Stag can scale back its operations to a point where it is still benefitting the community whilst sustaining its self (i.e. not operating at a loss) then it remains viable. If, however, it drops below this threshold of viability then we would be forced to admit defeat and The Stag would shut down.

Despite the care that has been taken in constructing the plans expressed in this document and the wide range of advice we have received from Plunkett UK, other community pub groups and our consultants, there is an element of risk in any commercial venture and in the event of ultimate failure, the pub may be forced to close permanently. Under society law, the first course of action in this situation would be to identify another beneficial community use for the asset. In the extreme event of its failure where another suitable use for the asset cannot be identified, The Stag is a desirable property in a versatile location and PCBS would be forced to sell the property (and all other assets) and use the balance of funds to pay back as much Member's capital as this allows.

### 9.11 In The Event Of Failure

In any eventuality which leads to failure or abandonment of the project (either before purchase of the pub, before commencement of trading or after trading has commenced), the CBS will find itself in one of two positions - one of net financial surplus, or one of net financial deficit.

In the case of a financial deficit, that is where the realised value of all assets falls short of the value of all liabilities, those liabilities with a legal claim would be met first, and the remaining balance returned to society members. This would be done proportionally, to represent the value of investment each holds as a share of the total. No monies would be distributed for the financial gain of any members of the management committee or CBS directors, neither would they have preferential treatment in the returning of investment capital.

In the case of a surplus, any monies remaining after all liabilities have been settled (including all share purchases being refunded in full) will be spent on village facilities or distributed between other community groups such as PPFA, The Wellbeing Hub, Friends Of Kennall Vale School and Ponsanooth Parish Council. None of this surplus would be distributed for the personal financial benefit of any members of the society, its management committee or its directors.

