
ELMSWELL

Tavern

BUSINESS CASE



FOR OUR COMMUNITY

CONTENTS

INTRODUCING OUR SCHEME	3
SOME BROAD CONTEXT	3
SOME HISTORY	3
COMMUNITY INVOLVEMENT	4
PERSONNEL	4
OWNERSHIP & MANAGEMENT FRAMEWORK	4
THE TRANSITION	5
THE DESIGN BRIEF FOR THE ELMSWELL TAVERN	5
THE TAVERN / WESLEY SYNERGY + 'AFFORDABLES' - INTEGRATION AS A COMMUNITY HUB	5
FINANCE - 2 TARGET LEVELS	6
FINANCE - FINDING THE MONEY	6
FINANCE - PROJECTIONS	7
FINANCE - SELLING THE SHARES	7
FINANCE - THE TAX INCENTIVE	8
FINANCE - EXIT STRATEGY	8
FINANCE - THE RISKS	8
BUSINESS DETAIL FINANCIAL PROJECTION - MODEST INVESTMENT	9
BUSINESS DETAIL FINANCIAL PROJECTION - OPTIMUM INVESTMENT	16
A MORE DETAILED PERSPECTIVE	23
THE GUIDING PRINCIPLES	24
SOME GUIDING POLICIES AND PRACTICES	24
FACTORS WHICH ENCOURAGE THE PROJECT	25
LAUNCHING THE PROJECT IN TERMS OF SHARE ISSUE	25
DAY-TO-DAY PRACTICALITIES	26
ENGAGING WITH THE COMMUNITY	28
A GENERAL WAY FORWARD - THE INITIAL VISION AND ASPIRATIONS	29
PMI ANALYSIS	30
THE ECE TEAM	31
APPENDICES	35

INTRODUCING OUR SCHEME

This is the business case which we think strongly supports our plans, on behalf of the community of Elmswell, to refurbish, extend and operate the Elmswell Tavern pub in the middle of the village as a community venture working closely with the Elmswell Community Land Trust in providing, on the same site, affordable housing under local management and control.

SOME BROAD CONTEXT

Elmswell is the largest village in Mid-Suffolk, itself becoming one of the fastest-growing areas of the country. In the Babergh and Mid Suffolk Joint Local Plan, Elmswell is a designated 'Core Village' and 'Key Service Centre'. Situated on A14 and with good rail connections mid-way between Cambridge and Felixstowe, the village is an attractive option for developers and must accept a 48% uplift in housing stock over the 10-year period from 2015. The Elmswell Newsletter is currently delivered to 2,019 households each month, increasing with each edition.

The community has punched above its weight from the days some 20 years ago when it had a small and aged village hall and no playing field. The combined efforts of the Parish Council, the Amenities Association, the Blackbourne and Wesley Management Association and, latterly, Elmswell Community Enterprise together with Elmswell Community Land Trust have produced extensive social and sports facilities: 11 acres at Blackbourne, playing fields at Grove Lane and, most recently, the Wesley community facilities contiguous with the Tavern site. The physical synergy between the Tavern and Wesley sites, coupled with the stated aim of developing affordable housing and facilities at the rear of the extensive Tavern plot, encourages the proposed Tavern pub development as part of a genuine community hub effort at the physical heart of the village. This proposal has benefits well beyond 'just a pub'.

SOME HISTORY

There has been a public house on our site [Land Reg. Title No. SK122891] at School Road, Elmswell since at least 1844 when Elmswell's archive has George Randall Baker, 'beer seller', as the landlord together with his wife, Eleanor and their 10 children.

Elmswell, as a robust agricultural working village had some 11 beer houses and public houses similarly recorded serving, in earlier days, the need for small beer brewed in-house and offering a safe alternative to the poor drinking water. In living memory there were The Crown, near the railway crossing, which gave its name to Crown Mill, and the Red Lion on Station Road, opposite the Mace shop, which, with 'a small brewer attached', was sold by the Lord of the Manor in 1848 and later, in the 1920's, became a garage and petrol station, now a private house.

For the last 50 years or so, there have been just 2 pubs in Elmswell, the Fox, which currently thrives largely as a Thai restaurant, and the Railway Tavern.

The anomaly of the names, the Fox sits right next to the railway station whilst the Railway is in the centre of the village well away from the train line, is explained by the fact that a narrow-gauge railway ran down Rose Lane, adjacent to the Railway Tavern site, to bring bricks the 1 mile from the Woolpit Brick & Tile Co. to the railway proper for onward carriage nationwide. The tracks, laid in 1900, are still visible and feature in the 1904 OS map. However, the venture was short lived as steam lorries came into their own, offering delivery direct to customers' premises.

COMMUNITY INVOLVEMENT

In January 2019, Greene King, the then owners, secured planning consent for the erection of 8 dwellings on the extensive site [MSDC Ref. DC/18/02259]. It was subsequently put on the market and Elmswell Parish Council, having succeeded in registering the building as an Asset of Community Value, purchased the whole site in March 2020 on behalf of the community, including the pub as a going concern, for £805,000.00, having secured a loan from the Public Works Loan Board following the clear demonstration of public support as required by the Board.

A group of 9 residents offering a range of appropriate skills and experience came forward to form Elmswell Community Enterprise Limited, subsequently registered with the FCA in March 2021, No. 8589.

Parallel with this initiative, Elmswell Community Land Trust [ECLT] has been formed to develop the area of the site on which the earlier planning permission for dwellings was secured. This will become community-owned and controlled affordable homes. ECE & ECLT are in the early stages of discussion towards the possibility of mutual benefits such as a ground source heat pump system feeding a community heating scheme to both holdings.

PERSONNEL

The team which has volunteered to take the scheme forward comprises 2 licensed trade professionals with considerable local and national hands-on experience of the industry, 3 individuals currently running small businesses in the community and each with relevant training and skills including design, accountancy and team management, a recently retired local solicitor who founded and ran his own practice for many years, a retired entrepreneur and international business executive, a retired Quantity Surveyor with wide experience across building and construction trades, and a retired Head of a Local Authority free-standing traded service. They have, in a very short time, established an efficient and effective working group as the 'Designated Members' of Elmswell Community Enterprise, in place until the first AGM.

OWNERSHIP & MANAGEMENT FRAMEWORK

It is intended that the Elmswell Parish Council [EPC] will lease the pub premises on a fully repairing and insuring 99 year lease to Elmswell Community Enterprise Limited and will charge a reviewable fair-market rent set, for the purposes of this exercise, at the starting level of £8,000 and £12,000 pounds, dependent upon the level of development achievable. ECE will raise the funding and manage the refurbishment of the premises. ECE will appoint a management team with a brief to follow the community's stated aspirations with regard to the shape and style of the service the Tavern will offer.



THE TRANSITION

The landlord who was in post when the Tavern was acquired as a going concern agreed to hold off his intended retirement until the community was in a position to take over. Meanwhile, the premises have, both inside and out, undergone a thorough clean-up and revamp through the benefit of 1,000+ hours of community volunteer input. It is currently managed by ECE working with the Parish Council as a team headed by an experienced pub trade professional and applying the management style and objectives which inform the long-term community aspirations. This will be the case for the several months until vacant premises is required for building works to begin. The anticipated 9 -12 months of closure will see ECE advertising for expressions of interest in the management of an entirely fresh venture having had the benefit of this hands-on experience. Meanwhile, Elmswell Council is liable for all profit and loss and ECE is currently dormant.

ECE is a Plunkett Foundation member and a Community Benefit Society, registered with the Financial Conduct Authority [Reg. No. 8589]. It continues to benefit from support and guidance from the 'More Than a Pub' programme.

THE DESIGN BRIEF FOR THE ELMSWELL TAVERN

The village of Elmswell, through EPC, also owns the former Victorian Wesley chapel building immediately adjacent to the Tavern site. This was acquired for the community in 2018 and restored to a 21st century version of its former glory, including a new-build coffee shop which has fulfilled the aim of providing a community social hub at the physical heart of the village. The architect who designed and oversaw this project was successful in bidding for the Tavern scheme and has worked with ECE to produce a design brief which has already had a very favourable reception in a pre-application discussion with Mid Suffolk District Council.

THE TAVERN / WESLEY SYNERGY + 'AFFORDABLES' - INTEGRATION AS A COMMUNITY HUB

Wesley is an ideal venue for small receptions, weddings and social gathering. Catering facilities do not extend beyond the excellent coffee shop. Working together, EPC & ECE hope to be able to effectively offer complementary provision between the 2 sites, literally 20 paces apart, to their mutual benefit, offering considerable gain in many important practical aspects, such as car parking.

Although very clearly a pub, the Elmswell Tavern proposal is predicated upon the well-established concept within the village of complimentary facilities working together to cover as many needs as possible towards fulfilling the crucial social cohesion which was in danger of being lost as the community mushrooms well beyond the traditional parish footprint. The aspiration for community-led affordable housing on the Tavern land further binds the project into a community envelope.

A commonality of personnel across the management of Blackbourne, Wesley, Elmswell Community Land trust, and now the Tavern, allows for cohesion and co-ordination towards a robust, all-inclusive, community goal.

FINANCE

FINANCE - 2 TARGET LEVELS

The site is secured. Refurbishment / new-build costings have been carried out by the 3 team members with appropriate qualifications and experience and are based on the design brief which has been envisaged at 2 levels.

- **The 'Optimum' scheme delivers the full package at £980,000**
- **A 'Modest' package is costed-out at £470,000**

FINANCE - FINDING THE MONEY

A Share Prospectus offers individuals and others the chance to invest in a well-trying model, a community pub responsive to the needs and aspirations of its shareholders who will have a firm local commitment. EPC has reserves accrued with community development in mind from the Community Infrastructure Levy (CIL) / s106 funding required of the local developers who are in process of adding some 48% uplift to the housing stock of the village over a 10-year period. EPC has also demonstrated willingness to draw upon the Government's Public Works Loan Board further, if necessary, in order that the community can grow healthily and harmoniously in the face of the current onslaught of housing development. There are external funding sources available such as the Co-op Community Shares Booster Programme offering other options.



FINANCE - PROJECTIONS

The detailed figures included here and in the Share Prospectus are based on hard-nosed, up-to-the-minute, real life trading records as provided by the 2 pub professionals on the team. The overview takes account of the community's understanding that the bottom line may not be set at a commercial maximum and that an element of 'community premium' must be allowed against the purely profit-driven pubco norm.

Monthly first year figures - An informed professional approach has been taken towards producing projections for both the 'Optimum' and 'Modest' scenarios.

Relevant factors include:

- The assumption of a broadly 70:30 split reflects the industry norm for our region.
- A margin of 60% gp is set for drinks, recognising the prevailing market, the expected demand for cask ales and acknowledging relevant local pricing
- The 'middle-of-the-road' ("not a gastro pub") food which is strongly indicated as the community preference suggests a gp of 65% across the range of differing returns from, say, carvery to sandwiches
- Equal apportionment of certain admin. costs - communication etc in 12 equal tranches
- Certain apportionments following turnover - utilities, wages (although an element of wages – Manager / Chef will be salaried)
- Maintenance included as prudent despite new kit under warranty etc.
- Entertainment deliberately costed as a year-round expense so as to maintain the pattern as an established venue
- Extra uniform costs in December to cover temporary staff personalised tops etc

Quarterly projections - For the sake of the exercise, a May opening is posited and the split follows accepted industry trends.

Two different scenarios - The response to the Share Issue is key as a bellwether in terms of the potential available funding. Parish Council reserves remain as a reliable top-up as necessary once other grant / match-share funding sources have been sought. The material difference is one of the built footprint which dictates the scale of the enterprise. At £470k build cost the 'modest' package anticipates an income of £349,200 against the 'optimum' realisation of the full concept with an anticipated yield of £582,000. This is further reflected in the differing rates of rent due in either case. A successful venture will remain open to financial input from future share issues for specific purpose.

FINANCE – SELLING THE SHARES

The community is well prepared for the imminent Share Issue. The monthly Elmswell Newsletter (EAA@elmswell.org.uk) played a key role in publicising, encouraging and ensuring the necessary public support for the purchase of the freehold as a going concern. It has since delivered regular progress reports, including a 4pp pull-out, 'What's happening & How Can You Help' which yielded the 1,000hrs+ of volunteer efforts to tidy the site and premises. This will be the distribution medium for the Prospectus. Meanwhile a Facebook and on-line presence has been successfully established and will ensure a wide demographic reach. At all stages it will be made clear that a secondary Share Issue might be launched to build upon the initial outcome.

FINANCE – THE TAX INCENTIVE

Proper emphasis will be laid on the EIS tax incentive offering 30% relief to investors who are taxpayers, including the option to spread this over more than one tax year if the amount of tax paid is less than the amount for which eligibility is earned.

FINANCE – EXIT STRATEGY

EPC stands ready with bridging finance held as potential CIL (see above where CIL is defined) expenditures for a basic refurbishment to 'Modest' specification. Meanwhile the site is an appreciated and appreciating asset in the febrile and ever-upward property market at the heart of East Anglia, a developers' honey-pot. In the very unlikely event of a failure to achieve the minimum share issue of £100k, there would be full reimbursement of any loans and grants, with remaining funds distributed pro-rata to Shareholders and the Company wound up.

