



Save the White Lion

Development Appraisal

To support a Heritage Enterprise Delivery Stage application

November 2023

## Save the White Lion

### Development Appraisal

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#### 1 Our heritage building

##### 1.1 The White Lion

The White Lion is a much loved Grade II listed 18<sup>th</sup> century coaching inn, at the heart of the village of Pailton, north Warwickshire. It is Listed Grade II and has been at the heart of its community for over 300 years.

Over this time, the pub continuously changed and adapted to meet local needs, but it has retained both its architectural and social significance. There are clearly legible parts of the original timber framed structure still in place, along with evidence of former stables and domestic outbuildings. The context of the site is very much a key focal point along the village's main street (Coventry Road). The pub is well set back from the road, with land to both the sides and rear. This established setting creates a strong visual and heritage focus for the village and its community.

The pub has, however, been closed since 2014, and is in poor repair. Although the Parish Council has been able to carry out some urgent weather-proofing and stabilisation since purchase, without restoration now, this building, so important to the identity and history of the village, will be lost.

Please see our Design Report (appended to our application) for a detailed description of the White Lion and its architectural and social heritage significance.

##### 1.2 Ownership and options for reuse

Faced with the prospect of the loss of the White Lion, Rugby Borough Council designated the building an Asset of Community Value and Pailton Parish Council, with a mandate from the community, secured a loan from the Public Works Loan Board to buy the pub in December 2019.

Since then, the Council and local people have worked to develop plans to restore the pub, to celebrate its heritage and to give it a new life providing urgently needed jobs, services and wellbeing for the community.

Pailton Parish Council (PPC) covers the Civil Parish of Pailton, North Warwickshire, and is elected by the people of the parish to represent them and take decisions on a range of issues that affect the parish. PPC has 5 members elected every four years; the current Chair is Cllr Anthony Gillias, who is also a member of Rugby Borough Council.

Pailton White Lion Working Group (PWLWG) was established as a working group of PPC to plan and deliver the restoration and reuse of the White Lion. Two PPC Councillors serve on the working group: Tina Simpson (Vice-Chair of the PPC and Chair of PWLWG) and Kristian Shaw. There are two other members of PWLWG drawn from the wider community: Andrew Simpson and Tony Grimshaw. The PWLWG is responsible, on behalf of PPC, for driving forward the Save the White Lion project; PWLWG reports to PPC, which retains overall control and makes key decisions.

Over the last four years, PPC and the PWLWG, together with the involvement and support of the wider community, have worked to develop plans to restore the pub, to celebrate its heritage and to give it a new life, providing much needed services and jobs and improving community wellbeing.

The Project Business Plan included in the NLHF Delivery Application documentation further explains the governance and management arrangements going forward.

Options appraisal

The PPC undertook two options appraisals prior to and after the purchase of the pub and land. These were intended to identify the feasibility and relative costs and merits of alternative uses for the site. This appraisal is summarised in the following table:

Options identified	Notes	Conclusion
Sell land for housing development	<p>Advantages – Reduce overall costs of the project; create one or more housing units.</p> <p>Disadvantages - losing this site would once and for all end the possibility of a community hub and facilities at the heart of the village; all benefits of reopening the pub as a village hub would be foregone.</p>	In purchasing the pub, this was essentially the outcome the PPC and community sought to avoid. The PPC decided not to pursue this option. It remains the probable end result if the PPC cannot deliver the hub project.
Smaller village hub scheme alongside partial use for housing development	<p>The PPC commissioned outline sketches to test the feasibility of this option. These were included in the previous Viability Appraisal.</p> <p>Advantages – lesser scheme cost; create modest new housing.</p> <p>Disadvantages – ensuring operation and income would not be viable and repay borrowed funds for purchase; range of needed and desired services and outcomes would not be fully achieved.</p>	<p>Not pursued.</p> <p>It is possible technically to achieve it, and some objectives would be met, but the hub would not have the scale to be commercially viable and the two residential units that could be developed would not return sufficient value to repay the loans taken to purchase.</p>
Other social use – care home, school, etc	<p>Advantages – potential for other funding/investment; some social and community benefits.</p> <p>Disadvantages – viability not proven; needed and desired social and community outcomes would be lost;</p>	<p>Not Pursued</p> <p>The site would potentially have sufficient scale to accommodate a new community facility of some sort if the pub was demolished. However, there was no evident demand for</p>

	permitted demolition would be required and the heritage would be at risk or lost.	these uses, nor financial model to build on. Most importantly both the heritage of the site and its potential to meet the needs the community expressly identified would be lost.
Pub/hub with community and commercial uses (shop, pub with café/restaurant, accommodation, enterprise units).	<p>The PPC investigated and developed this option with professional support.</p> <p>Advantages – heritage protected and celebrated; needed and desired services and outcomes would be provided; wider social, community and economic benefits generated; scheme viability would support repayment of PWLB loans.</p> <p>Disadvantages – Conservation deficit requires significant funds to conserve heritage; workload for community in delivering and operating the hub; PWLB loans serviced over the long term; potential risk in CIC operated commercial venture.</p>	<p><b>Preferred option</b></p> <p>The heritage of the site would be retained, safeguarded, restored and celebrated, and community uses and services provided in line with the express needs identified in community consultation. The scheme had strong potential to be commercially viable and realisable.</p>

On the basis of this options appraisal, the Parish Council, in agreement with the Save the White Lion Group and generally with the community, to seek to pursue the pub/hub model.

### 1.3 Defining and developing the project

Following the purchase, options appraisal and consultation with the village community the PPC then set out on the more detailed development of the project.

To assist in achieving these aspirations, in 2020 we commissioned architects Burrell Foley Fischer and heritage business consultants DCA to work with us to produce plans for restoration and renewal and to plan a sustainable future for the White Lion. This work led to the planning of an outline of the project and successful application to National Lottery Heritage Fund (NLHF) and others to support the restoration and reuse of the pub.

The further development of the scheme began in 2022 with support from NLHF with grant funding under its Heritage Enterprise programme. This Development Appraisal builds on the Viability Appraisal carried out for the first stage application and reflects work carried out since in design, costing, planning and business and viability research to explore the development in detail.

The White Lion will provide: a community shop and Post Office; a pub, café and restaurant, extending into the grounds to the side and rear; overnight/holiday accommodation on the upper floors; workspace for local businesses and/or artisan producers and makers in the brewhouse; farmers' and makers' markets and a wide range of community activities.