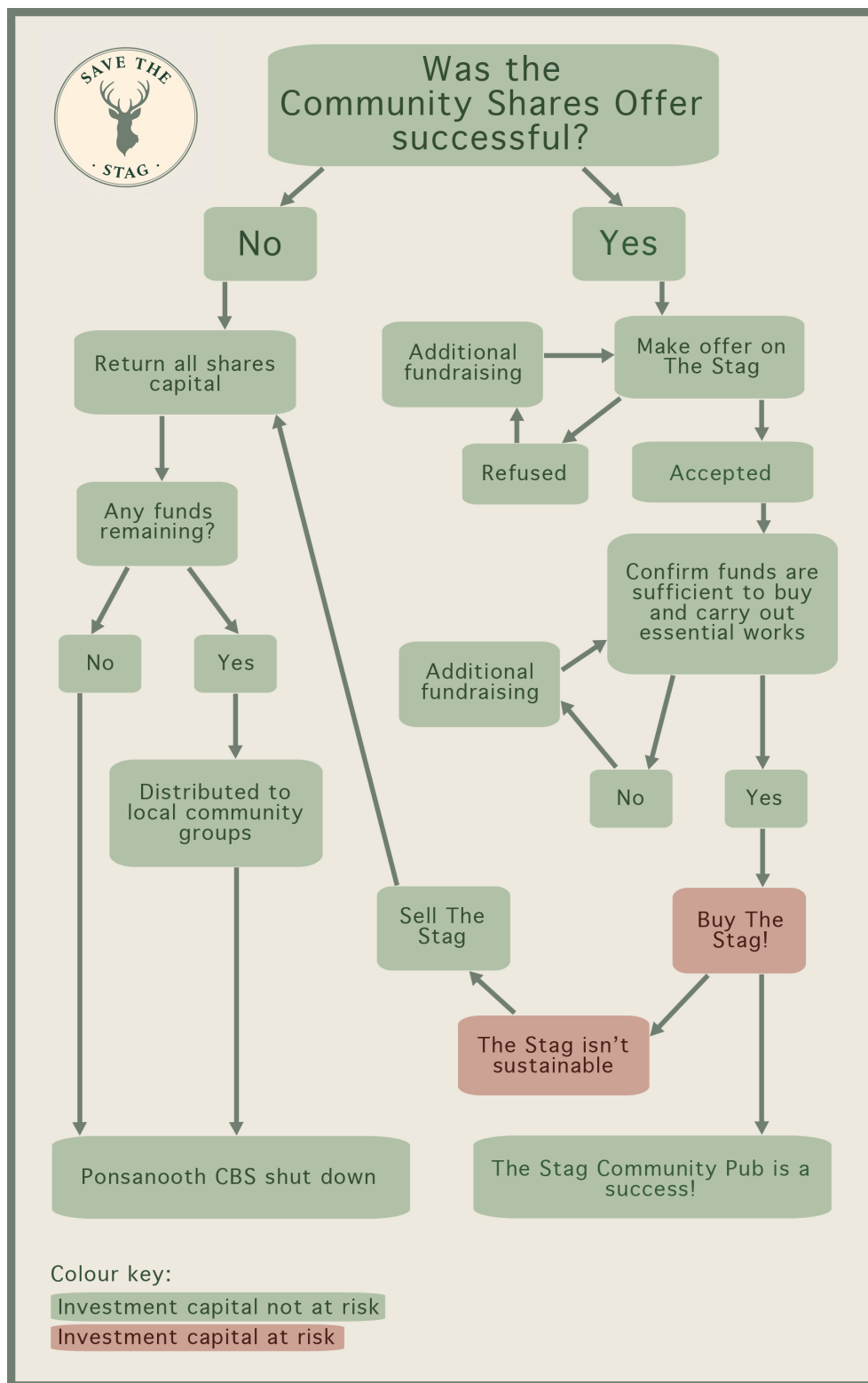
### 9.12 Risk Mitigation Matrix

The matrix below details the likelihood and severity of the identified risks along with the steps we will take to mitigate against their occurrence.

Risk	Likelihood	Impact	Mitigation strategy	Owner
<b>Fundraising shortfall</b>	Medium	High	Multiple funding streams	Committee
<b>Cost overruns</b>	Medium	Medium	Contingency fund, phased works	Treasurer
<b>Sold to alternative buyer</b>	Low	High	Regular updates and open dialogue with vendor	Vendor
<b>Manager recruitment failure</b>	Low	High	Competitive remuneration package, wide search	Chair
<b>Low community engagement</b>	Low	Medium	Regular community events, open meetings, diverse offering	Manager
<b>Regulatory delays</b>	Low	Medium	Early liaison with authorities	Secretary
<b>Trading below forecast</b>	Low	Medium	Conservative forecasting, entrepreneurial management team	Manager

### 9.13 Risk Avoidance Workflow

The Interim Management Committee feel a huge weight of responsibility to minimise as far as possible any risk to capital, and we do not take this responsibility lightly. Whilst no investment is ever without risk, by developing the workflow detailed below we feel we have brought the level of risk to the lowest level we can offer.



## 10 | Conclusion

First and foremost this project is about a pub, but in actual fact it is also so much more, and the knock on effect will be felt by everyone within the village and the wider community. Without a social hub, it becomes increasingly difficult for different demographics within the community to interact - the parents still meet at the school gates, the elderly still interact at the monthly wellbeing hub, the youth of the village at the park, but there is no longer a space where these disparate groups overlap. It is precisely this mingling of differing groups of people which strengthens cohesion, encourages us all to do more within the community and which fosters a true pride in our home village.

From the community engagement we have undertaken; social isolation, feelings of loneliness and a sense of disconnect from the village community were highlighted as particular problems. This in turn can lead to problems with both mental and physical health. By providing an accessible and welcoming social space, but also by actively seeking to run activities to engage those who feel on the fringes of the community, we can improve the quality of life for them and the sense of cohesion within our whole community.