FINANCE – THE RISKS

Four headline risks to the venture are identified and addressed:

- Covid or a similar pandemic event could recur; The management team includes principals of the Parish Council and the voluntary bodies which successfully managed the community enterprises at Blackbourne and at Wesley throughout the recent turmoil. Assuming a similar level of government support they feel confident that the cushion afforded by the link with Elmswell Parish Council and other village community organisations would allow the enterprise to survive.
- Recession – the impending and inevitable drop in disposable income: There has been a policy decision to stay at the lower end of the price range under the current Tavern management regime. This is one of the factors which encourages the statistic of 30% new customers currently being logged each trading month. Until the renovation works require closure in some 6–8 months' time, this pattern will be maintained as the pub takes advantage of low overheads given the basic facilities on offer and under the guidance of the members of the management team who have successfully steered Blackbourne and Wesley through the past 2 years' difficulties.
- Customer base – rural pubs suffer from declining numbers of potential customers as the reliance on a drive-time cohort comes under pressure from fuel prices and environmental considerations; Elmswell is over half-way through a period of expansion of households in the village, ie within a 10 minute walk from the Tavern, which will mean an uplift of 48% in population once all current Planning consents are built-out. The recent very successful innovation of family days at the Tavern and the number of new faces at the regular quiz and music nights suggest that the new neighbours welcome what the pub offers.

- Competition – new pubs opening, As identified elsewhere in making the case for the share offer, there are numerous well-established pubs within a 10 minute drive time. None has the walk-to population enjoyed by the Tavern. All enjoy a healthy sharing of business, but it is not anticipated that casual car travel is due to do anything other than decline. There do not seem to be premises or business plans for another pub in Elmswell and there is no feasible way for the Fox, the village's other pub, to expand. Serious warnings of impending closure have come in the past week from the Tostock Gardeners Arms and the actual closure of Cotton Trowel & Hammer is current news. Both are close enough to expand our customer base. The Tavern is well positioned to take up any slack afforded.

BUSINESS FINANCIAL DETAIL PROJECTION

ELMSWELL TAVERN

MODEST INVESTMENT



TRADING PROFIT & LOSS PROJECTION - ELMSWELL TAVERN

MODEST INVESTMENT - YEAR 1 PROJECTION BY MONTH

Income	month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9	month 10	month 11	month 12	YEAR 1
Drinks Sales	£20,232	£16,860	£13,488	£11,802	£13,488	£13,488	£13,488	£21,918	£8,430	£10,116	£11,802	£13,488	£168,600
Food Sales	£20,088	£16,740	£13,392	£11,718	£13,392	£13,392	£13,392	£21,762	£8,370	£10,044	£11,718	£13,392	£167,400
Machines Income	£1,584	£1,320	£1,056	£924	£1,056	£1,056	£1,056	£1,716	£660	£792	£924	£1,056	£13,200
TOTAL INCOME	£41,904	£34,920	£27,936	£24,444	£27,936	£27,936	£27,936	£45,396	£17,460	£20,952	£24,444	£27,936	£349,200
EXPENSES	month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9	month 10	month 11	month 12	YEAR 1
Drinks Purchases	£8,093	£6,744	£5,395	£4,721	£5,395	£5,395	£5,395	£8,767	£3,372	£4,046	£4,721	£5,395	£67,440
Food Purchases	£7,031	£5,859	£4,687	£4,101	£4,687	£4,687	£4,687	£7,617	£2,930	£3,515	£4,101	£4,687	£58,590
Communications	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Wages Inc. NI	£15,840	£13,200	£10,560	£9,240	£10,560	£10,560	£10,560	£17,160	£6,600	£7,920	£9,240	£10,560	£132,000
Business Rates	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£1,600	£19,200
Rent	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£8,000
Utilities, Gas, Electric, Water	£1,483	£1,236	£989	£865	£989	£989	£989	£1,607	£618	£742	£865	£989	£12,360
Advertising	£375	£375	£375	£375	£375	£375	£375	£375	£375	£375	£375	£375	£4,500
Insurance / Professional	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£7,500
Refuse Collection	£96	£96	£96	£96	£96	£96	£96	£96	£96	£96	£96	£96	£1,148
Maintenance Contracts	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£1,500
Window Cleaning	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£720
Consumables	£504	£420	£336	£294	£336	£336	£336	£546	£210	£252	£294	£336	£4,200
Credit Card Charges	£432	£360	£288	£252	£288	£288	£288	£468	£180	£216	£252	£288	£3,600
Entertainment	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£8,000
Licenses	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Stocktaking	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Repairs and Decoration	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Uniforms / Signage etc.	£2,500							£500					£3,000
Contingency	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
TOTAL OUTGOINGS	£41,997	£33,933	£28,369	£25,587	£28,369	£28,369	£28,369	£42,779	£20,023	£22,805	£25,587	£28,369	£354,558
TOTAL INCOME	£41,904	£34,920	£27,936	£24,444	£27,936	£27,936	£27,936	£45,396	£17,460	£20,952	£24,444	£27,936	£349,200
INCOME LESS EXPENDITURE	-£93	£987	-£433	-£1,143	-£433	-£433	-£433	£2,617	-£2,563	-£1,853	-£1,143	-£433	-£5,358

TRADING PROFIT & LOSS PROJECTION - ELMSWELL TAVERN

MODEST INVESTMENT - YEAR 2 PROJECTION BY QUARTER

INCOME	Q1	Q2	Q3	Q4	YEAR 2
DRINKS SALES	£57,024	£48,576	£54,912	£50,688	£211,200
FOOD SALES	£60,102	£51,198	£57,876	£53,424	£222,600
MACHINES INCOME	£3,888	£3,312	£3,744	£3,456	£14,400
TOTAL INCOME	£121,014	£103,086	£116,532	£107,568	£448,200

EXPENSES	Q1	Q2	Q3	Q4	YEAR 2
Drinks Purchases	£22,810	£19,430	£21,965	£20,275	£84,480
Food Purchases	£21,036	£17,919	£20,257	£18,698	£77,910
Communications	£750	£750	£750	£750	£3,000
Wages Inc. NI	£46,170	£39,330	£44,460	£41,040	£171,000
Business Rates	£5,000	£5,000	£5,000	£5,000	£20,000
Rent	£3,750	£3,750	£3,750	£3,750	£15,000
Utilities, Gas, Electric, Water	£3,677	£3,133	£3,541	£3,269	£13,620
Advertising	£1,125	£1,125	£1,125	£1,125	£4,500
Insurance / Professional	£2,063	£2,063	£2,063	£2,063	£8,250
Refuse Collection	£315	£315	£315	£315	£1,260
Maintenance Contracts	£394	£394	£394	£394	£1,575
Window Cleaning	£188	£188	£188	£188	£750
Consumables	£1,125	£1,125	£1,125	£1,125	£4,500
Credit Card Charges	£1,215	£1,035	£1,170	£1,080	£4,500
Entertainment	£2,400	£2,400	£2,400	£2,400	£9,600
Licenses	£795	£795	£795	£795	£3,180
Stocktaking	£488	£488	£488	£488	£1,950
Repairs and Decoration	£1,125	£1,125	£1,125	£1,125	£4,500
Uniforms / Signage etc.	£375	£375	£375	£375	£1,500
Contingency	£3,000	£3,000	£3,000	£3,000	£12,000
TOTAL OUTGOINGS	£117,799	£103,739	£114,284	£107,254	£443,075
TOTAL INCOME	£121,014	£103,086	£116,532	£107,568	£448,200
INCOME LESS EXPENDITURE	£3,215	-£653	£2,248	£314	£5,125

TRADING PROFIT & LOSS PROJECTION - ELMSWELL TAVERN

MODEST INVESTMENT - 5 YEAR PROJECTION

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
DRINKS SALES	£235,200	£211,200	£295,200	£316,188	£341,508
FOOD SALES	£100,800	£222,600	£297,900	£317,790	£342,690
MACHINES INCOME	£13,200	£14,400	£15,600	£16,200	£16,800
TOTAL INCOME	£349,200	£448,200	£608,700	£650,178	£700,998

EXPENSES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Drinks Purchases	£67,440	£84,480	£118,080	£126,000	£135,900
Food Purchases	£58,590	£77,910	£104,265	£111,000	£119,880
Communications	£3,000	£3,000	£3,000	£3,000	£3,000
Wages Inc. NI	£132,000	£171,000	£228,000	£243,900	£261,000
Business Rates	£19,200	£20,000	£20,800	£22,000	£23,200
Rent	£8,000	£15,000	£15,000	£15,000	£15,000
Utilities, Gas, Electric, Water	£12,360	£13,620	£14,880	£16,350	£17,730
Advertising	£4,500	£4,500	£4,500	£4,500	£4,500
Insurance / Professional	£7,500	£8,250	£9,000	£9,750	£10,500
Refuse Collection	£1,148	£1,260	£1,388	£1,463	£1,575
Maintenance Contracts	£1,500	£1,575	£1,650	£1,763	£1,913
Window Cleaning	£720	£750	£795	£852	£930
Consumables	£4,200	£4,500	£4,710	£4,950	£5,346
Credit Card Charges	£3,600	£4,500	£6,000	£6,600	£7,200
Entertainment	£8,000	£9,600	£11,200	£12,000	£12,800
Licenses	£3,000	£3,180	£3,340	£3,500	£3,750
Stocktaking	£1,800	£1,950	£2,050	£2,200	£2,350
Repairs and Decoration	£3,000	£4,500	£15,000	£15,000	£15,000
Uniforms / Signage etc.	£3,000	£1,500	£1,500	£1,650	£1,800
Contingency	£12,000	£12,000	£12,000	£12,000	£12,000
TOTAL OUTGOINGS	£354,558	£443,075	£577,158	£613,477	£655,374
TOTAL INCOME	£349,200	£448,200	£608,700	£650,178	£700,998
INCOME LESS EXPENDITURE	-£5,358	£5,125	£31,543	£36,701	£45,625

MODEST 5 YEAR INVESTMENT PROFIT AND LOSS AND CASH FLOW

Scenario 2 Modest £'000	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Profit and loss account					
Sales	349.2	448.2	608.7	650.2	701.0
Gross profit	223.2	285.8	386.4	413.2	445.2
Expenses					
Staff costs	132.0	171.0	228.0	243.9	261.0
Other expenses	96.5	109.7	126.8	132.6	138.6
Total expenses	228.5	280.7	354.8	376.5	399.6
EBITDA	(5.4)	5.1	31.5	36.7	45.6
Earnings before interest, tax and depreciation					
Interest	-	-	-	-	-
Tax	-	-	-	-	-
Depreciation	25.8	25.8	25.8	25.8	25.8
Surplus/(deficit) for the period	(31.2)	(20.7)	5.7	10.9	19.8
Key Performance indicators					
Gross profit as % of sales	64%	64%	63%	64%	64%
Staff costs as % of sales	38%	38%	37%	38%	37%
Cash flow statement					
Money in					
Sales cash in (including VAT)	419.0	537.8	730.4	780.2	841.2
Total money in	419.0	537.8	730.4	780.2	841.2
Money out					
Payment of purchases (including VAT)	267.1	326.5	419.0	443.5	473.2
Net pay	112.2	145.4	193.8	207.3	221.9
PAYE/NI/pension	18.2	25.2	33.4	36.4	38.9
VAT	20.5	31.8	47.2	55.1	60.0
Interest	-	-	-	-	-
Share buy back	-	-	-	-	-
Total money out	418.0	528.8	693.4	742.3	794.1
Cash inflow/(outflow)	1.1	9.0	37.0	38.0	47.1
Cash at bank at start	23.0	24.1	33.1	70.1	108.1
Cash at bank at end	24.1	33.1	70.1	108.1	155.2

MODEST 5 YEAR INVESTMENT BALANCE SHEET

Net assets

	<i>Opening net assets</i>					
Fixed assets						
Leasehold improvements	435.0	417.6	400.2	382.8	365.4	348.0
Fixtures and fittings	42.0	33.6	25.2	16.8	8.4	-
Total fixed assets	477.0	451.2	425.4	399.6	373.8	348.0
Working capital						
Stock	-	-	-	-	-	-
Accounts receivable	-	-	-	-	-	-
Accounts payable	-	-	-	-	-	-
Interest payable	-	-	-	-	-	-
VAT	-	(4.9)	(8.3)	(13.0)	(14.0)	(15.3)
PAYE/NI/Pension	-	(1.6)	(2.1)	(2.9)	(3.0)	(3.3)
Net working capital	-	(6.4)	(10.3)	(15.8)	(17.1)	(18.6)
Cash at bank	23.0	24.1	33.1	70.1	108.1	155.2
Net assets	500.0	468.8	448.2	453.9	464.8	484.6
Equity						
Profit and loss	-	(31.2)	(51.8)	(46.1)	(35.2)	(15.4)
Other funding	400.0	400.0	400.0	400.0	400.0	400.0
Share capital	100.0	100.0	100.0	100.0	100.0	100.0
Total equity	500.0	468.8	448.2	453.9	464.8	484.6
	-	-	-	-	-	-

Capital sources for the project and the application of such capital

Capital sources:

Share issue	100.0
Other funding	400.0
Total funds raised	500.0

Application of capital:

Leasehold improvements

Building renovations/improvements	385.0
Fees/ professional costs	50.0
	435.0

Fixtures and fittings

Equipment purchases	42.0
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Cash introduced

23.0

Start up funds required

500.0

MODEST 5 YEAR INVESTMENT FINANCIAL SUMMARY - Key assumptions

Fixed assets and depreciation

Depreciation is calculated to write off the cost of an asset over the useful economic life as follows:

Leasehold improvements	25 years	straight line
Fixtures and fittings	5 years	straight line

Share capital

Elmswell Community Enterprise Limited is a Community Benefit Society.