#### 1.4 Scope

Community consultations over the last four year have provided a very clear set of aspirations for the future of the White Lion. The design strategy is to strip away the most detrimental of the historical intervention, fully conserve and restore the listed buildings, incorporating sustainable technologies for carbon neutral operation, and provide:

- A pub/restaurant, seating 42 inside and a further 10 in a covered outside area with seating extending into the grounds.
- 5 ensuite rooms on the first floor and a top floor suite with two bedrooms, sitting area and bathroom.
- A community shop, Post Office and parcel pickup in the brewhouse.
- A café in the inn, supported by potential simple food and beverage sales in the shop.
- Workspace on the first floor of the Brewhouse for local businesses, artisan producers and makers.
- Landscaped external areas and gardens, providing disabled access and capacity to accommodate outdoor eating and artisan markets.
- Carparking for 24 cars.
- Interpretation inside and out, telling the stories of the village and pub through the centuries.

Delivery stage activities will include:

- Memory sharing hub – events where locals share their memories of the White Lion and village, with each other and with the project team; more formal sessions where memories are recorded; resources created that tell the stories of Pailton and displays.
- Interpretation – displays of artefacts, artist rendered signage in pub, room naming.
- Launch celebration.
- Interactive Post Office resources celebrating the history of the Post Office created by local craftspeople.
- Volunteer research – research into the history of Pailton, the White Lion and related themes e.g. Oddfellows Society.
- Research internship – entry level heritage researcher to coordinate volunteer researchers and lead on identifying stories, possibly create content and deliver events.
- Lecture series on the history of Pailton, social enterprise and charity.
- Family fun activities.
- Local producers' markets.
- Coworking space provision.
- Hosting community group meetings and lunches.
- Traditional pub game tournaments, including the re-introduction of a skittle league.
- Developing a website for the White Lion to share history and promote offers.
- Heritage open days and National Lottery open week.
- Creating community gardens with a focus on relieving loneliness, learning about growing food and producing food for the pub kitchen.
- Training in evaluation methods, accessibility and social media.
- Regular quiz nights, expanding on the existing monthly quiz.

In bringing this historic building back into use by the community, PWLWG and the design team are committed to following good environmental practice wherever possible. The proposals for the building refurbishment and the wider site focus on building sustainability and energy innovation through:

- Making best use of the existing historic building fabric to minimise the need for demolition or new construction.
- Using reclaimed materials or those from sustainable sources wherever possible.
- Embracing opportunities for on-site energy generation.
- Reducing energy consumption through a more efficient heating system, improving insulation and using low consumption lighting and other fittings.
- Replacing existing hard surfaces around the building with grass to slow the flow of water through the site.

All the following have been considered in developing the strategy:

- Mechanical, electrical and plumbing: low energy design to minimise consumption, meeting all statutory regulations and following fabric first principles; introduction of sustainable technologies including air source heat pump and photovoltaic cells.
- Biodiversity: existing vegetation will be retained, hard services will be relandscaped helping to slow the passage of water through the site and reduce surface run-off; local volunteers will undertake much of the upkeep.
- Health and wellbeing: improving natural ventilation, maximising natural light and landscaping will all improve the environment with positive impacts on health and wellbeing.
- Transport: providing community resources for local people, encouraging cycling and providing space for local businesses will contribute to reducing car journeys and commutes.
- Water: water efficient fixtures and fittings, metering and leak detection will all manage water consumption.
- Specification of materials: by limiting demolition, retaining substructures and associated embodied carbon emissions wherever possible, using recycled materials, specifying sustainable and efficient products, decarbonising, generating energy on site and local heating controls, the project will ensure relatively low impacts.
- Waste: implementing a waste management plan, encouraging recycling and composting.
- Pollution: minimising noise dust and light pollution by responsible construction and operational practices.

Please see our Design Statement and architectural drawings attached to our application for more details.

### 1.5 Cost and funding

The scheme has been costed by Focus Consultants, Quantity Surveyors to include all heritage elements, contingencies and allowances for construction inflation. The QS costings and detailed breakdowns of other costs are included in the supporting documents for our application but in summary the overall costs of the project are as set out on the following page, with equivalent estimates made at the Development Application stage.

Stage 2 Summary		Delivery Stage	
		with Brew House	
EXPENDITURE	R1 Budget	Forecast	
<b>CAPITAL WORKS</b>			
<b>Repair and conservation work</b>			
Prelims for all items	93,700		234,200
Contractor Overheads			197,900
Repair & conservation of pub and brew house	705,300		1,361,800
<b>SUBTOTAL</b>	<b>799,000</b>		<b>1,793,900</b>
<b>New building work</b>			
New WC block	68,000		
<b>SUBTOTAL</b>	<b>68,000</b>		<b>0</b>
<b>Other capital work</b>			
Digital outputs (website)	5,000		
Surveys			
Archaeology			
External Capital Work	105,000		299,100
Equipment (Fittings and Furnishings)	162,000		83,000
Other loose furnishings, AV, etc	35,000		35,000
<b>SUBTOTAL</b>	<b>307,000</b>		<b>445,160</b>
<b>Professional fees relating to any of the above (capital)</b>			
<b>Professional Fees</b>			
Design Team	108,550		
Quantity Surveyor			
Project Manager			
Business Planner / Development Appraiser			
Approved Inspector			
<b>SUBTOTAL</b>	<b>108,550</b>		<b>125,475</b>
<b>TOTAL CAPITAL COSTS</b>	<b>1,282,550</b>		<b>2,364,535</b>
<b>ACTIVITY COSTS</b>			
<b>New Staff costs</b>			
Operational staffing	30,000		30,000
<b>SUBTOTAL</b>	<b>30,000</b>		<b>30,000</b>
<b>Training for staff</b>			
For local people in delivery phase works and activities	5,000		6,425
<b>SUBTOTAL</b>	<b>5,000</b>		<b>6,425</b>
<b>Training for volunteers</b>			
See Activity Statement	3,000		4,644
<b>SUBTOTAL</b>	<b>3,000</b>		<b>4,644</b>
<b>Travel for staff</b>			
	0		0
<b>SUBTOTAL</b>	<b>0</b>		<b>0</b>
<b>Travel and expenses for volunteers</b>			
	3,000		3,080
<b>SUBTOTAL</b>	<b>3,000</b>		<b>3,080</b>
<b>Equipment and materials (activity)</b>			
Costs of launch celebrations	5,000		8,392
Support for activity programmes	5,000		12,450
Village memories and collection display project	4,000		5,340
<b>SUBTOTAL</b>	<b>14,000</b>		<b>26,182</b>
<b>Professional fees relating to any of the above (activity)</b>			
Activity planning and coordination	10,000		21,600
<b>SUBTOTAL</b>	<b>10,000</b>		<b>21,600</b>
<b>TOTAL - ACTIVITY COSTS</b>	<b>65,000</b>		<b>91,931</b>
<b>DELIVERY PHASE - OTHER COSTS</b>			
Recruitment	1,000		1,000
Publicity and promotion	15,000		2,000
Evaluation	4,000		10,000
<b>SUBTOTAL</b>	<b>20,000</b>		<b>13,000</b>
Contingency	164,000		217,800
Inflation	124,000		148,200
Increased management and maintenance costs (maximum five years)	62,500		62,500
Non-cash contributions	0		0
Volunteer time	34,000		36,000
<b>TOTAL - OTHER COSTS</b>	<b>404,500</b>		<b>477,500</b>
<b>GRAND TOTAL</b>	<b>1,752,050</b>		<b>2,933,966</b>