We plan to offer an inviting warm space for not just the elderly within the village, but the many other members of our community who struggle to 'heat and eat' in the current cost of living and energy price crisis. If we add to this a subsidised / free / 'pay what you can' lunchtime menu offering we can create a welcoming, enriching space for the less advantaged parishioners who may not have felt included in a purely commercial pub offering.

As well as the elderly population, parents of young children have been identified as at risk of the mental and social struggles associated with loneliness and isolation. A warm and welcoming space, perhaps separate from the bar area, will provide somewhere where these people can meet, share experiences and form friendships which will be hugely beneficial to their mental and physical welfare.

With high quality employment opportunities and well paid training programmes we can equip young adults from our local area with the skills, knowledge and attitude to achieve a high quality career in the hospitality sector. This will enable them to stay in county, increase the quality of the local hospitality offering and give them the opportunity to secure well paid, high-end employment, thus strengthening the local economy.

We also hope to run practical skills workshops and professional taster sessions for the young folk of the village. Our vision for these is getting local professionals (ideally retirees) to volunteer to run sessions teaching young people practical skills - basic diy, cookery, mechanics etc, perhaps leading to more in depth workshops offering a taster of a variety of trades - carpentry, business skills, gardening etc. This would be a great experience for the youngsters as well as giving older retired tradespeople a way to continue their practice, pass on their knowledge and still feel valued / useful members of the community.

As a group, and a wider community, we are passionate about supporting local and smaller businesses. We can reflect this in our choices right throughout the project, whether it be sourcing local ingredients for the kitchen, supporting our local breweries, or by giving preference to local contractors. In doing so we will not only support the local economy, but will strengthen ties between the pub, the village and the wider local community.

In addition to the existing pub structure, we have exciting plans for the conversion of the redundant outbuilding into a community hub and cafe space. This would give us a separate space to attract a more diverse group of villagers who may be put off by the traditional pub offering (mother and baby groups, support groups etc.) as well as hot desks / sociable working space for the large self-employed and 'work from home' community who often identify as feeling socially isolated. Whilst this is not in the scope of the current capital expenditure and funding plan, we very much hope that it will form part of our future plans if accrued trading profit and further fundraising allow.

We hope to touch the lives of everybody in the village and parish, even if they never use our facilities directly. Once the pub operates at a profit, every bit of financial surplus will be invested into a grant fund. The exact parameters and structure of this village fund will be decided upon by the community share holders. However it is our intention that the fund will aim to achieve three clear objectives: support the work of other village / community groups, improve the village facilities and fund opportunities for members of the community. Having this earned revenue stream for the village will build resilience for the future and will make Ponsanooth an even better place to call home.

If you share the belief that our lovely village is better with a thriving pub - that all villages are better with a strong community hub - then please, act now. To make this vision a reality, we will need your support, we will need your help, but above all right now, we need your investment. Thank you!

# Appendix A | Survey Results

## Community Survey

Distributed to around 400 households in Ponsanooth Parish February 2025, with a response rate of 70%.

### The Stag Hunt Inn, Ponsanooth Community Survey

#### Introduction

The community survey has shown broad consensus that the pub is an important asset to the village, and demonstrated overwhelming support for the idea of a community pub.

It shows that what the village wants is a warm and welcoming pub, reliably offering quality food and drinks, designed with all demographics in mind.

The vast majority of repondents see diversification as a positive but that at its heart the village pub should serve as a social anchor point for the village and wider community.

### The Stag Hunt Inn, Ponsanooth Community Survey

#### What was the reason for the survey?

- + To understand whether people support the community effort to buy The Stag Hunt Inn.
- + To understand what people want from The Stag Hunt Inn in the future.