The forecasts assume the Society raises finance through the sale of shares .

The forecasts assume the Society does not pay any interest to shareholders and all profit will be reinvested.

Accordingly these forecasts include no provision for the payment of any interest.

The forecasts do not include share withdrawals as these are governed by members' decisions based on actual trading circumstances.

Working capital

The forecasts assume stock is financed by accounts payable. For simplicity the forecasts exclude both stock and accounts payable.

VAT is payable quarterly in arrears.

PAYE/NI and pension are paid monthly in arrears.

Sales are immediately converted to cash. A successful venture will remain open to financial input from future share issues for specific purposes.

Interest rate

The forecasts assumes no interest is payable. (See Share capital above)

Tax

The committee is fully aware that there will be corporation tax liability on profits. However, the unpredictability of the rates prevailing at any time render this figure unpredictable and it is felt that by simply posting awareness of tax liabilities the case is secure.

Share withdrawals

No withdrawals are shown in projections but after 3 years' trading the aim is that a maximum 5% of shareholding may be withdrawn.

**BUSINESS
FINANCIAL DETAIL
PROJECTION**

ELMSWELL TAVERN



**OPTIMUM
INVESTMENT**



TRADING PROFIT & LOSS PROJECTION - ELMSWELL TAVERN

OPTIMUM INVESTMENT - YEAR 1 PROJECTION BY MONTH

Income	month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9	month 10	month 11	month 12	YEAR 1
Drinks Sales	£33,720	£28,100	£22,480	£19,670	£22,480	£22,480	£22,480	£36,530	£14,050	£16,860	£19,670	£22,480	£281,000
Food Sales	£33,480	£27,900	£22,320	£19,530	£22,320	£22,320	£22,320	£36,270	£13,950	£16,740	£19,530	£22,320	£279,000
Machines Income	£2,640	£2,200	£1,760	£1,540	£1,760	£1,760	£1,760	£2,860	£1,100	£1,320	£1,540	£1,760	£22,000
TOTAL INCOME	£69,840	£58,200	£46,560	£40,740	£46,560	£46,560	£46,560	£75,660	£29,100	£34,920	£40,740	£46,560	£582,000
EXPENSES	month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9	month 10	month 11	month 12	YEAR 1
Drinks Purchases	£13,488	£11,240	£8,992	£7,868	£8,992	£8,992	£8,992	£14,612	£5,620	£6,744	£7,868	£8,992	£112,400
Food Purchases	£11,718	£9,765	£7,812	£6,836	£7,812	£7,812	£7,812	£12,695	£4,883	£5,859	£6,836	£7,812	£97,650
Communications	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£5,000
Wages Inc. NI	£26,640	£22,200	£17,760	£15,540	£17,760	£17,760	£17,760	£28,860	£11,100	£13,320	£15,540	£17,760	£220,000
Business Rates	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£24,000
Rent	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Utilities, Gas, Electric, Water	£2,472	£2,060	£1,648	£1,442	£1,648	£1,648	£1,648	£2,678	£1,030	£1,236	£1,442	£1,648	£20,600
Advertising	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£433	£5,200
Insurance / Professional	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£10,000
Refuse Collection	£128	£128	£128	£128	£128	£128	£128	£128	£128	£128	£128	£128	£1,530
Maintenance Contracts								£1,000				£1,000	£2,000
Window Cleaning	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Consumables	£840	£700	£560	£490	£560	£560	£560	£910	£350	£420	£490	£560	£7,000
Credit Card Charges	£720	£600	£480	£420	£480	£480	£480	£780	£300	£360	£420	£480	£6,000
Entertainment	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£833	£10,000
Licenses	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Stocktaking	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Repairs and Decoration								£2,500				£2,500	£5,000
Uniforms / Signage etc.	£4,000							£1,000					£5,000
Contingency	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£25,000
TOTAL OUTGOINGS	£68,105	£54,792	£45,479	£40,823	£45,479	£45,479	£45,479	£73,262	£31,510	£36,166	£40,823	£48,979	£574,380
TOTAL INCOME	£69,840	£58,200	£46,560	£40,740	£46,560	£46,560	£46,560	£75,660	£29,100	£34,920	£40,740	£46,560	£582,000
INCOME LESS EXPENDITURE	£1,735	£3,408	£1,081	-£83	£1,081	£1,081	£1,081	£2,398	-£2,410	-£1,246	-£83	-£2,419	£7,620

TRADING PROFIT & LOSS PROJECTION - ELMSWELL TAVERN OPTIMUM INVESTMENT - YEAR 2 PROJECTION BY QUARTER

INCOME	Q1	Q2	Q3	Q4	YEAR 2
DRINKS SALES	£95,040	£80,960	£91,520	£84,480	£352,000
FOOD SALES	£100,170	£85,330	£96,460	£89,040	£371,000
MACHINES INCOME	£6,480	£5,520	£6,240	£5,760	£24,000
TOTAL INCOME	£201,690	£171,810	£194,220	£179,280	£747,000

EXPENSES	Q1	Q2	Q3	Q4	YEAR 2
Drinks Purchases	£38,016	£32,384	£36,608	£33,792	£140,800
Food Purchases	£35,060	£29,866	£33,761	£31,164	£129,850
Communications	£1,250	£1,250	£1,250	£1,250	£5,000
Wages Inc. NI	£76,950	£65,550	£74,100	£68,400	£285,000
Business Rates	£6,250	£6,250	£6,250	£6,250	£25,000
Rent	£6,500	£6,500	£6,500	£6,500	£26,000
Utilities, Gas, Electric, Water	£6,129	£5,221	£5,902	£5,448	£22,700
Advertising	£1,300	£1,300	£1,300	£1,300	£5,200
Insurance / Professional	£2,250	£2,250	£2,250	£2,250	£11,000
Refuse Collection	£420	£420	£420	£420	£1,680
Maintenance Contracts	£525	£525	£525	£525	£2,100
Window Cleaning	£313	£313	£313	£313	£1,250
Consumables	£2,025	£1,725	£1,950	£1,800	£7,500
Credit Card Charges	£2,025	£1,725	£1,950	£1,800	£7,500
Entertainment	£3,000	£3,000	£3,000	£3,000	£12,000
Licenses	£795	£795	£795	£795	£3,180
Stocktaking	£488	£488	£488	£488	£1,950
Repairs and Decoration	£1,875	£1,875	£1,875	£1,875	£7,500
Uniforms / Signage etc.	£625	£625	£625	£625	£2,500
Contingency	£6,250	£6,250	£6,250	£6,250	£25,000
TOTAL OUTGOINGS	£192,045	£168,311	£186,111	£174,244	£722,710
TOTAL INCOME	£201,690	£171,810	£194,220	£179,280	£747,000
INCOME LESS EXPENDITURE	£9,646	£3,500	£8,109	£5,036	£24,290

TRADING PROFIT & LOSS PROJECTION - ELMSWELL TAVERN

OPTIMUM INVESTMENT - 5 YEAR PROJECTION

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
DRINKS SALES	£281,000	£352,000	£492,000	£526,980	£569,180
FOOD SALES	£279,000	£371,000	£496,500	£529,650	£571,150
MACHINES INCOME	£22,000	£24,000	£26,000	£27,000	£28,000
TOTAL INCOME	£582,000	£747,000	£1,014,500	£1,083,630	£1,168,330

EXPENSES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Drinks Purchases	£112,400	£140,800	£196,800	£210,000	£226,500
Food Purchases	£97,650	£129,850	£173,775	£185,000	£199,800
Communications	£5,000	£5,000	£5,000	£5,000	£5,000
Wages Inc. NI	£220,000	£285,000	£380,000	£406,500	£435,000
Business Rates	£24,000	£25,000	£26,000	£27,500	£29,000
Rent	£12,000	£26,000	£26,000	£26,000	£26,000
Utilities, Gas, Electric, Water	£20,600	£22,700	£24,800	£27,250	£29,550
Advertising	£5,200	£5,200	£5,200	£5,200	£5,200
Insurance / Professional	£10,000	£11,000	£12,000	£13,000	£14,000
Refuse Collection	£1,530	£1,680	£1,850	£1,950	£2,100
Maintenance Contracts	£2,000	£2,100	£2,200	£2,350	£2,550
Window Cleaning	£1,200	£1,250	£1,325	£1,420	£1,550
Consumables	£7,000	£7,500	£7,850	£8,250	£8,910
Credit Card Charges	£6,000	£7,500	£10,000	£11,000	£12,000
Entertainment	£10,000	£12,000	£14,000	£15,000	£16,000
Licenses	£3,000	£3,180	£3,340	£3,500	£3,750
Stocktaking	£1,800	£1,950	£2,050	£2,200	£2,350
Repairs and Decoration	£5,000	£7,500	£25,000	£25,000	£25,000
Uniforms / Signage etc.	£5,000	£2,500	£2,500	£2,750	£3,000
Contingency	£25,000	£25,000	£25,000	£25,000	£25,000
TOTAL OUTGOINGS	£574,380	£722,710	£944,690	£1,003,870	£1,072,260
TOTAL INCOME	£582,000	£747,000	£1,014,500	£1,083,630	£1,168,330
INCOME LESS EXPENDITURE	£7,620	£24,290	£69,810	£79,760	£96,070

OPTIMUM 5 YEAR INVESTMENT PROFIT AND LOSS AND CASH FLOW

Scenario 1 Optimum £'000	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Profit and loss account					
Sales	582.0	747.0	1,014.5	1,083.6	1,168.3
Gross profit	372.0	476.4	643.9	688.6	742.0
Expenses					
Staff costs	220.0	285.0	380.0	406.5	435.0
Other expenses	144.3	167.1	194.1	202.4	211.0
Total expenses	364.3	452.1	574.1	608.9	646.0
EBITDA	7.6	24.3	69.8	79.8	96.1
Earnings before interest, tax and depreciation					
Interest	-	-	-	-	-
Tax	-	-	-	-	-
Depreciation	53.6	53.6	53.6	53.6	53.6
Surplus/(deficit) for the period	(46.0)	(29.3)	16.2	26.2	42.5
Key Performance indicators					
Gross profit as % of sales	64%	64%	63%	64%	64%
Staff costs as % of sales	38%	38%	37%	38%	37%
Cash flow statement					
Money in					
Sales cash in (including VAT)	698.4	896.4	1,217.4	1,300.4	1,402.0
Total money in	698.4	896.4	1,217.4	1,300.4	1,402.0
Money out					
Payment of purchases (including VAT)	425.3	525.3	677.6	716.8	764.7
Net pay	187.0	242.3	323.0	345.5	369.8
PAYE/NI/pension	30.4	42.0	55.7	60.6	64.9
VAT	36.9	55.8	82.1	95.4	104.0
Interest	-	-	-	-	-
Share buy back	-	-	-	5.0	10.0
Total money out	679.6	865.3	1,138.4	1,218.4	1,303.3
Cash inflow/(outflow)	18.8	31.1	79.0	81.9	98.7
Cash at bank at start	20.0	38.8	69.9	149.0	225.9
Cash at bank at end	38.8	69.9	149.0	230.9	324.5

OPTIMUM 5 YEAR INVESTMENT BALANCE SHEET

Net assets

	<i>Opening net assets</i>					
Fixed assets						
Leasehold improvements	890.0	854.4	818.8	783.2	747.6	712.0
Fixtures and fittings	90.0	72.0	54.0	36.0	18.0	-
Total fixed assets	980.0	926.4	872.8	819.2	765.6	712.0
Working capital						
Stock	-	-	-	-	-	-
Accounts receivable	-	-	-	-	-	-
Accounts payable	-	-	-	-	-	-
Interest payable	-	-	-	-	-	-
VAT	-	(8.6)	(14.6)	(22.5)	(24.3)	(26.6)
PAYE/NI/Pension	-	(2.6)	(3.4)	(4.8)	(5.1)	(5.4)
Net working capital	-	(11.2)	(18.0)	(27.2)	(29.4)	(32.0)
Cash at bank	20.0	38.8	69.9	149.0	225.9	314.5
Net assets	1,000.0	954.0	924.7	940.9	962.1	994.6
Equity						
Profit and loss	-	(46.0)	(75.3)	(59.1)	(32.9)	9.6
Other funding	500.0	500.0	500.0	500.0	500.0	500.0
Share capital	500.0	500.0	500.0	500.0	495.0	485.0
Total equity	1000.0	954.0	924.7	940.9	962.1	994.6
	-	-	-	-	-	-

Capital sources for the project and the application of such capital

Capital sources:

Share issue	500.0
Other funding	500.0
Total funds raised	1000.0

Application of capital:

Leasehold improvements

Building renovations/improvements	770.0
Fees/ professional costs	120.0
	890.0

Fixtures and fittings

Equipment purchases	90.0
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Cash introduced

20.0

Start up funds required

1,000.0

OPTIMUM 5 YEAR INVESTMENT FINANCIAL SUMMARY - Key assumptions

Fixed assets and depreciation

Depreciation is calculated to write off the cost of an asset over the useful economic life as follows:

Leasehold improvements	25 years	straight line
Fixtures and fittings	5 years	straight line

Share capital

Elmswell Community Enterprise Limited is a Community Benefit Society.

The forecasts assume the Society raises finance through the sale of shares .

The forecasts assume the Society does not pay any interest to shareholders and all profit will be reinvested.

Accordingly these forecasts include no provision for the payment of any interest.

The forecasts include a limited number of share buy backs, for instance, on the death of a shareholder.

Working capital

The forecasts assume stock is financed by accounts payable. For simplicity the forecasts exclude both stock and accounts payable.