It is proposed that the scheme should be funded as follows:

INCOME	Delivery Stage	
NLHF	1,095,550	2,040,170
Architectural Heritage Fund		
PWLB	222,500	64,875
Volunteer Time	34,000	36,000
Applicant Cash contribution		
<i>Other Funding</i>	337,500	
Increased Management & Maintenance	62,500	62,500
Lutterworth Area Community Fund		25,000
Community Ownership Fund		485,000
Cash funding for banners	0	
Additional cash funding for Fundraiser (from Pub Quiz, etc.)	0	
Additional funding for Business Planner	0	0
Proceeds from CIC Garden Party	0	
Parish Council contribution		
Additional funding required	0	
FCC Community Foundation		50,000
Heart of England Community Foundation		5,000
Pilgrim Trust		10,000
Royal Countryside Fund		10,000
Local Trusts & Foundations		50,000
Local Companies		10,000
Community Fundraising		45,421
<i>UK Shared Prosperity Fund</i>		
Janet & Bryan Moore Charitable Fund		20,000
<i>Warwickshire Social Fabric Fund</i>		20,000
	1,752,050	2,933,966

## The White Lion, Pailton

### Development Appraisal

#### 2 Long term viability

##### 2.1 Operating model and management

Once the capital build is complete, the PPC will lease the White Lion to the CIC at a peppercorn rent and the CIC will be responsible for its operation. The relationship between the PPC and the CIC will be governed by a partnership agreement.

During the development stage, the PWLWG has developed the concept for the White Lion and carefully considered options for its operation. The working group has developed the concept through community consultation and by identifying and visiting comparators – pubs, inns, shops and cafés operating successfully in similar settings. PWLWG members have looked in depth at different operating models. Membership of the Plunkett Foundation and more general research have helped to connect the PWLWG to comparators and enable them to learn from the experience of their owners and operators.

The concept that the PWLWG has developed is at one and the same time a community hub and a destination pub/restaurant with high quality overnight accommodation:

- Particular responses to community need include providing a shop, post office, parcel pickup and café, as well as a pub/restaurant with accommodation, creating a community hub and bringing back the facilities that the village has lost over recent years. A simple, inexpensive lunchtime hot food offer is also a response to local need. The shop and morning café's opening hours are designed around school bus drop off time, and the shop is still open at school pick up time, with the café offer now in the pub, to provide a gathering place for local families at both ends of the school day.
- Comparators have emphasised the importance of becoming a destination pub, typically by winning awards for food and/or other aspects of the offer. This has driven the PWLWG's ambition to provide a high quality, distinctive food offer during the evenings.
- The accommodation offer will respond to both the business and short breaks markets. Pailton is close to the A5 Logistics Park which has an ongoing need for local overnight accommodation. The accommodation will also appeal to the short breaks market, the top floor suite particularly providing a spacious and comfortable base from which to explore the area.

The preferred operating model that the PWLWG has developed is one that delegates the day to day operation to a staff team, the CIC being responsible for developing and protecting the concept and for staff recruitment and management. The CIC will also retain direct responsibility for managing the enterprise units/artists' studios and for organising artisan markets.

A full time manager will manage all aspects of the operation in the main White Lion building to include the pub, restaurant and accommodation. The Manager will manage three teams: bar; restaurant; and accommodation. The shop will have its own full time manager, supported by a team of volunteers. A senior management team will be made up from the CIC Directors, the two managers and the chef. The CIC will provide all senior staff with clear briefs and guidance in relation to their roles, and the limits thereof, to ensure that the concept is protected, while at the same time allowing staff opportunities to be creative.

The PWLWG is aware of the challenges of running this type of operation, particularly issues with recruitment and retention of senior staff with the ability, talent and commitment required to deliver the consistently high standards to ensure that the White Lion develops a reputation for excellence and becomes a destination pub. Accordingly, the PWLWG is exploring 'partnership' options, including incentivisation packages for senior staff and/or a relationship with an existing nearby operator.

The staff hours and costings are worked out on the basis of the following opening hours:

- Pub – 12pm to 11pm, six days a week.
- Restaurant – evening service 6.00pm to 9.30pm, five days a week, Saturday and Sunday lunches 12 to 4.30pm.
- Shop, Post Office and parcel pickup – 8.30am to 4.30pm Monday to Friday and 8.30 to 12 Saturday and Sunday.
- Café – 8.30am to 6.00pm Monday to Friday, operating from the shop from 8.30 to 11.00am and the pub thereafter, and brunch from 8.30am to 12pm, Saturday and Sunday operating from the pub.

Remuneration scales are based on industry standards. Housekeeping, kitchen and bar staff all meet the Living Wage Foundation's living wage rates. See section 2.5 for details of salaries and wages.

## 2.2 Volunteering

There will be a range of volunteering opportunities during the delivery stage and in operation:

- Helping develop the interpretation through research, helping to coordinate memory sharing events and creating resources, including displays and podcasts.
- Helping organise family focused and other community events and activities.
- Contributing to a community led landscaping and planting project, guided by the expertise of one of the Directors of the CIC.
- Fitting out the shop and enterprise units, again guided by expertise within the CIC.
- Operating the shop, Post Office, parcel pick up and morning café. The Shop Manager will provide training and guidance for volunteers.
- Maintaining the gardens.