#### How will the results be used?

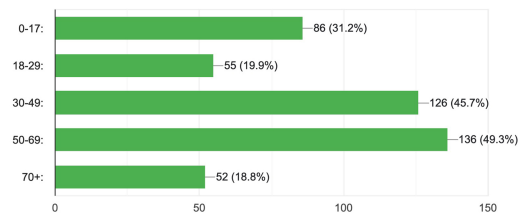
- + Evidence to support grant applications
- + To help build a business plan that reflects what the community wants

Good response rate to the survey provides robust findings and demonstrates high levels of community engagement

#### Total of 278 responses

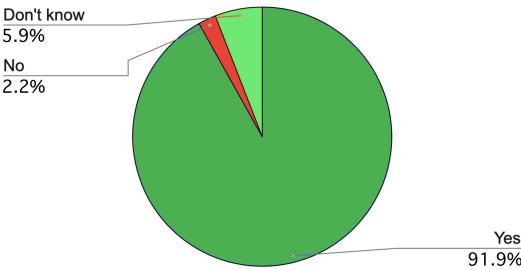
- + 50 paper questionnaires
- + 228 online survey responses

#### Which of the following age groups are in your household?



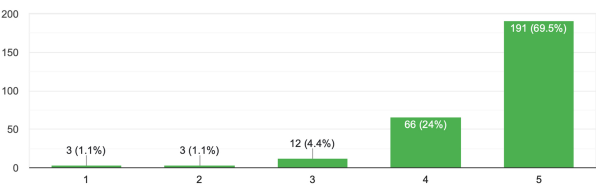
Widespread support for the community effort to buy The Stag Hunt Inn: 91.9% support with only 2.2% (6 people) not supporting

#### Do you support the idea of saving The Stag Hunt Inn from closure by using a community ownership model?



Widespread agreement that the pub is an important community asset, social meeting place and anchor for the village

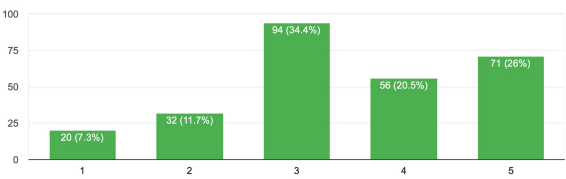
#### On a scale of 1-5 (where 1 is not important and 5 is very important), how important do you think the pub is to the village?



94% think the pub is important, or very important to the village.

Nearly half of respondents said the pub was important or very important to their household.

#### On a scale of 1-5 (where 1 is not important and 5 is very important), how important is the pub to you and your household?

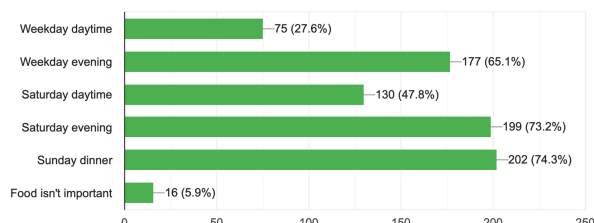


60% of respondents currently live in Ponsanooth, with 97% living within 5 miles.



Good quality pub food (& a range of quality beers) is most likely to attract the widest range of people to the pub

#### What kind of catering would you like to see on offer?



94% of respondents thought food would be an important part of the pub's offering

97% said they would use The Stag Hunt if it were run as a community pub, 50% would use it at least once a fortnight.

#### Other uses:

Over 60% would like to see a community warm space  
50% would like to see a repair cafe, and 1 in 3 (33%) would like to see a youth club and a mobile library.

Of the other suggestions we received, nearly 1 in 3 wanted meeting space for community groups, over 1 in 5 requested a cafe / coffee shop and 10% wanted hot desks / coworking space with wifi.

Other suggestions included singles nights, pub games, luncheon club and exhibition space.

There is clear demand for the pub to be used for other purposes and services

97% said they would use The Stag Hunt if it were run as a community pub, 50% would use it at least once a fortnight.

#### Conclusion

The results of this survey clearly demonstrate the community priorities are:

- + Warm welcoming atmosphere
- + Quality food & drinks offering
- + Community space for differing groups of ALL ages
  - + Family friendly
  - + A space for social events
- + The pub to be at the heart of the village community

48% of people wanted to get involved in helping the project, with over 40% of respondents interested in community shares.