VAT is payable quarterly in arrears.

PAYE/NI and pension are paid monthly in arrears.

Sales are immediately converted to cash.

A successful venture will remain open to financial input from future share issues for specific purposes.

Interest rate

The forecasts assumes no interest is payable. (See Share capital above)

Tax

The committee is fully aware that there will be corporation tax liability on profits. However, the unpredictability of the rates prevailing at any time render this figure unpredictable and it is felt that by simply posting awareness of tax liabilities the case is secure.

Share withdrawals

Trading years 4 and 5 show indicative withdrawals of £5K and £10K respectively. The aim is that a maximum of 5% of share capital can be withdrawn every year after the first 3 trading years.

A MORE DETAILED PERSPECTIVE

ECE was originally inspired by and has since taken invaluable advice, guidance, support and encouragement from the Plunkett Foundation which, as a charity itself, encourages in a very hands-on way locally owned and run enterprises in situations where the private sector cannot find traction. It was clear at the outset of the community acquisition process that the previous site owner, Greene King, could easily follow the well-trodden path of developing the site so as to render the pub business unviable, for example by restricted parking and constraints regarding potential neighbourhood nuisance. What was also obvious was that the potential of the Tavern had been massively under-explored and developed over several recent years with the tenant merely fulfilling the role of caretaker on a peppercorn rent whilst managed decline gradually robbed the enterprise of commercial appeal.

Local and national experience suggested that community ownership could harness resources beyond the merely commercial towards reviving and dramatically enhancing what had been a valuable community resource over generations of Elmswell residents. Plunkett figures suggested that such ventures, in their experience, have, unfailingly, survived and continue to prosper. Locally, the core group are aware that:

- Community pubs thrive within a very few miles of Elmswell: at Somersham, The Duke of Marlborough, at The Case is Altered in Great Bentley, and at the Lamarsh Lion
- Villages locally of similar or smaller size to Elmswell rely on at least 2 pubs in order to offer a spread of facilities and social environment, e.g. Thurston with the Fox & Hounds & The Victoria, and Rattlesden's 5 Bells & Brewer's Arms
- With the exception of the 5 Bells at Rattlesden, the licensed trade has, locally, adopted a food-led approach towards success, some to the extent of becoming 'dining destinations', such as at the Haughley Kings Arms, Stowupland Crown, Bildeston King's Head, and both the Weeping Willow and the Three Horseshoes at Barrow
- Recent successful refurbishments which have clearly changed the fortunes of rural hostelries include The Weeping Willow at Barrow, The Bull at Troston, The Swan at Lawshall, and the Bacton Bull.
- There exists a healthy interchange of customers between the pubs within a 10 minute drive time. As stated, the whole catchment is in one of the fastest growing areas of the country and the experience of these pubs supports the idea that the new demographic is very pub / eating-out / family friendly in its outlook. Within that drive-time and even omitting the considerable populations of Bury St Edmunds and Stowmarket both easily accessed on A14 and with an hourly train connection from Elmswell, there are lively, thriving hostelries at Bacton, Bardwell, Cotton, Drinkstone, Finningham, Great Finborough, Haughley, Ixworth, Norton, Onehouse, Rattlesden, Rougham, Stowupland, Thurston, Walsham, Wetherden, Woolpit. The common customer pool that this affords is a tried and tested market which is growing very rapidly and looks to be doing so for the foreseeable future.

The group has made presentations to a range of regular community groups in the village and has maintained a monthly presence, including a detailed 4pp A4 mail drop through the Elmswell Newsletter which went to over 2,000 households and to local businesses. Permanent displays at the 2 major community facilities at Wesley and at Blackbourne have invited questions and comment. The result has been overwhelming support across the board and an acknowledgement that there is a need for what the Tavern proposes, being family friendly, spacious multi-room spaces with access to sheltered outside facilities and, as yet undetermined but oft-mentioned, 'good pub grub', often qualified by the phrase, 'not gastro-pub'. Encouragingly, this accords with the initial brief and with the concept design which will be taken forward, here amplified as:

THE GUIDING PRINCIPLES:

- Community ownership in perpetuity with the fall-back of reversion to EPC as the safest possible pair of hands in the event of commercial failure
- Community control through ECE with the annual checks and balances of the Members' Meeting to help steer the operations on the ground and their general direction
- A clear and stated aim of social inclusion with positive attempts to attract elements of the community who might slip through more formal structures, despite Elmswell's strong and comprehensive network of clubs and organisations
- The appointment of a management team which is fully on board with the above and is aware of the necessity of being quickly responsive to errors and omissions related to what is on offer across the board
- Awareness that, although the bottom line is not the absolute guiding force, financial viability, including the rental pay-back to the community via EPC, is essential and the subsequent balance will be constantly a factor in management decisions.

SOME GUIDING POLICIES AND PRACTICES:

- Everyone must feel welcome. The design allows for spatial separation so that different groups and gatherings can engage whilst the traditional informal social intercourse continues
- Management must be responsive and quickly 'local', assimilated into the community fabric in a non-judgemental and positive way, becoming, traditionally, important eyes and ears
- Drinks offered will comprise a full and flexible range across the board, sensitive to demand but experimenting as appropriate, reflecting the excellent range of local ales, lagers and ciders available
- Food will be key to both turnover and overall impressions - genuine local inputs, fixed fare of the standards that are to be expected with a changing menu to encourage return visits, and all pitched below the higher-flying culinary offerings that are freely available elsewhere locally, but which seem not to chime with those who have expressed a view with regard to Elmswell's ideas
- Food events, including regular weekly / monthly deals and special event menus, and the inclusion of 'plate-size' pricing to take account of the number of diners who do not want large servings
- Other events; appropriate music / entertainment with a particular emphasis on encouraging local input via open-mic nights, comedy evenings, and specific genres such as folk, jazz, etc.

FACTORS WHICH ENCOURAGE THE PROJECT

- The pub presence has not faltered and a viable business has been maintained on the site for at least 177 years with clear indications in recent history that footfall is directly responsive to customer satisfaction, a key factor in ECE thinking
- The installation of a new tenant following a very encouraging 'community spruce-up weekend' has produced a significant uplift in trade indicating a healthy demand for a pub experience better tailored to the emerging new customer base as the village grows rapidly
- There is considerable inter-trading between the pubs in the other communities within a 15 minute drive time, with regular individual and group forays to other outlets which bodes well for a large new enterprise sensitive to customer demand and with a specific eye to 'family' trade; at present the venue is far from the 'destination' status that ECE aims for
- Public response to the idea, first floated in public meetings in September 2019 and in a flyer to all households seeking signed responses of support, was overwhelmingly positive, as when a further 'taster' flyer went out with the Monthly Elmswell Newsletter in July 2021 followed by a 4-page update including the community 'spruce-up' weekend in the following month's edition.
- With a current population of 4,000+, Elmswell is the largest village in Mid Suffolk. It is looking at an increase of 814 dwellings in recently built-out or immediately anticipated completions within 2 years, an uplift of 48%. This introduces several new neighbourhoods of young families and a vastly increased market for what the Elmswell Tavern aims to provide
- The site is well suited to the creation of attractive, safe, sheltered outside dining and drinking space, fulfilling the need demonstrated over recent months which looks likely to continue with the benefit of changing climate and weather patterns
- The 'A14' corridor villages and general Cambridge / Felixstowe hinterlands are increasing population right across the region and the success of other venues suggests an ever-increasing demand for well-considered licensed outlets

LAUNCHING THE PROJECT IN TERMS OF SHARE ISSUE

The previous successful and well-tried route for reaching every household in the village is the Elmswell Newsletter which will, once again, carry the share prospectus. The Group's Facebook presence closely mirrors this and ensures a reach across a broad demographic. The monthly build-up to the launch has been maintained through these media as well as the many face-to-face presentations made by Group members to village groups and organisations together with the displays inviting feedback at Wesley, Blackbourne and the Co-op. This pattern of inclusivity will extend beyond the share issue once the venture is established by virtue of the fact that the whole enterprise has been and will continue to be embedded in the community as providing a key social focus.

[See appendices for some of the publications mentioned here]

DAY-TO-DAY PRACTICALITIES

The ECE's elected Management Committee [MC] will be responsible for the overall running of the Company and of the premises within the constraints of the ECE governing documents. MC will report back to the AGM of shareholding members held on the premises or in another community building as necessary. In addition, the Annual Report and regular updates on progress, plans and activities related to Elmswell Tavern will be a regular monthly feature in the Elmswell Newsletter, delivered free of charge each month to all households in the village.

The AGM will function as would the Board of a Limited Company but with the important rider of one-member-one-vote. The executive roles within MC will include Chair, Secretary, and Treasurer, with briefs including Business Development / Marketing, Premises, and Liaison with the appointed Managers.

The Managers will comprise a team of 2 who will, at the discretion of MC, be invited to all MC meetings. The Managers' salary will take account of whether or not they opt to live in the living accommodation provided above the pub. If this is not their choice, the accommodation will be offered as part of a package to attract a chef or other key staff.

The Managers will be responsible for hiring and managing staff. There will be a bonus payable to the Managers related to annual net profit.

The wide and current experience represented on the current ECE group will inform the approach to staffing in terms of training, numbers and shift patterns. There is a keen awareness of the service offered by local pubs in the area and of the difference this can make to the customers' experience of their visit.

The professional input from the MC thus far has ensured that emphasis will be placed on the skill sets necessary for an efficient and community orientated management style and ensures that CPD / training opportunities are available and promoted to all staff.

It is anticipated that the responsibilities will include:

MANAGEMENT

- Programming events and activities to suit the community aspirations as advised by MC
- Ensuring that choice in terms of the food and drink offered reflects the community tastes and that rotation always allows for fresh choice
- Assessing and adjusting the general ambience and atmosphere to suit the prevailing customer presence, with particular reference to the type and volume of music which will be controllable in zoned areas
- Working to turnover / profit figures as planned and forecast in conjunction with MC
- Staff recruitment, training, and remuneration levels
- Reporting back to MC any observations regarding statutory regulation shortcomings
- Financial recording of takings, stock purchases, VAT, PAYE, NI, and pension scheme payments
- Identifying areas for development / improvement and feeding back to MC
- Marketing in collaboration with MC

ECE MANAGEMENT COMMITTEE

- Sourcing and appointing the Management Team
- Ensuring that the Management Team is part of, and setting performance and other targets, and that they are fully aware of what those targets are
- All financial budgets and planning
- All statutory compliance
- Building maintenance and development
- Marketing in collaboration with Management

Broader responsibilities will include:

- ***MC Chair;***

Outward and visible contact & presence of MC in dealings with Shareholders, pub management team, media and other agencies

Identification of roles and issues requiring specific input from individual Members or group as Working Party re any premises development and business promotion / diversification wider than the day-to-day initiatives of the pub management team

- ***ECE Secretary;***

Administration of share records applications / withdrawals / interest as necessary.

Organise & Minute MC meetings plus other meetings as necessary with working parties & other agencies

Be the point of contact for ECE

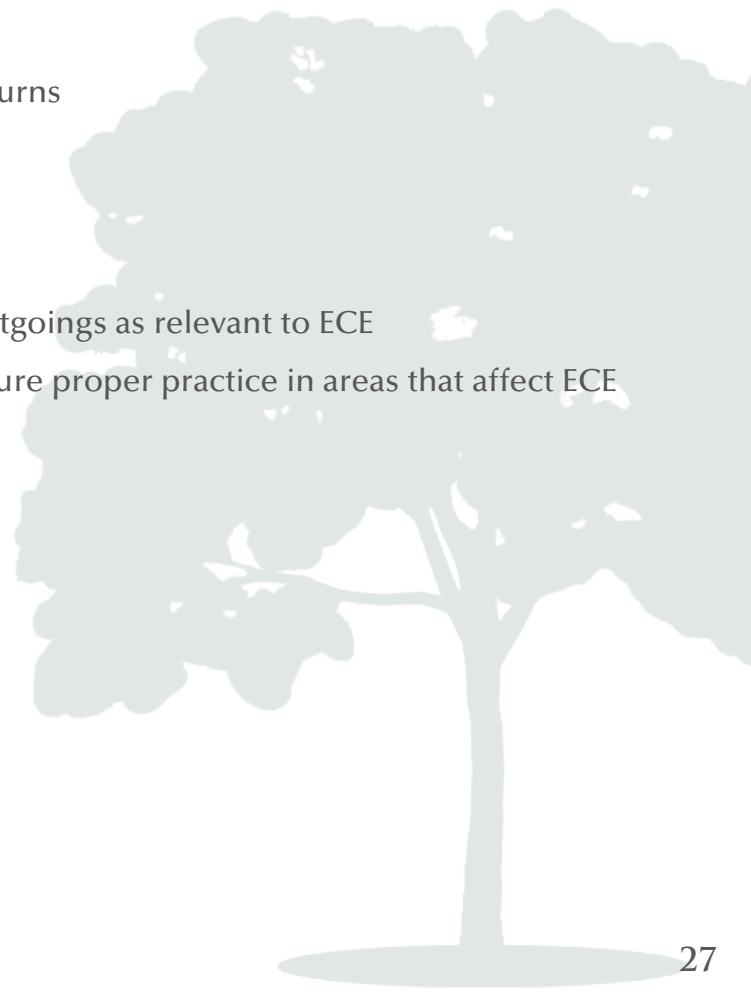
Undertake all statutory duties including FCA Returns

- ***ECE Treasurer***

Preparation of annual accounts

Financial management regarding loans / fixed outgoings as relevant to ECE

Close liaison with pub management team to ensure proper practice in areas that affect ECE



ENGAGING WITH THE COMMUNITY

The Elmswell Newsletter goes to 2,019 households each month. The current growth in population is, as elsewhere in the region, fast and considerable. Of 699 extant Planning permissions in the village, some 50% are built-out, the rest have spades well in the ground. The emerging Local Plan identifies a further 246 dwellings on proposed site allocations. The local experience is that windfall sites as large as 20 dwellings are very likely and that the development envelope will be under immediate pressure once the final Local Plan is published. This immediate catchment has been involved since, in October 2019, the village's permission was successfully sought for the purchase of the Tavern site **APPENDIX 'A' REFERS**.