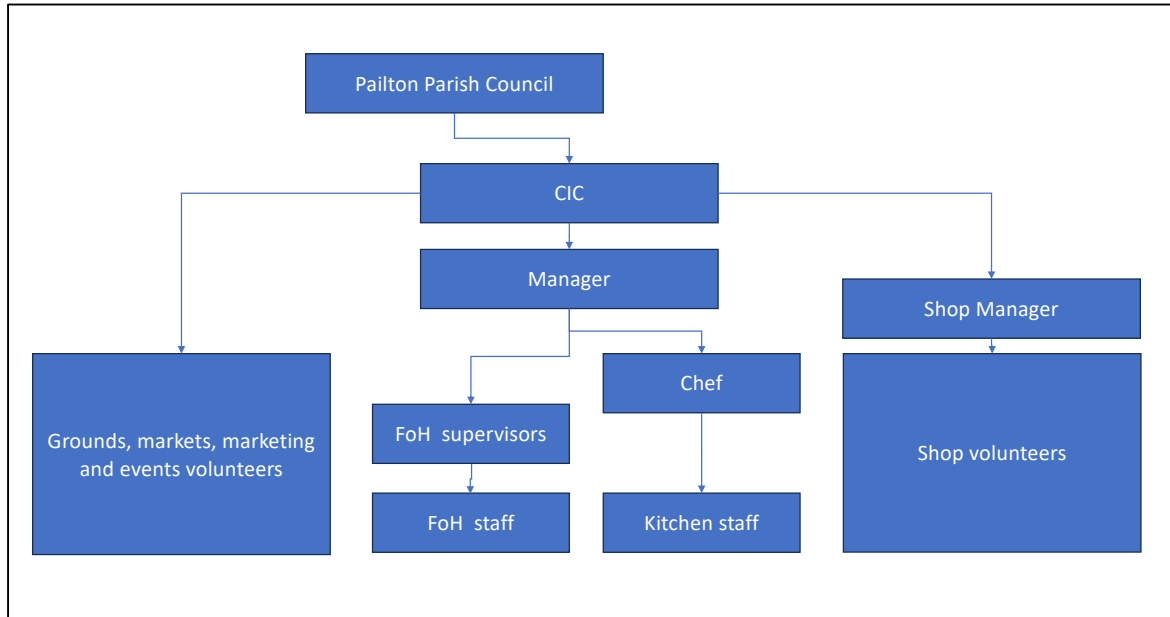
The activity statement provides details.

Training will be provided for all volunteers. Our discussions with comparator pubs and hubs show that volunteering in these hubs can be a real benefit for local people – as a focus for them socially and to 'give something back' to their community. Some villagers have already expressed willingness and enthusiasm to volunteer.

We will be looking to offer entry level work opportunities to young people in all areas. We are mindful that it is equally important for some older and retired people to have an opportunity for part-time paid or voluntary work.

## 2.3 Management structure

The organogram below sets out the management and staffing structure. Section 2.5 provides all the associated financial details.



## 2.4 Market appraisal

This section assesses the potential markets for each of the White Lion’s proposed offers described in section 2.1.

The primary purpose of the White Lion is to provide a community resource, so we look in detail at the local demographics and summarise all the community consultation and engagement that we have completed over the last four years, which has informed the project’s development at every stage.

To be financially sustainable, the White Lion will need to attract visitors from further afield as well as locals, to eat, drink and stay for business and leisure. For day trips our main focus is the half hour drivetime. The local area is popular for outdoor activities and Pailton is a convenient base for overnight tourists to reach countryside and urban attractions in the West and East Midlands and also provides easy access to London. Pailton’s location in the golden logistics triangle will be an important source of business overnight stays. The quality of the accommodation and the food will be important to driving all this business.

The development of the White Lion project has also been informed by comparator pubs in the region. We established criteria for selection, including community involvement, good food, and village settings. We have used these comparators to inform our management model (see section 2.1) and our food and room pricing.

### 2.4.1 Pailton and the surrounding area

Pailton is a village and civil parish in the Borough of Rugby, Warwickshire. Pailton’s population was recorded as 483 in the 2021 census. At the time of the 2021 census, 14.8% of the population was under 17, 58.4% between 17 and 64, and 26.8% 65 and over. 94.8% of the population was white.

Pailton falls within the LSOA of Fosse East, which has a population of 2,191 (2019 estimate – the latest available figure). The other villages in Fosse East are Stretton-under-Fosse, Street Aston, Brinklow, Monks Kirby and Willey. The age and ethnicity profiles for Fosse East are very similar to Pailton. Higher than average numbers of people are self-employed (14% as compared to under 10% for England as a whole). Index of Multiple Deprivation data shows that Fosse East is ranked 490 out of 32,844 for barriers to housing and services, where 1 is the most deprived. The domain assesses geographical barriers to services, calculated using road distances to a GP surgery, supermarket or convenience store, primary school and Post Office, and barriers to housing, produced using data on household overcrowding, housing affordability and homelessness. One in ten households does not have access to a car.

Pailton's circumstances bear out these data. The village no longer has a pub or restaurant since the White Lion closed in 2014, nor does it have a shop and Post Office, since the general store closed in 2008. Other local villages are also short of facilities. Within a three-mile radius of Pailton there are five other villages. Two of these villages, like Pailton, have neither a shop nor pub. Three have a pub, the nearest is 1.5 miles from Pailton. There is only one shop in the three-mile radius, a farm shop and café. The farm shop in Stretton under Fosse offers breakfasts and lunches and is very popular. The nearest supermarkets are over five miles away in Lutterworth or Rugby.

The working residents of Pailton mainly work in Rugby (for employers such as Alstom, Cemex, Sainsburys, Asda, Britvic and Rugby hospital), Coventry (for the Universities of Coventry and Warwick, Severn Trent, NFU and the University hospital), Nuneaton, Hinkley (Triumph), the Rolls Royce plant at Ansty, Jaguar Land Rover and Aston Martin in Gaydon. Most drive to work, though some use the limited bus service (every two hours during the day and hourly until 10.00 am and from late afternoon on a route from Rugby hospital to Coventry station). Quite a few villagers have their own businesses, including builders, roofers, electricians, tree surgeons, landscape gardeners and potters. Some people commute to work by train from Rugby to Euston and Milton Keynes. Some villagers work from home and did even pre Covid. A significant number of villagers are retired.

Pailton is just a short distance from Lutterworth, where the golden logistics triangle originated in the late 1980s. Now a greatly expanded area of the Midlands with a high concentration of distribution and warehousing facilities. Already covering 550 acres in the Lutterworth area, where 44 businesses are based, further expansion of the A5 Logistics Park is currently underway. Moreover, the whole of the A5 corridor near Pailton is an area of new development, including DIRFT 1,2,3, and 4 and Hinkley, and the ever-expanding Ansty high tech business park.

While Pailton and other nearby villages are adversely impacted by the many large lorries using country routes as shortcuts, there will be benefits to the White Lion from proximity to the business park as the White Lion's accommodation and hospitality will be a resource for occupiers and visitors to the site.

Acknowledging the impact of the traffic on local villages, GLP which owns the site, has set up a community funding programme to help fund local community projects, from which £25,000 has been committed towards the restoration of the White Lion.