## Appendix B | Community Shares Overview

### The Community Shares Business Model:

Community shares promote a different sort of business model, where it is in the interests of all stakeholders to work together to create wealth and to use their democratic rights to determine how that wealth is distributed. It is in the mutual interests of all stakeholders to become members and investors, not just when the society is established, but on a continuing basis as the enterprise grows and develops. New customers, suppliers and employees can be encouraged to become members and investors, to replace the share capital being withdrawn by older members when they leave the society.

Community shares can provide an enterprise with a competitive advantage by engaging stakeholders in new responses to the causes of market failure. For instance, many small businesses fail because the owner is unable to find a buyer willing or able to purchase the business. Communities can spread the cost and risk of acquisition across a large number of shareholders. A business might be failing through a lack of demand; communities can address this by aggregating demand and ensuring that the business serves the community. A business might be unable to control costs resulting in unaffordable prices; a community can reduce costs by volunteering, or by providing cheaper capital.

Investing in community shares engages communities in a virtuous circle where it is in the interests of members and investors to also be active as customers, supporters, and volunteers. The same applies to other stakeholders, including employees and suppliers, giving new meaning to the term multi-stakeholder, where the same person engages with the enterprise through a multiplicity of stakeholder roles.

This is in contrast to the conventional business model, where the interests of shareholders are at odds with other stakeholders. Profit maximisation for shareholders is at the cost of customers, suppliers, employees and other investors. There is no incentive to volunteer, or to become an active supporter of an enterprise that works in someone else's interests.

### What Are Community Shares?

Societies can issue a form of shares known as withdrawable share capital (or Community Shares), which is unique to society law. Withdrawable share capital can be withdrawn from the society, subject to the society's rules and any conditions set out in a share offer document. Most societies have rules that give the board discretionary powers to refuse or suspend withdrawals if it is financially prudent to do so. This means withdrawable share capital is fully at risk. Members could lose some, or all, of the money they invest. But they also have the scope to withdraw some, or all, of their capital when they need it, subject to consent. Unlike with transferable shares, members don't have to find a willing buyer, or negotiate a price for their shares.

Withdrawable share capital places a responsibility on a society to manage its capital prudently. It needs to establish reserves to provide for withdrawals, or to attract new share capital from new or existing members to replace capital that is being withdrawn. Most new societies suspend withdrawals for an initial period, typically three or more years, so that they can build up reserves to finance withdrawals.

Voting rights in a society are normally attached to membership rather than share capital, with most societies adopting the co-operative principle of one-member-one-vote. Investment in share capital can be encouraged by offering a financial return on shares expressed as an interest rate, but the interest rate

offered must be the minimum necessary to attract and retain the capital. Profits cannot be distributed in the form of a dividend on share capital.

Most societies choose to have an asset lock, similar to those found in charities and Community Interest Companies, which prevents any residual assets being distributed to members or subscribers in the event of the enterprise being wound-up. This means that members cannot benefit from the sale of the society or its assets.

Society law restricts a member's withdrawable shareholding in a society to £100,000, although most share offers will specify their own upper limit. The purpose of this limit is to prevent a society being financially dependent upon members who can afford to invest larger amounts. It is good practice for smaller societies to limit shareholdings even further, to no more than 10% of the total share capital in the society.

Society law is suited to distributed ownership by hundreds, or even thousands, of members. Each member contributes a relatively modest amount of share capital and there is an established mechanism for withdrawing this share capital without the need for a stock market or the sale of the enterprise. Members have a democratic say, but their financial interests are restricted to a modest interest rate on capital and without the scope for capital gain.