Through the facility afforded by the monthly Newsletter delivery, other publications have updated the village on progress **APPENDIX 'B' REFERS**

This material has also been posted on the village notice boards, the ECE Facebook page and website and has formed the basis for static consultation displays at Wesley and Blackbourne inviting feedback. **APPENDIX 'C' REFERS**

There have been PRESENTATIONAL visits to various of the clubs and societies at their regular monthly meetings where ECE Members have explained the concept and responded to queries.

Meanwhile the Newsletter has carried regular progress reports and updates - **APPENDIX 'D' REFERS**

The Facebook page and Website have been constantly updated.

The Share issue will enjoy the benefit of this preparatory background work and will use the same avenues for reaching the community, clarifying what is on offer and encouraging participation. The business community presents another potentially fertile market and will be approached individually by Members with a business background towards making a sound case for community support from this sector. A strong presence at the forthcoming Platinum Jubilee celebration events in the village is planned... some of the action will be based at the pub as well as at the Council's community facilities and displays with Members in attendance will explain and promote the scheme.

Beyond the village boundaries there is a further rich catchment within a 10 minute drive time. **APPENDIX 'E'** shows, highlighted blue, 18 villages, each with a pub, to which Elmswell residents are known to routinely travel for their eating / drinking experience. The Elmswell Fox has appeal as a Thai Restaurant and draws custom from this area as well as from Bury St Edmunds and Stowmarket. Both of these local towns are, in fact, as easily accessed, including by train, but have not been counted into a calculation Suffolk Observatory confirms that there are as many residents, 32,500, in these villages which places the potential customer base near to what Bury St Edmunds offers at 35,470 and in excess of Stowmarket's 22,000 population.

The current involvement in the community across the board as the scheme develops is a result of the presentations made to community groups and the extensive monthly coverage in the Elmswell Newsletter which is delivered free to every household monthly. The interest generated by the proposed Share Issue is considerable and the presence of ECE members in managing or by frequenting the Elmswell Tavern in its current iteration as a rough-and-ready but fully functioning community pub allows for a constant interchange of updates and ideas with the community. The pressure for community activity – open mic. nights, regular folk club etc. suggests that a refurbished, more comfortable and inviting venue will be a very strong community draw. The 'Community Pub' thread runs through all of this and will be perpetuated and strengthened in the revamped premises with everyone aware of the possibilities of taking part in the shaping of what will be a key social focus.

A GENERAL WAY FORWARD - THE INITIAL VISION AND ASPIRATIONS

The guiding principles which informed the concept project include:

- Flexibility of spaces which can be autonomised or aggregated to offer a wide range of accommodation beyond the 'basic' layout of indoor food area, 'snug' bar area, general bar space, 'intermediate' indoor-outdoor space, & outdoor space.
- Response to considerable feedback from consultations / local knowledge re menus directed away from 'gastro-pub'
- Frequent menu rotation as 'specials' to encompass seasonal fare and encourage regular visits, plus standard pub meals as a permanent feature
- Always responsive to societal movement including dietary shifts to vegan and other choices
- A deliberate move towards a trading format of 60:40 wet sales / food split by turnover
- Themed food evenings / events to broaden appeal and publicise the Tavern presence, plus regular monthly open-mic nights / stand-up sessions / folk club, etc
- Provision made for local groups to meet within the available spaces for informal gatherings: book club, committee meetings, etc.
- Strong emphasis on use of outside space with the aim of this being a feature for 8/9 months of the year
- Wide presence advertised in surrounding villages, as is currently the case with Wesley regulars from Drinkstone, Great Ashfield etc
- Essential affinity between MC and the pub management team who will be appointed with full awareness of the vision and aspirations, and account will be taken of their suitability for fulfilling the roles thus defined
- Local input across the range of possible services, as currently practised at Wesley and Blackbourne in the village, e.g. the Allotment Association already keen to supply seasonal produce. Current management of EPC facilities already relies wherever possible on local business
- Close liaison with EPC re Wesley facilities and the clear benefits of co-operation, e.g., wedding ceremony / baby naming / re-affirmation of vows, etc at Wesley, wedding meal in Tavern, disco back at Wesley with private event bar run under the auspices of the pub
- Deliberate and scheduled re-visiting of the project towards innovation and change to accommodate feedback from management team & public
- Clear intention to remain open to fresh investment
- Always a wide and varied drinks offer including local ales, ciders, and spirits, and always to remain free of any brewery tie.
- Specific initiatives to continue to seek out individuals / groups who might not ordinarily think a pub is for them... 'Next Door Nights' offering discounted drinks / meals to specific neighbourhoods already suggested.

PMI ANALYSIS

Using Edward de Bono's PMI (plus, minus, interesting) brainstorming analysis, the following emerges towards considering the scheme creatively and freed from the tendency to simply back-up a previously determined case.

PLUS	MINUS	INTERESTING
Long-standing traditional village feature is retained and strengthened	Could impinge negatively on The Fox	Elmswell becomes a pub / food 'destination' as a result of wider choice
Strengthens the concept of community hub	Might be clashes with Wesley coffee shop sales	Encourages trade for the chip-shop / takeaway opposite
An existing location with customer base	Probably looking to change customer base	Could benefit The Fox
Large site - external facilities can be extensive	Site close to residential properties - noise issue	Opportunities for outside events - beer festival?
Whole site purchase offers flexibility if disposal is suggested by failure of scheme	EPC have sought community permission for borrowing & consequently very rent-aware	Possibilities of community heating shared with new affordable dwellings on site
Widely experienced MC	Could change	Might get better
'Community premium' in the bottom line calculation	This has to be carried ie, reduced margins	Community appeal
Sympathetic local landlord in EPC	Might try to interfere	Good community feedback - councillors are likely shareholders & customers
Central to village	No immediate on-street parking	Tie-in with chip shop / takeaway for themed nights
Considerable catchment area	Other pubs in catchment	Station allows car-free access from wide local area

David Barker

David Barker is a Qualified Solicitor, now retired, having founded his own practice, now employing 30 staff, in 1979.

Living in Elmswell for 37 years, he has served on Elmswell Parish Council for over 25 years, as Chairman for 11 years and as Vice Chairman for the last 6 years.

He assisted in the acquisition of The Blackbourne and in the building of both the Chamberlayne Hall and subsequently, the Jubilee Hall, along with the changing rooms and associated facilities.

Serving on Elmswell Amenities Association for 35 years, as Vice Chairman for most of that time, he helped to steer the development of the Library and attached Memorial Garden.

More recently, he helped in the acquisition and development of Wesley Hall from concept to fruition.

He was delighted to be asked to bring his knowledge and experience to both Elmswell Community Enterprise and Elmswell Community Land Trust.

Colin Cassels Brown

Colin has enjoyed over thirty years in the Hospitality Sector as a multi-site leader and is currently Head of Safety for the UK's biggest pub company. Having lived in Elmswell since 2006 with his wife and two daughters, Colin recognises the need for a quality local pub providing good food, drink and entertainment.

Colin has previously set up and successfully led a private regional hotel company and won many awards across both managed and PLC businesses. Colin has taken the lead on many projects and initiatives and has a track record in driving change.

Colin has always encouraged his array of hotels, restaurants and pubs to proactively embrace their local community. He is most passionate about replicating this approach with The Elmswell Tavern. With an ever-increasing local population, it will provide a safe and welcoming haven where local people can relax, socialise and enjoy a great experience on their doorsteps.

Peter Dow

Peter Dow is currently Clerk to the Parish Council having previously served as a member and Chairman, a continuous presence of some 30 years, in parallel with significant and current involvement with the Elmswell Sports Club, Elmswell Amenities Association, Blackbourne and Wesley Management Association and, most recently as a founder-member of both the Elmswell Community Enterprise and Elmswell Community Land Trust. A resident of 42 years he has a background in teaching and electronic engineering and, for some 37 years, established and ran a wholesale bakery in the village together with catering and retail outlets in Bury St Edmunds and Stowmarket. He offers a wealth of experience of community-driven initiatives together with a wide network of local personal and business connections extending across the county.

Sarah Evans

Sarah has lived in Elmswell for over 30 years, since childhood.

She currently runs a successful fitness business in the village, operating from the Blackbourne community centre and Wesley. She has a large varied client base from the village and surrounding areas.

Previously Sarah worked for many years in the hospitality industry for Greene King as an Accountant/Business Analyst so has a great understanding of the pub trade and the financials.

Also with a keen interest in interior design Sarah offers a wealth of attributes that will be beneficial to our community project.

Di Jackson

Di has been an active Elmswell resident for 18 years being involved on various committees as well as volunteering for many local groups. Having studied 3D Design at degree level, specialising in Furniture design, textile design & woodwork, she has a broad knowledge of design and has a keen interest in interior decoration.

Di is an experienced graphic designer with a demonstrated history of working in the design industry for over 20 years. For over 10 years she has worked freelance and has used her skills in many industries with a varied client base including Greene King, John Adams, veterinary practices & small independent businesses which has given her a wide range of both design & marketing experience.

Currently involved in promoting local businesses on social media including the Wesley & the Tavern she is keen to promote the new venture with a focus on it being an attractive and accessible venue for all tastes and walks of life.

Olly Jackson

Offers 31 years of hospitality experience with the last 22 being in the Independent free trade in the Brewery industry. Presently the Regional Manager for Greene King Free Trade for East Anglia with 750 independent free-trade outlets under his indirect supervision. Olly has had dealings with seven community owned public houses in Anglia alone.

Degree in International Hospitality Management and lived in Elmswell for 18 years and mid Suffolk for 44 years. Previously served 6 years on the management Committee at Bury Rugby Club and 2 years as County Upper Basketball Club Chairman. Also a Fellow of the British Institute of Inn-keepers.

Bridget Keevil

Bridget has lived and worked in Elmswell since 1982. She established the first "Travel Stop" branch on the Railway Station in Elmswell in 1991 and, apart from the odd hiccup surrounding Covid, has gone from strength to strength. Her children went to school in Elmswell, and her and her family have used/still use many of the amenities that Elmswell provides. In 2015 she decided to see the world from a completely different perspective and embarked on a journey like no other. In August she set off from London to become a circumnavigator in the Clipper Round the World Yacht Race. Her participation in this 40,000 mile ocean challenge (having never sailed before this venture) took her miles outside of her comfort zone, before returning to London 11 months later in July 2016. There will be no more mad adventures - until the next one.....

Fred Pallett

Elected to Elmswell Parish Council some 10 years ago and served as Chairman for the past 7 years. Has worked on various Council sub-committees for a range of community initiatives, the most significant being Council's acquisition of the Methodist hall and land and subsequent successful conversion into the Elmswell Wesley Community Centre, a £1.2M Project brought in on time and on budget. Also a key player in the £800K acquisition from Greene King of the Railway Tavern and building land. Currently sits on the Elmswell Community Land Trust and as a trustee of the Elmswell Poor's Land charity.

A design engineer by profession has worked in the Chemical, Oil & Gas and renewable energy industries for over 50 years, initially as an engineer with the industry's major global contractors. Subsequently Director/ Managing Director/ Shareholder of a UK start-up manufacturing business serving the energy industries, growing it into a successful £15MT/O enterprise. Has also worked as Business Development Director of a UK PLC & as Non-Executive Director of UK oil & gas operators' supply chain organisation.

For the last 10 years has worked as a business development & project management consultant serving UK and international energy industry equipment supply, in parallel with running a successful property development company.

Philip Shaw

As a musician - performer, teacher, and manager - Philip Shaw has served variously as Member, Convener, Membership Secretary, and Finance Director of several national strategic organisations leading and representing Music Education. A former Managing Director of a Community Arts Centre, he led its Board in managing premises, finance, staffing, programming, and licencing. Appointed Suffolk County Council's Senior Music Adviser in 1987, he retired in 2017 as Head of Suffolk County Music Service, a free-standing traded service within SCC. With a budgeted expenditure of c£3m and 60+ full- and part-time staff, he was responsible and accountable for its strategic leadership and management, policy, personnel, and finance. A resident of 34 years, he is a Parish Councillor and founder member of Elmswell Community Enterprise and Elmswell Community Land Trust. He is a Fellow of the Royal Society of Arts and was awarded an OBE in the Queen's Birthday Honours (2005)

David Brown

A recently co-opted member of Elmswell Parish Council and of Elmswell Community Enterprise, David has been resident in the village for 8½ years. He is a Chartered Civil Engineer and has been able to offer assistance on recent engineering and costing issues. He has worked for major UK civil engineering contractors both in the UK and overseas for over 40 years, delivering major national infrastructure projects and, more recently, cost estimating for a variety of engineering and construction projects. He is about to retire and will thus be able to devote more time to both the Parish Council and Community Enterprise objectives.

Peter Hancock

Peter Hancock has been an Elmswell resident for 9 years, is currently a Parish Councillor and a member of the Blackbourne and Wesley Management Association MC, having previously served as Elmswell Village Warden.