Looking at the wider area, data from the 2021 census evidence that the population of the Rugby Borough Council area was 114,363. A large proportion of this population, over 78,000, live in the town of Rugby, which is about 5 miles south of Pailton. The market town of Lutterworth, with a population of 10,833 at the 2021 census, is also about 5 miles from Pailton. Coventry, with a population of over 343,320, is around 25 minutes away by car and Nuneaton, with a population of

94,634, takes just over 20 minutes. These nearby centres of population provide opportunities for the White Lion to attract visitors looking for a day or meal out in the local area.

#### 2.4.2 Public consultation and engagement

Local people have been involved in the development of the project throughout. During the earlier stages of the project's development, consultation and engagement included:

- A survey of all households in 2019 included 22 possible uses and activities plus an opportunity to suggest more. There were 176 respondents (a 42% response rate). Support for a pub/restaurant, shop and Post Office averaged 81%. Other highly ranked facilities included a parcel collection point, a garden and a café. Another priority, evident from residents' responses, was outdoor space – a garden, an outside area to eat and drink, space for markets and activities – all provided for in the plans. Amongst the things residents suggested was support for local business: plans have responded with lettable spaces in the Brewhouse; local sourcing in the pub/restaurant and markets for farmers', artisan producers' and crafts' markets. There are no farmers' or makers' markets in the local area.
- A survey carried out in 2020 focused on plans for the shop, including questions about produce and frequency of use. Over half who responded said they would use the shop 2-3 times a week. Over 20% said they would like to be involved in volunteering in the shop. Altogether, 75% of respondents strongly supported the shop. Respondents also offered time and skills to take the project forward.
- A webinar for the residents of Pailton, held in 2021, was attended by 30 villagers where the plans for the development were presented. These were very well received, some villagers describing them as "inspirational". The webinar was recorded and later shown in the village hall for those without the facility to attend online.

During the development stage, there have been lots of community consultation and engagement events to gain a full understanding of the community's views and priorities for the White Lion hub and to test out ideas for activities, both to inform the project's development and to fundraise for the project.

These have included:

- Monthly quiz nights in the Village Hall; 11 so far attended by an average of 33 people.
- Annual Garden Party; 3 so far, attended by an average of 55 people.
- Pailton Fete, the first since covid, where the PWLWG ran a bar; attended by over 500 plus lots of children.
- Pub Games Nights held in the Village Hall with traditional pub games.
- Afternoon tea and garden games.
- Call out for memories and artefacts.
- Oral history interviews.

A Community Consultation update was held on May 24<sup>th</sup> 2023 for the public in the Village Hall, attended by 37 villagers, aged 8 to 80s, with presentations from 5 consultants and 4 members of PWLWG. This event generated a lot of further community interest in the project over the following weeks. Questions and comments both at the meeting and afterwards focused on: carparking and the safety of stopping; solar panels; things for children to do; whether the pub would be dog friendly; making the best use of outdoor space and landscaping; and the accommodation.

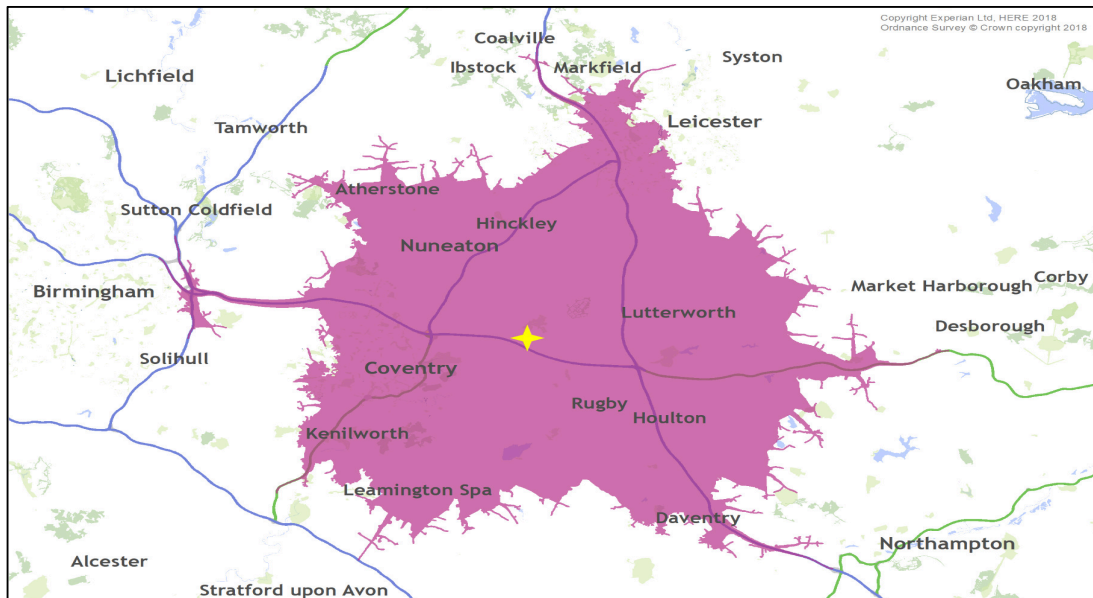
A further survey of the local community was undertaken during the summer of 2023 to update findings from earlier surveys. 101 respondents confirmed the popularity of a restaurant (90%), pub (80%), socialising (72%) and events and themed activities (67%). Support for the shop, Post Office and café were somewhat lower than in 2019, but nonetheless supported by half of all respondents. 22% of respondents indicated their willingness to volunteer in the White Lion.

#### 2.4.3 30 minute drivetime of Pailton

On the next page is a map of the 30 minute drivetime from the White Lion.

This shows that the 30 minute drivetime of the White Lion reaches Atherstone, Kenilworth, Leamington Spa, Daventry and the edge of Leicester. Coventry, Rugby, Lutterworth, Nuneaton and Hinkley all fall well inside the catchment.

The total population within this drivetime at 2018 estimates is 987,268 with 806,968 over 15.



#### 2.4.4 Census data

The Area Profile Reports which are used to calculate the population within a drivetime are still using 2011 census data as follows:

- A population of 909,975.
- 11% of the population are aged between 18 and 24 (compared to the GB average of 10%); 51% are aged between 25 and 64, slightly lower than the GB average of 53%; and 16% are over 65, the same as the GB average. 22% are 17 and under (GB average 21%).
- In terms of ethnic diversity 85% were white (GB average 87%), 9% Asian/Asian British (GB average 7%), and 3% Black, the same as the GB average.
- Lower than average proportions are in approximated social grade AB (20% against the GB average of 22%) and higher than average proportions are within social grade DE (28% compared to the GB average of 26%). The proportion of those within social grade C1 and C2 are the same as the GB averages at 31% and 21% respectively.