The purpose of a society is wholly different to that of a company. Company law grants full rights over the enterprise to shareholders, underlining its central purpose, which is to make profits and generate wealth for the owners. Societies are different. Community benefit societies are obliged by law to conduct business for the benefit of the community, and all profits must be used for this purpose.

*Source: The Community Shares Handbook produced by Cooperatives UK*

<https://www.uk.coop/resources/community-shares-handbook-cs>

## Community Shares Standard Mark

PCBS have been awarded the prestigious 'Community Shares Standard Mark' from the Community Shares Unit. This mark follows rigorous scrutiny of our plans and documents. It recognises that our offer meets national standards of good practice, has been constructed following careful deliberation and that all due diligence has been carried out.

The Community Shares Standard Mark is awarded by the Community Shares Unit to offers that meet national standards of good practice. These standards ensure that:

- The offer document and application form are easy to understand
- You are provided with all the facts you need to make an informed decision
- The facts are supported by the annual accounts and/or business plan for the society
- Nothing in the documents is purposefully incorrect, confusing or misleading

Societies are asked to sign a Code of Practice requiring them, among other things, to give the public a right of complaint to the Community Shares Unit.

For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit go to: [www.communityshares.org.uk](http://www.communityshares.org.uk)



## Appendix C | Case Studies

### Jubilee Pool, Penzance, Cornwall

When the owners of Jubilee pool had an ambitious vision of using geothermal energy to heat their outdoor swimming pool, one of their first steps was to establish Friends Of Jubilee Pool CBS. Along with securing around £300k in grant funding, in 2018 the CBS launched their own Community Share Offer with a target of £500k to see the project through to completion.

They smashed their target and raised a fantastic £528,680 from around 1,400 shareholders. Incredibly, 75% of their total investment came from just 24 individual investors.

They credit much of their success (particularly with their big donors) to the use of tax relief schemes and shares interest payments.

The geothermal heat source project was a huge success, the CBS held a second share offer to replenish their cashflow following lockdown, and Jubilee Pool continues to welcome around 40,000 visitors per year.

### The Elm Tree Inn, Langton Herring, Dorset

The Elm Tree was at the heart of Langton Herring for over three hundred years until the Inn closed its doors in December 2023. The community discovered that it had lost not just its pub, but its sense of social cohesion and a big slice of the rich history of their rural Dorset village.

With the support of Plunkett UK the community formed a CBS and in December 2024 their share offer was launched. Campaigners were given the opportunity to purchase the pub, provided they could raise £650,000.

In January 2025, the villagers got together and launched a social media campaign that went viral, bringing attention and funds from all over the world.

They smashed their £650,000 target through a mix of Community Shares Capital, grant funding, donations and a loan, and in May 2025 they successfully purchased their beloved pub, reopening just two months later in July.

## Sir Walter Raleigh Pub, East Budleigh, Devon

The community of East Budleigh came together to purchase and renovate the Grade 2 listed Sir Walter Raleigh pub. This was made possible by an impressive community share offer along with supportive loan finance from Co-operative and Community Finance.

In April 2021, the previous owner approached the village to see if the community wished to save the asset and a Founding Members group was formed. With support from Plunkett UK and their Parish Council, an offer was accepted in late 2021 before any fundraising even started.

Over £350,000 was raised in just a matter of months from fewer than 300 residents making an investment in the pub.