He recently retired after a total of 44 years working as a qualified Quantity Surveyor in private practice, Local Authority and building contracting.

He is, therefore, well placed to be able to offer financial and contractual advice on construction projects including feasibility studies and budgets, tendering processes, tender evaluation, value engineering and best value.

Appended, please find:

- A** The flyer which successfully sought the community's permission to borrow for the site purchase.
- B** Subsequent flyers to encourage community involvement
- C** Comments
- D** Monthly newsletter inserts
- E** Villages with pubs that are currently used by Elmswell residents
- F** Photographs of the pub before and during the spruce-up weekend
- G** Photographs of the pub after the spruce-up
- H** Concept design drawings
- I** Aerial view of the site with the Wesley adjacent

- ✓ Letting you know
- ✓ Keeping you in the picture
- ✓ Asking your opinion on a possible community benefit scheme at



THE GREENE KING DEVELOPMENT SITE on SCHOOL ROAD

PLUS... how you can help Elmswell establish its own Community Land Trust to work towards genuine affordable homes for Elmswell people with **no right to buy** so that they stay with the village, for the village, forever!



Photograph courtesy of Lapwing Drone Photography

CAN WE SAVE IT FOR THE VILLAGE?

ELMSWELL Tavern



Coming Soon...

We are excited to announce that the village is in the process of developing plans to open the new community owned Elmswell Tavern. Plans are now well underway to create a wonderful dining, drinking and entertainment venue which will serve us across the whole of our community and extend to neighbouring towns & villages too. The renovation project will see us transform the property into everything we would want from a village pub plus so much more. To help us maximise the potential of the pub, we will be inviting residents, businesses & friends of the village to buy shares in what will be the biggest project Elmswell has ever seen! This venture can be what we want it to be...

To keep up to date with developments please follow @elmswelltavern on Facebook & Instagram

WATCH THIS SPACE...

We are Elmswell Community Enterprise, a Community Benefit Society registered with the Financial Conduct Authority (Reg. No. 8589) in March 2021, encouraged by the Parish Council in an initiative with the Elmswell Community Land Trust to develop the Green King site at School Road as a community pub and community affordable homes.

WHAT'S HAPPENING & HOW CAN YOU HELP?



FOR OUR COMMUNITY



Above is the first sight of our architect's suggestion for a new community pub in Elmswell - The Elmswell Tavern.

Realising this vision will need whole-hearted community support in the hope and expectation that we will end up with a facility of enormous benefit to a wide range of people in our fast-growing village.

The end result could look different and your views will help shape the pub we need - this gets us started!



3 weeks ago, the Tavern looked very run down.



Many hours of volunteer work sprucing up produced a dramatic improvement.

You can be a part of making this happen!

FOR OUR COMMUNITY

For some months now, a group of enthusiastic residents has come together to bring forward a practical plan to revive the Tavern as a community pub to serve Elmswell's fast-expanding population. The Parish Council bought the whole site to save it from development. The village, therefore, Architects were invited to come up with their best ideas and Alan Wilkinson, who designed Wesley next door, was selected and has caught the spirit in double-quick time to produce the first-draft concept drawings you see here...by no means the finished article. As with the pictures attached, these show the mood which the group thinks might best suit Elmswell. They are aimed at inviting comment and suggestions - they are not a blueprint for what will be built.

Plenty of space for eating & drinking



Outdoor, too

Play area for the kids - essential



SO FAR SO GOOD BUT WHERE DO WE GO FROM HERE?

- Chris and Sarah Mapey, very experienced licensees with 2 other pubs currently under their management, have taken on the tenancy when Graham recently retired.
- With Phie and Dave as Tavern managers behind the bar, the spruced-up Elmswell Tavern re-opened on the 30th July.
- Discussions are taking place with the District Council Planning Department before a formal application is made for refurbishment and new-build to the final agreed design...the community will be consulted both informally and throughout the planning process.
- With planning permission secured, the project will go out to tender to well-established local builders - a rough guess suggests that this will allow a start to be made in April/May 2022 with the pub closed for some 9-10 months for the build.
- Meanwhile, as has happened in many similar communities, the Community Enterprise Company which is now registered with the Financial Conduct Authority, will be selling shares in community business for the long term benefit of Elmswell.
- In parallel with this initiative, another Community Enterprise Company, Elmswell Community Land Trust, is beginning the process of seeking partners and funding towards the delivery of affordable homes on the site. These homes will always be for Elmswell people and will never be subject to any of the 'Right to Buy' or 'Right to Acquire' legislation - they stay in the village, for ever.

HOW DOES THE SHARE ISSUE WORK?

- Shares are sold to anyone, anywhere. The minimum investment is 1 share at £50 with no maximum holding. Each shareholder has only 1 vote in the decision making at the AGM.
- Shareholders have an AGM at which Managing Members are appointed to run Elmswell Community Enterprise (ECE) until the next AGM.
- It is anticipated that, as above, the business will be profitable and proper financial projections will be part of the share issue document.
- Shareholders can be paid interest if this does not harm the core business.
- Shares can be sold back to ECE after 3 years.
- The Share Issue is scheduled for 13th September via the Elmswell Newsletter and on-line.

STOP PRESS!

We had a wonderful turnout with 20+ volunteers coming along during the week to help us spruce up the existing building and they have made an amazing difference!

Thank you



Elmswell Community Enterprise - Limited, Reg No. 8589
We are a group of people who put ourselves forward to develop the Green King site at School Road as a community pub for the village of Elmswell. Who we are: David Barter, Colin Cassels Brown, Peter Dow, Sarah Evans, Peter Hancock, Di Jackson, Oily Jackson, Bridget Keovil, Fred Pallitt, Philip Shaw.
Between us we have run, and do run, businesses in Elmswell, have considerable corporate, business, legal and financial professional experience including in the licensed and hospitality trades and the arts together with skills in the construction industry and in design.

www.elmswelltavern.co.uk



Drink, eat & snack



Many old features will remain



Open, light & airy



First suggestions of a layout



Plenty of adaptable space



For getting together

C

THANK YOU

...for letting us have your
comments on the proposals for the
development of the Elmswell Tavern as a
community pub.

The whole vision will
be a great asset to
the village, all those
journeys saved not going
into Bury!

Also a chance to build
a great community.
Keep up 'the people power'

From visitors
of St. Ashfield.

Thank you for the hard work that
has already gone into this project.

Can you please set out the situation
regarding shareholders' liability before
the purchase of shares goes ahead?

An excellent
idea and another
way of bringing
the village
together.

SMASHING CONTRIBUTION TO VILLAGE LIFE.
SPEAKING PERSONALLY, I'D LOVE FOR THE VENUE TO
DEVELOP AS A GENUINE FAMILY FRIENDLY COMMUNITY
PUB & RESTAURANT. A GOOD, TOP QUALITY FOOD - NOT
TOO POSH BUT JUST A SIMPLE MENU ONE WITH
SOME HEALTHY OPTIONS (AND A KIDS MENU THAT ISN'T
ALL CHIPS +!). IT WOULD BE LOVELY TO
HAVE SOME SEATING THAT ENABLES GOOD VIEWS OF
THE PLAY AREA SO FAMILIES HAVE A CHANCE FOR
EVERYONE TO ENJOY A MEAL START TO FINISH.

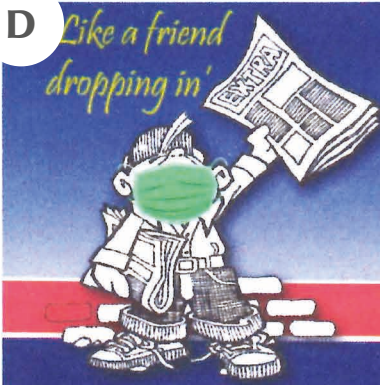
I, FOR ONE, CAN'T WAIT TO HAVE SUCH A PLACE ON
MY DOORSTEP & IF DONE WELL WILL BECOME
A CONFIDENT REGULAR!

I LOOK FORWARD TO PURCHASING MY SHARES 😊

KATE

THIS IS SUCH A GREAT ASSET
TO OUR COMMUNITY,
FANTASTIC VISION

Don't forget your
neighbours in
Great Ashfield
we love it.



The Elmswell Newsletter

SUFFOLK
NEWSLETTER
OF THE YEAR
2009/2010/2011/2013/2014/2015/2017

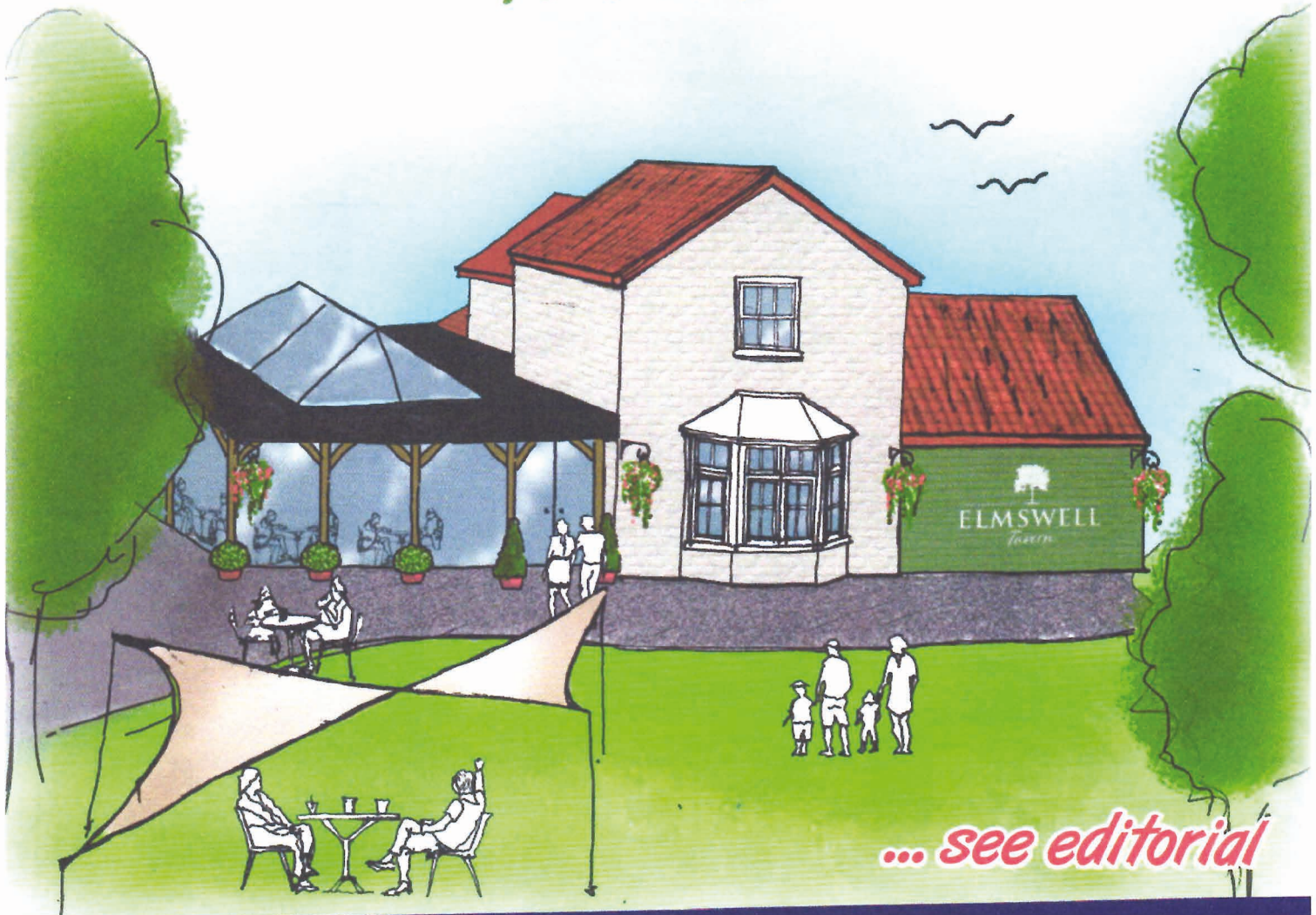
More than thirty years of Parish Record... all the Community News...

JULY 2021

On line at elmswell.suffolk.cloud

ELMSWELL

Tavern



... see editorial

Monthly footpath walks are back... meet at the village sign,
11.00am Sunday 11th July, 4 miles easy walking

Published on the first Friday of every month by the Elmswell Amenities Association Reg. Charity No. 304879.
1,950 copies delivered free to households and to businesses in the community. A volunteer enterprise entirely supported by advertising.

PLEASE SUPPORT OUR ADVERTISERS

EAA@elmswell.org.uk



Our editorial is designed to inform and to encourage debate. If you wish to comment, please do so via the office or by email at; eaa.elmswell.org.uk We reserve the right to edit any such contributions that we may use in a subsequent edition.



Some questions are not asked in the expectation of being answered. One such is often posed regarding the relationship between bears and woods.

Other questions contain the germ of the answer, as in: "Debbie, why did you marry the millionaire Paul Daniels?"

There are, famously, questions which are themselves forgotten, but the response lives on, as with, "Don't tell him, Pike", whilst others are posed from generation to generation...who did kill Roger Rabbit, and will Wally ever be found?



Elmswell has a recent history of being questioned. The formal way to do this is through what's called a Parish Poll, run by Mid Suffolk like an election. In June 2015, the village was asked:

Given that:

- Funding is very unlikely to be obtained for keeping the old Wesley Hall as it now stands on the Methodist Chapel site in School Rd, and,
- There will be a very limited time scale for grant aid bids before the site is sold for development.