- The proportion of those with no qualifications is slightly higher than the GB average (24% compared to 23%) and the proportion of those educated to Level 4 and above (Higher Education) is lower than the GB average (24% compared to 27%); a slightly lower proportion of the population is in a professional occupation (16% against the GB average of 17%).
- Of those who are economically active a slightly lower than average proportion are employed or self-employed (88% compared to 89%).
- Of those who are economically inactive, the percentage of those who are retired, at 45%, is slightly lower than the GB average of 46% and the percentage of students, at 23%, is higher than the GB average of 19%.

#### 2.4.5 Mosaic profiles

From the Mosaic data, we can understand the profile of those within the drivetime areas.

Over half (51%) of the adult population fall into 5 of the 15 Mosaic Groups with 35% falling within three groups. The most prominent 3 groups and their definitions are:

- Aspiring Homemakers (14% compared to the GB average of 9%): *younger households who have, often, only recently set up home. They usually own their homes in the suburbs, chosen to fit their budget.*
- Family Basics (11% compared to the GB average of 8%): *families with children who have limited budgets and can struggle to make ends meet. Their homes are low cost and are often found in areas with fewer employment options.*
- Transient Renters (10% compared to the GB average of 6%): *single people who pay modest rents for low cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on.*

The other two high ranking groups are:

- Senior Security (9% compared to the GB average of 8%): *elderly singles and couples who are still living independently in comfortable homes that they own.*
- Domestic Success (the same as the GB average of 8%): *high earning families with affluent lifestyles in upmarket homes in sought after residential neighbourhoods. Their busy lives revolve around their children and successful careers.*

#### 2.4.6 Audience Spectrum data

From the Arts Council's Audience Spectrum data, we can get some understanding of the likelihood that the populations in the drivetime are likely to have an interest in the heritage of the White Lion and the village of Pailton.

Audience Spectrum data places 56% of the population within three segments (compared to 42% of the base population). The highest percentage is within Trips & Treats, over a quarter (26%) compared with base population average of 15%. The other prominent segments are Facebook Families (15% compared to the average of 11%) and Dormitory Dependables (the same as the GB average of 15%).

- Trips and Treats: these are comfortably off suburban families, typically with children, who are looking for leisure activities for all the family. These groups should provide a strong source of visits to the White Lion.



- Facebook families: are young and cash strapped, but they do go out as families sometimes. We anticipate that some of the activities at the White Lion may provide fun days out for these groups.
- Dormitory Dependables: many are thriving well off mature couples or busy older families; these groups show a preference for heritage activities so the White Lion's heritage should prove to be of interest to these groups.

#### 2.4.7 Tourism in Rugby and Warwickshire

Visit data are available for Rugby Borough and for Warwickshire. These show that around 15% of all visits to Warwickshire are to Rugby Borough and that 26% of Warwickshire's total of overnight visits are to Rugby Borough. Nearly half of these (48%) are in paid accommodation. These data suggest that the White Lion will be able to attract both holiday and business overnights. Below we summarise the data.

For Rugby Borough, the latest available data are from 2015 and show that:

- A total of 2,273,000 trips by all types of visitors
- Total visit spend £110m
- 2,100,000 day trips
- Day trip spend £66.8m
- Total overnight visits 172,000 (136,000 domestic and 36,000 overseas)
- Total overnights 612,000 (335,000 domestic and 277,000 overseas), an average stay of 3.6 nights
- 48% of overnight trips were in paid accommodation
- Overnight visitors spent £32.8m
- The main purpose of visits is to visit friends and relatives (55%), followed by leisure/holiday (22%) and business (21%)
- Tourism supports 2,272 jobs and accounts for 5.2% of employment in the Borough
- The Borough accounts for between 12-16% of tourism in Warwickshire

In December 2020, Rugby Borough Council joined the Destination Management Organisation, Shakespeare's England, with a view to increasing tourism in and around the Borough. The Councillor for growth and investment at Rugby Borough Council welcomed the move confirming '*Tourism has a major role to play in Rugby's economic recovery from the pandemic ... and we are looking forward to working with our partners across Warwickshire and the wider region to maximise the benefits major events can bring and increase the number of visitors we welcome...*'

The Economic Impact of Tourism – Warwickshire 2019 report:

- A total of 16,384,000 trips (day and staying)
- Visitors spent estimated at £968m
- 1.3 m of all visits were overnight visits, 453,000 of which were international visitors
- Half of overnight trips were in paid accommodation
- Overnight visitors spent £272m
- The main purpose of visits is to visit friends and relatives, followed by leisure/holiday and business.
- Total tourism value to Warwickshire County was £1.32 billion, around 6.7% of the total GVA.
- Tourism supports 18,941 jobs and accounts for 5.9% of employment.

#### 2.4.8 Comparators and competitors

Collectively we have identified comparator pubs, some of them owned and operated by local communities, others more traditional models, either family run or owned and operated by a small chain. Some of these were comparators from our development stage business plan, others are pubs that we have identified since. All are pubs with restaurants, and all are in village/small town locations. Only some have a café and/or accommodation. One has a shop in an adjacent building, another a shop in a container in the carpark (operated by someone other than the pub), another operates a virtual shop. Two run Post Offices. None has enterprise/studio space.

In each case we have fully researched their offer, and compared their offer with all that we intend to provide at the White Lion. In some cases, we have visited and discussed their operation with owners/operators. These comparators have informed our pricing.

Fourteen in total, some are community owned and operated, others are part of a group of pubs, owned and operated by small independent chains.

Full details are included in the Business Plan, summary below:

- Queen Elizabeth, Elmley Castle, Worcestershire: community run; pub, restaurant and café.
- Fox, Loxley, Warwickshire: community run; pub and restaurant; café planned.
- Spotted Cow, Holbrook, Derbyshire: community run café, post office and guest bedroom; tenanted pub.
- Pheasant, Neenton, Shropshire: community run; pub, restaurant and three guest rooms.
- Angler's Rest, Bamford, Derbyshire: community run; pub, restaurant, café, post office.
- Green Dragon, Cockleford, Gloucestershire: operated by a small independent pub chain, Buccaneer Holdings; pub, restaurant, nine guest rooms.
- Yew Tree, Avon Dassett, Warwickshire: community run; pub, restaurant, café (part time in shack).
- Red Lion, Kilsby, Northamptonshire: family run; pub, restaurant, four rooms; shop in carpark with different operator.
- Boot Inn, Lapworth Warwickshire: operated by small independent chain Lovely Pubs; pub, and restaurant.
- Mortons, Gilmorton, Leicestershire: owner operated; café bistro in former pub premises.
- Crab and Cow, Leire, Lutterworth: owner operated; restaurant, serving brunch, lunch and dinner.
- Dun Cow, Dunchurch: part of the Vintage Inn chain, pub and restaurant with 16 rooms.
- Boat Inn, Birdingbury: owner operated; pub and restaurant.
- Bell Inn, Ladbroke, Warwickshire: part of Freespirit pub chain; pub and restaurant.