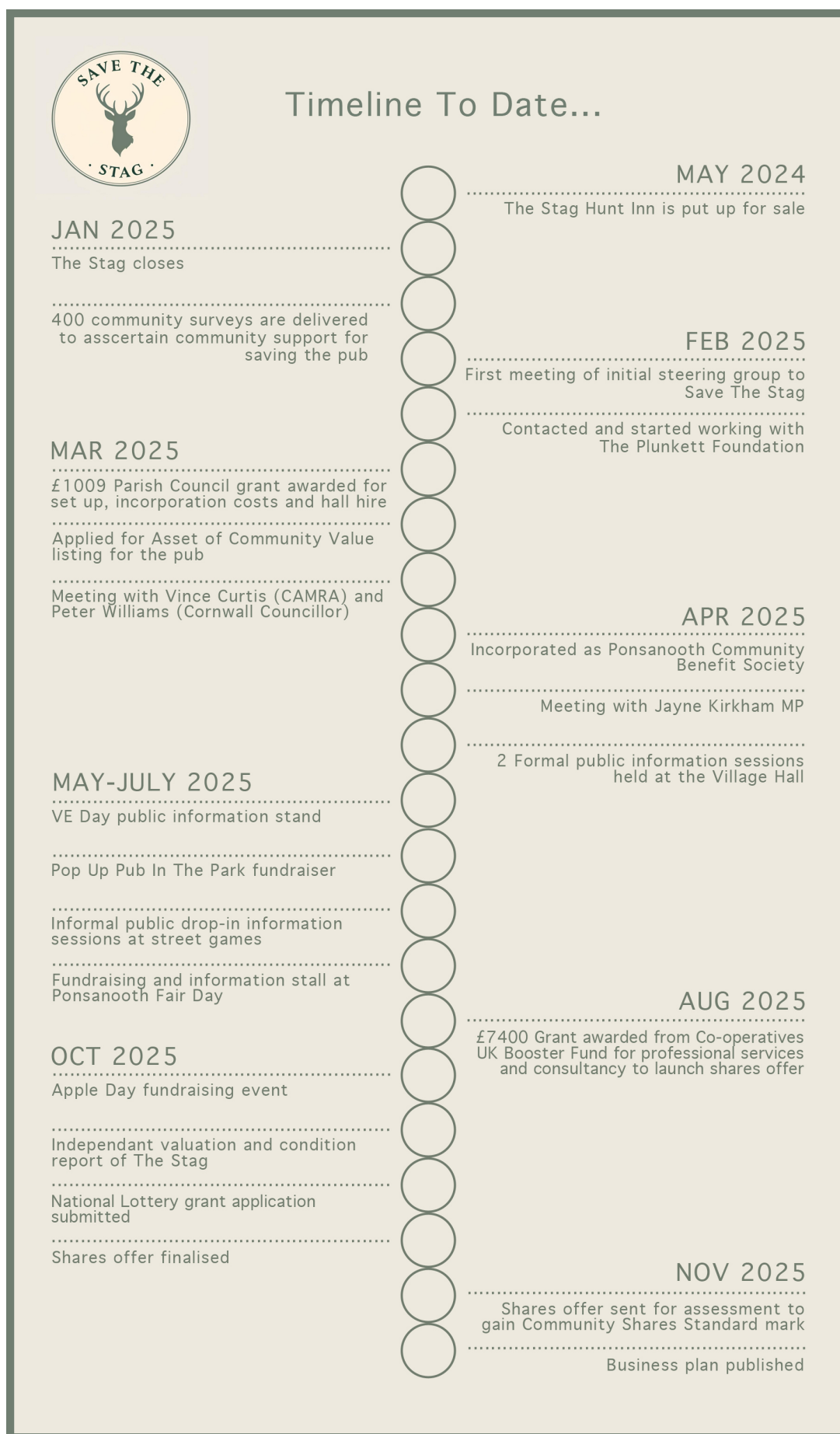
As well as the purchase of the building, the funding also allowed refurbishment of the bar and accommodation, investing in equipment and stock and provided working capital.

The pub reopened its doors in March 2022 and has gone from strength to strength. They offer a coffee shop in the mornings, encouraging community-led activities and social groups to use the facilities, bringing company and community to the elderly and isolated and encouraging families with children to visit.

Paul Smith, Vice Chairman said: “Securing the future of the pub is a very proud achievement for our small village.”



## Appendix D | Timeline To Opening





## Timeline To Opening...



\*\* This is indicative of our ideal scenario and is not guaranteed. Wish us luck! \*\*