Question: Do you want Elmswell Parish Council to pursue the best chance for keeping the site as a community facility by

- Bidding for its retention without the existing halls,
- Working on the proposals for upgrading and modernising the chapel to accommodate the existing users and attract a wider range of future users, and,
- Working towards making the facility financially viable?

The answer was 'yes'. The result is Wesley, as featured on page 3.

Right answer!

Next Question.

This one was posed in a consultation flyer which went, in your Newsletter in September 2019, to every household.

Once again, the village's response was positive and we have reported, month by month, the slow steady progress towards the establishment of the Elmswell Community Land Trust to bring forward the community-owned affordable homes plus the registration of Elmswell Community Enterprise, Limited (ECE), a Community Interest Company with the stated aim of developing Elmswell Tavern as a community owned pub.

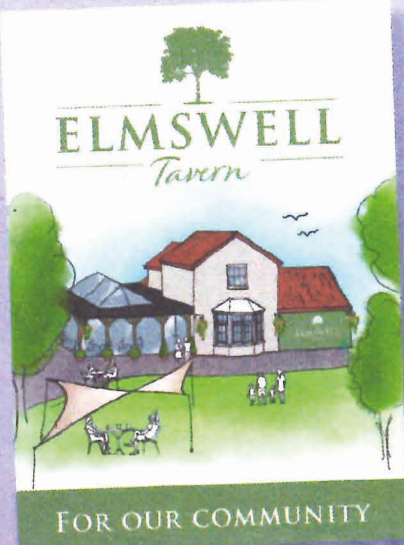
Next Question.

Are we willing to be partners in taking the community pub forward by purchasing shares in the enterprise?

It's very straightforward. Now that the ECE is 'official' and under the strict rules and governance of the Financial Standards Authority it can offer shares, just like a commercial company, but with very important safeguards – such as that every shareholder, however large, has only one vote and the company can never be 'taken over'...it belongs to Elmswell, represented by ECE, for ever. ECE is a community body with an AGM at

which members, the shareholders, vote in – or out – the Management Committee. There are over 20 very successful community pubs in East Anglia – The Sorrell Horse at Somersham, the Cross Keys at Redgrave, the Racehorse at Westhall, The Locks at Geldeston... just some examples, but all have taken this route to assuming control of their local. It allows the inclusion in the 'bottom line' of an unseen and unquantifiable profit – the community benefit. Without a giant Pubco breathing down the manager's neck, consideration can be given to 'community hub' activities. Some house a village shop or post office – all offer meeting space for the residents to gather without regard for making a profit beyond break-even, although they all actually do rather well and feed profits back to their host community.

However, unlike the TV quiz questions, answering this one correctly will actually cost you money. The money's safe - it's invested in the property and you can ask for it back - but the more we chip in the more ambitious can be the extension and refurbishment of the pub. The flyer that came with your Newsletter is the first hint, our Starter-for-Ten. Next month we have been asked to help deliver details of the Share Issue Prospectus which will have full particulars of the framework within which we are invited to invest.



A brilliant opportunity to help Elmswell move forward?

No question.



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Although our Editorial is, 'designed to inform and encourage debate', it begs a small indulgence this month in offering hard news:

STOP PRESS At a Parish Council meeting at Blackbourne on Monday 2nd March, the following was agreed: That Elmswell Parish Council enters a Contract for Sale of a Trading Pub with the benefit of Planning permission at the Railway Tavern, School Road, Elmswell for the purchase price of £805,000 exclusive of VAT.

When the idea of purchasing the Greene King site was first mooted, some said it couldn't be done and some said it shouldn't be done. However, enough thought strongly enough that it must be done that they signed their support for the requisite borrowing and, effectively told their elected councillors to get on with it.

Which, in remarkably short order, they did. Contracts are exchanged and Completion is due, auspiciously or otherwise, on Friday 13th March.

Clearly, the end of what is, potentially, a beginning. Once again, Elmswell leads the way in fighting its own corner under the relentless pressures of development and, in this case, finds itself in relatively uncharted waters. Some questions have had to be answered for the initiative to have come this far. Many more questions are left hanging and, true to our masthead claim 'to...encourage debate', we offer the following from our Editorial super-forecaster:

Q Will the Railway Tavern close down?

A The Contract is for the purchase of the pub as a going concern. There should be no interruption in or changes to the way it currently operates.

Q Will the 5 executive homes be built?

A On the village's behalf, the Parish Council fought hard to stop Permission being granted to the Methodist Church for houses similar to the 634 which already have Permission and are currently being built in the village. One of the strong arguments for buying the site was that these houses could be replaced by affordable homes under local control and with no Right to Buy so that they stay as a community asset for ever.

Q Will the Parish Council build the affordable houses?

A The normal route in providing social housing is partnership, with a Housing Association or similar provider who access Government money through the Housing Corporation. Babergh Mid Suffolk have recently established their Homes and Housing Strategy which can help in this regard.

Q What is all the talk about a, 'Community Land Trust', about?

A A Community Land trust (CLT) is a charitable body comprising members of the community it serves – people pay a nominal £1.00 fee to join and have a say in the election of a managing Board to take forward the aims of their CLT which would be to support our community to develop affordable housing and other assets and thus help Elmswell to a more sustainable future. CLT's attract government funding and support - a recent successful example is in Lavenham whose details are on line. Elmswell Parish Council is taking advice on establishing a CLT in the village and one of the projects it could tackle is to develop housing on the Greene King site.

Q Will the Parish Council end up running a pub?

A This has never been suggested. The broad thinking which helped drive the purchase was that the Tavern could best improved and developed as a community pub under the umbrella of a Community Interest Company or similar body where the community residents are the shareholders employing an appropriate management team. Local examples of this sort of framework can be found at the Cross Keys in Redgrave, The Duke of Marlborough at Somersham, the Sorrel Horse at Shottisham, Battsford Punch Bowl, Lamarsh Lion, Laxfield Low House etc. All community pubs, all thriving. There is considerable Government encouragement and support for community pubs through the Plunkett Foundation and the Power to Change programme. Against the general market trend, no community pub has ever had to close down once established.

See the [Community Pubs Better Business Report, 2018](#)

Q Could the community ownership of the Wesley and the site next door have joint benefits?

A There are already plans to share the children's play area so that the Baby & Toddler group has access to a safe, well equipped outside play space when the pub is not open in the mornings when they meet. Considerable possibilities exist in shared parking and there can be chance of a safe walking route from one site to the other along the busy School Road inside the pub garden wall and the chapel railings.

Q This is all going to cost a fortune. Where's the money coming from?

A Successful CLT's and Community pubs across the country have managed to prosper by sourcing funding from a range of agencies.. With continued community support it is provably achievable.

Q What if it all goes pear-shaped and there isn't the support or spirit for taking a scheme or schemes forward?

A The purchase was made on the basis of professional advice from the Council's Agent. The price paid was reasonable with certain factors, such as the Council having registered the pub as an Asset of Community Value, working in the community's favour. An informed view is that the Council could effectively restrict the development of the houses to something which relates more to the village's needs and sell on the whole site at a price which returns all of the costs incurred in the original purchase.

Q What now?

A The Council has made enough enquiries and taken sufficient professional advice to consider that the twin aims of community controlled social housing and a community pub are realistic and achievable. Both need an enormous amount of work and community input. The primary aim of securing the site against a development that Elmswell did not want and does not need has been achieved. As above, this is the end of the beginning. The Council clearly feels that it is a worthwhile venture to have begun and it is to be hoped that it will now work towards putting the necessary frameworks in place for continued progress.

Q Where's the usual quote to end with, please?

A How about Meg Wheatley – the American author of 'inspirational' guidance:

" There is no power for change greater than a community discovering what it cares about.



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'Pre-pandemic' has become an historical trigger point, like, 'pre-war,' or, 'before the Romans came'. That was then, this is now. New normal. Those were the days. Remember when. We have developed a sense of regret for those good old days when you could sneeze without guilt and chat in the queue at the Co-op. Before the fashion-conscious mask wearer was constantly posing the mumbled question, 'does my nose look big in this?'

But why regret? Surely there is a just a hint of a silver lining to the clouds of anti-bac spray and the fog of sanitiser? Was there not just a scintilla of comfort in Covid? Consider the removal of the need to hug the funny uncle you haven't seen since his court case? Think-on about the freedom from the tedium of face-to-face meetings with nowhere to hide and the new-found codes which allow chatting to the top half of other people without them realising that you still have pyjama bottoms on. Some of our brave new lockdown world is, surely, what we might have wished for?

But, as we so often urge our reader, slow you down. We would be wise to consider the hoary old aphorism, 'be careful what you wish for'. It is recently top of the wise-saying charts in places as disparate as Venice, Dorset's Durdle Door and our very own Southwold. Where the longed-for tourists have arrived...by mega cruise ships, by car, by camper van and charabanc...in some numbers. In some very considerable numbers. In need of space and parking and sustenance and toilets. To the extent that there is no more space, there is no appropriate parking, the cafes are packed out and the world's your lavatory. Silver lining? Great if you're an ice cream seller or tea-room proprietor, as long as you can still find ice cream via a fast-dwindling supply chain and staff to wait tables given that there aren't many locals living nearby because the houses are second homes or Airbnb cash generators. And so, thank goodness, to good old Elmswell. Where common sense reigns, where the Co-op and the Mace have a stunning range of ice cream and where Wesley has endless tea and terrific toilets. What more could we wish for? Well, the indications were that we wished for a community pub. Our seemingly omniscient parish council sensed, whilst still riding high on the undoubted triumph of Wesley, that Greene King's decision to sell off their site at School Road might just offer a dramatic chance to nail down social provision in the village for generations to come. Along with the chance for truly affordable housing on the site, village-specified, and village controlled in perpetuity, there was the opportunity to secure success in another vital aspect of community cohesion – a community pub. There was proven support for funding the acquisition, there was a bit of a dog-fight with developers who know a good

opportunity when they see it, and the rest is very recent, very fast-moving, history. History that results in the flyer which we are pleased to carry with your Newsletter this month, offering the opportunity to help create the future and to mould Elmswell for us both now and when we are, in a very few years' time, a community of some 5,000 souls – some 40% more friends and neighbours. History — that now records a phenomenal 10 day transformation. The pub was sad. There are those who suggest that the owners wanted it so. They had Planning Permission for 8 substantial houses, below the threshold requiring 'affordables', therefore all profit. Their plans left the pub standing, but with only 13 parking spaces. In a very few months it might have been expected that there would have been a further application – pub not viable / rather run-down / not enough parking – let's convert the building into another house and add 2 or three more. Result, a dozen houses to add to the 800 already coming our way and, because they are delivered in 2 tranches, no requirement to provide any affordable homes. At some stage the proposal would have been supported, as they all are, with the rather quease-creating reasoning that it 'added to the vitality of the community'.

The community sought to differ. The parish council once again led the charge by persuading Mid Suffolk to list the building as a Community Asset. Followed up by a community consultation giving the green light to a hard-nosed bidding process and eventual purchase. Lock stock and barrel as a going concern with Graham at the helm as the tenant, although warning that he was on the verge of retirement and, true to his word, he departed on 20th July. By 30th July, just 10 hectic days later, volunteer labour and some extremely generous support from local businesses

had dramatically transformed what is now Elmswell Tavern into a clean, pleasant environment with outside seating for 200, an experienced new Tenant, Chris Mapey and bright young things behind the bar, Pixie and Dave. From a standing start, Chris had masterminded an opening night with live music and the chance of a first sight of the plans for the new building and details of how we can all help make this happen.

But, remember, 'be careful what you wish for'. The organisers wished for a lively show of community support. The 'spruce-up' weekend had attracted up to 50 volunteers at a time over 3 days, cutting and carting and scraping and painting and cleaning and generally pointing what had been something of a sow's ear of a venue towards silk purse standards. Over 1,000 hours of volunteer labour. With unbelievable success. Of course, they all turned up for the re-opening. But so did many more...the 200 seats were soon filled and at least another hundred souls patiently waited as the bar team toiled to keep the refreshments flowing. Overwhelmed... victims of their own success, and an event that sends a clear message back to the organisers now seeking support for the next stage of funding.



That support is, clearly, there. The team that's driving the project is, clearly, experienced and capable and gets results.

What else could we wish for... Careful now!

'Like a friend dropping in'



The Elmswell Newsletter

SUFFOLK
NEWSLETTER
OF THE YEAR

2009/2010/2011/2013/2014/2015/2017

More than thirty years of Parish Record... all the Community News...

AUGUST 2021

On line at elmswell.suffolk.cloud



... *see editorial*

Published on the first Friday of every month by the Elmswell Amenities Association Reg. Charity No. 304879.
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We report this month on something for which the words 'milestone', 'landmark', or 'breakthrough' are descriptors too strong in a publication that likes to watch its language. Nevertheless, although the earth didn't move and the horses remain decidedly un-frightened - perhaps remaining in a stable condition, but we're not that sort of publication either – some drama should be accorded to the fact that, as of September 2021, your Newsletter delivery run has broken the 2000 copy barrier.

That's 2,000 magazines posted through front door flaps or left poking out of the metal boxes marked, 'mail', or, 'letter', or 'post', which are almost invariably too small to take all that it says on the tin. That's 36 individuals who, every month, traipse around their chosen patch and deliver, some of them having done this for the past 30 or so years, helping to achieve time and time again the Suffolk Newsletter of the Year award.