We have also looked at pubs with rooms and small local hotels to inform our room rates and type of offer. These are:

- The Golden Lion, Easenhall is a family run hotel and restaurant with 17 en-suite bedrooms.
- The Greyhound Coaching Inn, Lutterworth is a traditional family owned hotel and restaurant with 33 bedrooms. It also hosts wedding receptions.
- The Green Man, Dunchurch is part of the Splendid Pub Group and offers traditional pub food and bed and breakfast accommodation.
- The Barley Mow, Newbold is a bar and restaurant with a games room and playground situated next to the canal. It has nine bedrooms.

- The Oak, Bagington. A family run business offering a bar, home cooked food and 13 bedrooms in a separate annex at the rear of the main building.
- Three Horseshoes, Bubbenhall is a pub serving homemade food with seven bedrooms.
- The Dun Cow, Dunchurch. Part of the Vintage Inn chain, the pub has 16 rooms and is similar our ambitions for the White Lion.

### Competitors

There are three pubs in nearby villages, all under 2 miles from the White Lion. None has a shop or café and only one, the Golden Lion in Easenhall, has accommodation. Their lunchtime food offer is limited – none at the Denbigh Arms except at weekends and Friday to Sunday only at the Golden Lion; the Old Lion, Harborough Magna, does lunch Wednesday to Sunday.

The nearest shop is a farm shop in Stretton under Fosse (1.6 miles from the White Lion), which does breakfasts and lunches, but is not open in the evenings. This is very popular and there are often queues for food. The next nearest shop is the coop in Newbold upon Avon, 3.5 miles from the White Lion. The nearest supermarkets are Tesco 5.1 miles away in Rugby (5.1 miles) and Waitrose and Morrisons in Lutterworth (5.2 miles).

Brinklow, 3.5 miles away, has a combined Post Office and general store and a very popular café, Pumpkins Deli, which is open 9-3pm. There are three pubs – the Raven, the Bull’s Head and the White Lion, none with accommodation, all serving pub grub.

Other than the Golden Lion at Easenhall, the nearest place with inn/hotel accommodation is Lutterworth, 6 miles away, a town with a population of over 10,000. These offers are the Greyhound Coaching Inn, a traditional family owned hotel and restaurant with 33 rooms, and the Best Western Ullesthorpe Court Hotel and Golf Club, with 72 rooms. There is also a Travel Lodge about a mile from the town centre. The White Lion’s offer, a village pub with small number of rooms, will be quite different from any of these.

### 2.4.9 Pricing – food and accommodation

Comparator catering offers, including prices, are summarised in appendix 1. Pricing is fairly consistent between all the menus, irrespective of the type of food offer. Some serve traditional pub food, others are more adventurous, with Mediterranean and international influences. These are the prices we are working with:

- Breakfast – full breakfast £12; breakfast snack £4.
- Lunchtime – baguettes and wraps £6.50 to £7.50; simple one course hot meal £9.50.
- Evening menu – starters £6.50 to £7.50, mains £12.50 to £21.50; puddings £6.50.
- Sunday lunch – main course £17.50, two courses £21.50, three courses £27.50
- Children’s menus – main £7.50, pudding £3.00.
- Teas, coffees, cakes: tea £2.50, coffee £3.25 and cakes £3.50.

We have benchmarked room rates using comparators, local hotels and, in the case of the top floor suite, we have researched further afield to find anything comparable. Based on this research, we have used the following pricing structure in our revenue forecasting:

- 3 smaller rooms – room only                      £85
- 2 larger rooms – room only                        £105
- Top floor of suite – room only                    £225

#### 2.4.10 Shop, Post Office and parcel pickup

We have identified three approaches to providing a shop amongst our comparators:

- Green Dragon, Cockleford, has a shop in adjacent buildings, supplying the daily essentials as well as more specialist products, together with homeware items.
- Red Lion, Kilsby, has a community shop run by volunteers in a container in the carpark, offering a wide range of general groceries, newspapers and magazines, local bread, meat and milk products.
- Queen Elizabeth, Elmley Castle, has a virtual shop that enables locals to buy from the pub's suppliers; an initiative started during covid, it has been maintained since.

The Red Lion model shows that a successful shop can be operated by volunteers. Our intention is to build on local commitment and staff the shop with volunteers, supported by a full time manager (see section 2.5.2).

The Post Office and parcel pickup will be co-located with the shop.

#### 2.4.11 Farmers, artisan and craft markets

None of the comparators above have this type of offer, but elsewhere markets associated with pubs do have a track record, for instance in the Teme Valley Market at the Talbot pub in Knightwick, Worcestershire – operating monthly since 1998. We consider that markets have the potential to offer local producers a selling opportunity and to bring new customers to the White Lion.

Originating in farmers' markets, and meeting the public's growing interest in local sourcing, artisan markets have now diversified to include a wide range of artisan food products, art and crafts. A growing market segment, there are opportunities for new sites to enter this market, providing new outlets for established producers and new entrants to test out their products. There are no markets of this sort in currently operating in the area, so the White Lion is a promising location to test out this opportunity.

We estimate that it will be possible to accommodate up to 20 stalls in the outside area surrounding the White Lion. Our research, based on consultation with market operators, suggests that the CIC could charge a hire fee to market organisers of around £300 for use of the area. Under this type of arrangement, the market organiser provides the stalls and other equipment, meaning that the CIC would not be required to purchase or store stalls. Further, the CIC would not bear any financial risk, these being shared by the organisers and the stall holders. The usual model is that the market organiser charges stall holders a sum for their participation. This varies from the more commercial regional/national specialist operations to more local operations but can range from £35 to over £80 depending on the type and scale of the market. Accordingly, this is an opportunity that the CIC intends to test once its core business is established.

#### 2.4.12 Enterprise/studio space

Again, none of the comparators have this type of offer. We have considered workspace for small businesses and for artists' studios, the brewhouse upper floor, an area of around 400sq.ft, would be suitable for either.

We have tested demand for artists' studio space by talking to artists based locally at Grid Studios, in nearby Harborough Magna. This has evidenced demand as they have a waiting list and confirm that

there is a shortage of space in the area. Grid Studios has 20 studios and also provides exhibition space for resident artists. Studios are of two sizes, 96 sq. ft. and 48 sq. ft. and rents are around £12 per sq. ft. per year.