The volunteers, from editors through to the delivery crew, are under no illusions as to the end result of their monthly labours. A fair proportion of the magazines don't enjoy even a glance – unread and, as the paper's too glossy for cat litter, put straight into the recycling. Some are read avidly, the monthly delivery eagerly anticipated and any delay resulting in question and unease. Between these extremes, the mix of handy reference, local reports from community groups and useful adverts gains a readership, and particularly amongst the steady trickle of newcomers bringing their fresh views, energy and vitality to our community mix.

And it is this steady trickle that we can measure in the delivery figures. Figures that now say that Elmswell comprises some 2,000 households and figures which we know will grow month-on-month as the new houses, which have featured so prominently in the monthly reports from our Parish Council, are appearing and as the new road names populate a street map which is in a state of constant flux.

Despite the undercurrent of complaint from the, 'something must be done', brigade, the tide of development is as unstoppable here as it is in our neighbouring villages, as it is in the South East of England generally and East Anglia in particular. The Government decrees 300,000 new houses per year and drives their targets through by refining the Planning laws to that end.

There are, therefore, many new brick walls being built against which we could bang the community head. Or we could continue to pursue an approach which has emerged

over the last 20 years or so – we could lend our weight to the job of accommodating our expanded and expanding population so that Elmswell is not just another dormitory village where people sleep, eat and leave for work. We could look to maintain a balance of community provision to offer to one and to all a reason to play a part in the wider neighbourhood as it emerges.

An opportunity clearly presents itself as we are offered the chance to be part of the Elmswell Tavern project. As outlined in previous editions and as widely discussed both on-line and in person, the possibility presents itself on 13th September for any and all of us to buy a stake in the proposed new community pub planned for the Greene King site on School Road where, in a separate, but inevitably linked, initiative, community affordable homes are also promised.

It has been suggested that we are, 'lucky' to have the chance to develop such a ground-breaking venture right next door to the Wesley which is already proving itself and fulfilling all of the promise which was envisaged over the years of its inception. This brings to mind the man who, when at sea, would always sleep wearing a lifejacket. When shipwrecked he survived a cataclysmic event in which many lives were lost. A rescuer observed that he was lucky to have his lifejacket on. He explained robustly and colourfully that, 'you make your own luck'.

We are not 'lucky' to have secured a large site bang in the middle of the village for community use in perpetuity. Our luck has been made by those who have had

sufficient foresight, vision and energy to spot the opportunities and work towards their realisation. As was the case when, some 20+ years ago, Blackbourne was just an offer of 7 acres of leasehold land to provide a playing field – vision and energy have produced today some 17 acres of community owned freehold with community rooms and sports facilities catering for a wide range of village activities, all healthily underwritten by lettings to outside organisations.

There is an opportunity for all of us, and for others further afield, to help keep our 'lucky streak' going. The support which came forward for the recent, spruce-up exercise as the pub begins to open up to wider community involvement suggests that those driving this venture have hit a nerve – that there is a realisation of an opportunity to dramatically enhance what is on offer in the village by way of our informal comings-together.

When the Share Issue emerges on 13th September, or when the October Newsletter delivers the Share Prospectus offering the chance to join an exciting project, do consider helping Elmswell to stay lucky.



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Community pub

Ready to go?

2,000 copies ready to go

... see Editorial



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increasingly busy main through routes. This Proposal, therefore, runs counter to Local Plan policy T10 which requires that existing roads giving access to a proposed development should be suitable in terms of the safe and free flow of traffic and pedestrian safety. The disingenuous suggestion that this byway has a 60mph speed limit and does not feature in accident statistics is to mis-represent the situation. This meandering road of variable width has no passing places. It serves the industrial access to the Anglian Water facility and the HGV traffic servicing CG Finch. The creeping introduction of more domestic vehicular traffic must, at some point, be stopped. That point is reached with this proposal.

The Application goes against NPPF policies of sustainability. In its strictures on promoting sustainable transport, it argues for an awareness of potential impacts

on transport networks [para 102(a)], focussing on locations which can be made sustainable through limiting the need to travel [para 103] and for attention to the impacts from a proposal on the transport network [para 108(c)]. This is a proposal for a dwelling along a narrow country road situated almost a mile from the village facilities. In NPPF terms it is unsustainable.

ElmsWild Grant

The volunteers of ElmsWild have agreed to take on the maintenance of the village's land holding at Town Field down Spong Lane, the last remaining field held under trust by the village's Poor's Land charity. It has lain neglected for many years either vacant or under an agricultural tenancy but is now in the process of becoming a wildflower meadow and a valuable community 'green lung' resource. Councillors agreed to grant aid the group in the sum of £252.00 to pay for cutting and baling on the site.

Grants to outside charities

In October of each year, Council reviews any applications made during the year from outside bodies and determines any grant aid as appropriate. Accordingly, it was agreed that £150.00 should go to each of: East Anglian Air Ambulance, Headway, Magpas, Royal British Legion Poppy Appeal, Suffolk Accident Rescue Service, EACH, Brain Tumour Research Centre.

Next meeting

It was noted that the next meeting was scheduled for Monday 15th November beginning at 7.30pm at Blackbourne. The public are, as ever, welcome to attend all Council and Council Committee meetings and the agendas will always offer opportunities for questions and comment. Agendas are published on line at elmswell.suffolk.cloud and on the Council's notice board at Crown Mill.

ELMSWELL Tavern

Share Issue update

The group which has driven forward the plans for the refurbishment and extension of the pub site on School Road was officially registered as recently as March of this year. In a very few months they have worked to choose and appoint an architect who has produced a concept which has been the subject of consultation at various community groups in the village and is exhibited at Blackbourne and Wesley for comment. The response has been overwhelmingly positive and supportive.

An important element of the funding for the project will be through the issue of community shares allowing everyone to have a stake in our own community pub. The formal invitation to invest, the Share Prospectus, was due to be published in September.

Another funding source is a matched share purchase of up to £100,000.00 through the Community Shares Booster Programme. In order to apply for this, the Share Prospectus must be accredited through the Community Shares Standard Mark and this process was underestimated in the group's programme.

The extra work required to reach the required standard of documentation has slowed the process and delayed the launch of the share issue

We are hoping to have the extra information to the Assessor in time for a launch with the December Newsletter.

Future Council Meetings

Notice of all meetings and agendas is posted on the Council's notice board at Crown Mill and in the community notice board at the Co-op.

Nov 15th	Dec 20th	Jan 22nd	Feb 21st	Mar 21st
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Meetings are held at Blackbourne, beginning at 7.30 unless otherwise notified

Enquiries on any Parish Council matter are invited to the Clerk, Peter Dow, at The Council Office, Blackbourne, Blackbourne Road, IP30 9UH – right next to the car park and with wheelchair access.

Staffed Mondays – Thursdays 9.00am – 12.00 noon and at other times by arrangement

clerk@elmswell.suffolk.gov.uk

Tel. 244134 www.elmswell.suffolk.cloud



ELMSWELL FELLOWSHIP continued



We are grateful to those who come and lead our worship each week. Our preachers for the next few weeks are:-

December

5th Rev. Barbara Challis - inc Communion

12th Rev. Norman Tharby

19th The Congregation –
Carols in the Morning

24th Rev. Norman Tharby –
Carols by Candlelight

26th The Congregation –
A family Christmas celebration

2022

January

2nd Rev. Norman Tharby –
inc Communion

Visit our website at

www.elmswellbaptist.org.uk

It is our prayer that you come to know Jesus Christ as your Saviour and friend during the festive season and consequently have a REAL Happy Christmas!!

Christmas Blessings.

Tony

ELMSWELL *Tavern*

THE SHARE ISSUE STOP PRESS

The founding members of Elmswell Community Enterprise Limited have worked hard with the Parish Council, the appointed architect, Mid Suffolk Planners, the Plunkett Foundation and others to put together a scheme for the refurbishment of the Tavern on School Road as a community pub, integrated with the provision of affordable homes on the land to the rear in liaison with the Elmswell Community Land Trust.

In all of their consultations with village groups, in their reports to the Newsletter and on the displays about the village, they have envisaged being in a position to offer shares in the venture for sale before Christmas.

Sadly, this ideal stocking-filler is not to be.

The pandemic continues to have an effect on some of the agencies involved and the group is keen to launch a Share Issue that ticks all of the boxes – including having achieved the prestigious Standard Mark which, in itself, opens the door to considerable funding possibilities.

Long story short – there is to be no corner-cutting and the shares will not be on sale before the New Year.

Queries are welcome to elmswelltavernshares@gmail.com Telephone 244134 or visit the website at www.elmswelltavern.co.uk

ELMSWELL POOR'S LAND CHARITY APPLICATION FOR CHRISTMAS GIFT 2021

The Elmswell Poor's Land Charity is pleased to issue Christmas Vouchers, redeemable at Co-op, Mace and the butchers to elderly residents in the village who meet the criteria below.

To be eligible to receive a voucher, any Elmswell resident must

- Be in receipt of Pension Credit or eligible to receive Pension Credit

Should anyone require further details regarding their eligibility for Pension Credit, please contact the Citizens' Advice Bureau, 5 Milton Road, Stowmarket on 01449 676060 or visit midsuffolkcab.org.uk.

There is a maximum of 1 application per household

All applications are handled in strictest confidence

If you are eligible and wish to apply, please complete the form below and send to Elmswell Poor's Land Charity, c/o 33 Gardeners Walk, Elmswell, IP30 9ET by 23 December 2021

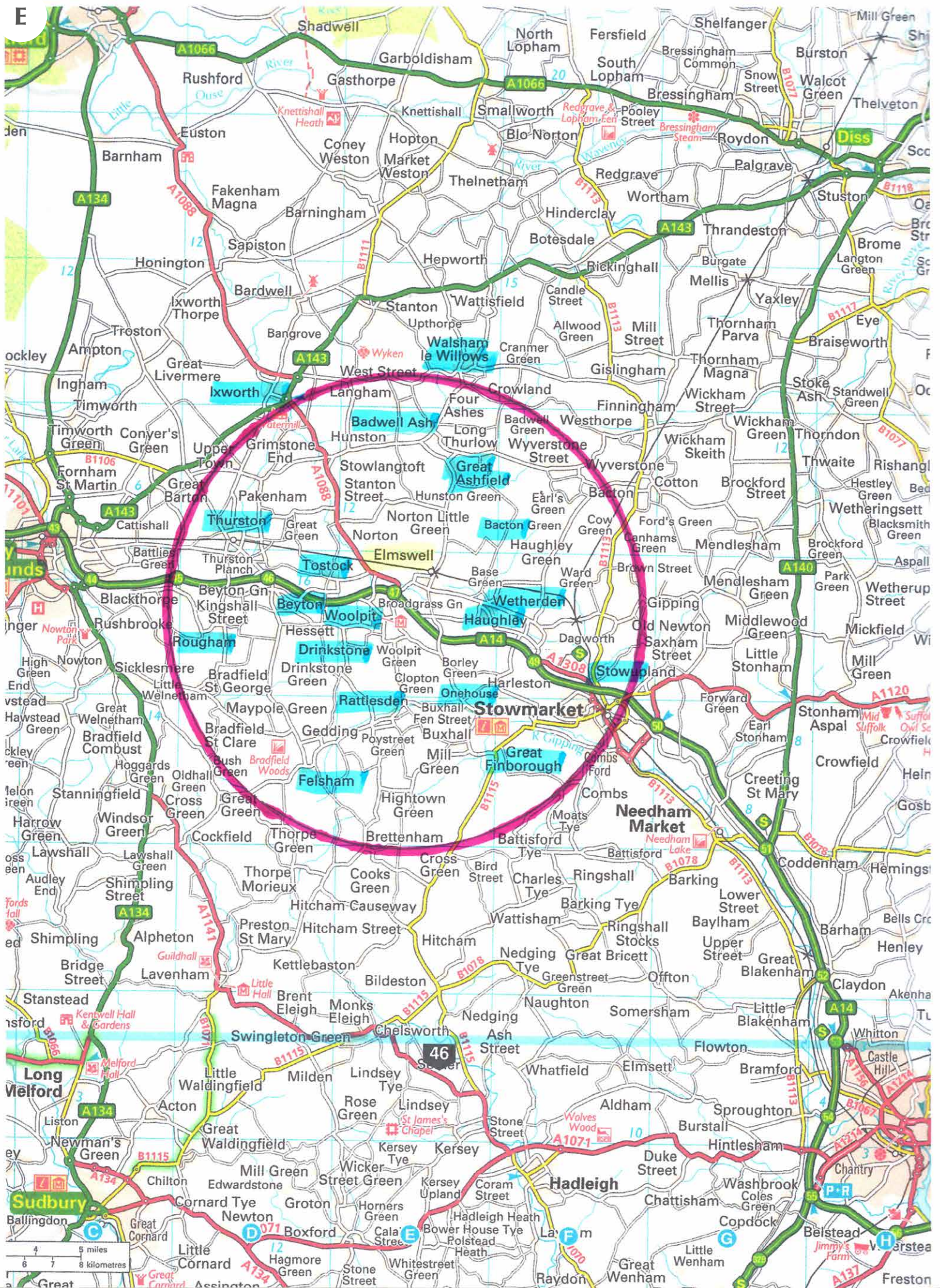
Name:Are you SINGLE / MARRIED / WIDOWED

Address:

Age:

Are you in receipt of or eligible for Pension Credit? YES / NO

Signed:Date:



F - Before



G - After



H - Concept drawings





I - Ariel View of Wesley & Tavern site