The nearest enterprise workspace we have identified is the Exchange in Houlton, to the west of Rugby, which offers coworking space with private booths and meeting rooms on various membership options. This is nearly 20 minutes from Pailton.

As the space at the White Lion would not offer associated exhibition space, though it would offer the potential to take a stall at periodic artisan/craft markets, we have pitched the rent at a lower rate £8 plus a contribution to other premises costs.

For the purposes of the revenue planning, we have assumed a rental of £10 per sq. ft. per annum plus a contribution to running costs. This is modest rental and, depending on the fit out of the upper floor of the brewhouse and the level of demand, it may prove to be possible to charge more. However, as this is not a significant part of the CIC's business in income terms, the CIC may decide to support local artists/entrepreneurs at an early stage of their business development by charging a lower than market rent.

#### 2.4.13 Conclusions

Through our modelling of the offer, market, demand and pattern of business of the pub/hub, we can forecast the overall numbers of visits we expect to achieve over an average year once the business has built up over the first couple of years:

Shop	18,200 sales transactions annually
Café	7,280 individuals served annually
Restaurant	10,920 individuals served annually
Pub	28,600 individuals served annually, but note that this includes wet trade sales to café and restaurant customers
Accommodation	1,710 room nights per annum (between 1,710 and 3,420 pax)
Enterprise units	Assumed 80% occupancy once business built up
Events hires and activities	Assumed 20 hires/events markets per annum average.

Note there will be overlap across most headings, we anticipate that accommodation bookers will eat and drink in the pub, café customers will use the shop, market attendees will visit café/pub and shop and so forth. Nonetheless, this demonstrates how widely visited and used the restored White Lion will be, and how many people will appreciate and be involved in its heritage and that of the village. This level of visits sits within the overall market capacity we have identified in this section and is consistent with the experience of the comparator projects to whom we have talked, including several for whom we have detailed figures showing success at levels above this.

#### 2.5 Financial appraisal

Based on the market testing and positioning and the operating structure and plans set out above, we have worked with the working group to understand the financial implications and sustainability of the proposed operation. We have been supported by Mark Hobbs, consultant with Kendrick Hobbs, a specialist catering and commercial consultancy who grew out of extensive experience in hotels and restaurants and have worked for many years on heritage and community owned projects throughout the country.

## 2.5.1 Pub/café/restaurant operations

Based on the comparators identified and the experience of the team, and with the practicalities and capacities of the design and market position of the pub in mind, we have forecast the level of trade we expect the pub to reach once the business has built up across each of the wet trade (alcoholic and non-alcoholic drinks, associated snacks and coffee/tea etc when the café and restaurant offers are not operating); the café trade in the hours set out above and the restaurant trade in the evening and on weekend lunchtimes.

In the following tables, we estimate covers (or individuals served) in each service slot, establish average spends per head based on the above pricing, allow for VAT and calculate for costs of sales (foodstuffs and drinks) at levels appropriate to the service being offered.

White Lion Pailton Fully staffed model Wet trade						
Weekly forecasts	number of customers	total sales @ SPV	Turnover across trading weeks, say	Net of VAT @	Net of Cost of sales @	
	550	£ 10,00	52	20%	35%	
Mon	-	-	-	-	-	-
Tues	60	600	31,200	26,000	16,900	
Wed	60	600	31,200	26,000	16,900	
Thurs	90	900	46,800	39,000	25,350	
Fri	120	1,200	62,400	52,000	33,800	
Sat	120	1,200	62,400	52,000	33,800	
Sun	100	1,000	52,000	43,333	28,167	
Total cumulative	550	5,510	286,052	238,334	154,917	
Cost of column item				47,718	83,417	
Gross profit is					154,917	

White Lion Pailton Fully staffed model Café food/beverage offer Daytime						
Weekly forecasts	number of customers	total sales @ SPV	Turnover across trading weeks, say	Net of VAT @	Net of Cost of sales @	
	140	£ 12,00	52	20%	40%	
Mon	-	-	-	-	-	-
Tues	20	240	12,480	10,400	5,720	
Wed	20	240	12,480	10,400	5,720	
Thurs	20	240	12,480	10,400	5,720	
Fri	20	240	12,480	10,400	5,720	
Sat	40	480	24,960	20,800	11,440	
Sun	20	240	12,480	10,400	5,720	
Total cumulative	140	1,692	87,412	72,800	40,040	
Cost of column item				14,612	32,760	
Gross profit is					40,040	

White Lion Pailton Fully staffed model Restaurant food offer Evening plus Sunday lunch						
Weekly forecasts	number of customers	total sales @ SPV	Turnover across trading weeks, say	Net of VAT @	Net of Cost of sales @	
	210	£ 20,00	52	20%	45%	
Mon	-	-	-	-	-	-
Tues	16	320	16,640	13,867	7,627	
Wed	16	320	16,640	13,867	7,627	
Thurs	16	320	16,640	13,867	7,627	
Fri	42	840	43,680	36,400	20,020	
Sat	60	1,200	62,400	52,000	28,600	
Sun	60	1,200	62,400	52,000	28,600	
Total cumulative	210	4,220	218,452	182,000	100,100	
Cost of column item				36,452	81,900	
Gross profit is					100,100	

As set out above, a General Manager will be appointed to manage the operations of all elements of the main building provision. The Manager will be recruited to be in post in September 2025, ahead of planned opening for December (and the Christmas business) of that year.

This Manager will be supported by kitchen and front of house teams in the pub and by part time housekeepers on the cleaning and accommodation domestic side of the operation. The rotas for these operations have been worked out in detail to ensure that there is a sustainable basis for the operation of the hours of service set out in section 2.1. In practice, the number and shift pattern of individual staff may vary from this illustration in the normal way of these operations, with different individuals having different availability, rotas being constructed according to the forecast business for the week ahead, special events, etc, but this provides us with a basis for assessing the required staffing and the cost of providing these staff. As previously set out, we don't at the moment assume that any of the pub/café/restaurant service will be carried out by volunteers, though we can see that there may be opportunities for volunteers to help out periodically with the receiving of deliveries, special events support and perhaps café and outdoor drink and food.

KITCHEN ROTA								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Chef 1		10.30 - 16.00	10.30 - 16.00	10.30 - 16.00	10.30 - 16.00	8.00 - 16.00	8.00 - 16.00	38
Snr Asst' cook 1		16.00 - 21.00	16.00 - 21.00	16.00 - 21.00	16.00 - 21.00	10.00 - 18.00	10.00 - 16.30	34.5
Asst' cook 2					18.00 - 22.00	18.00 - 22.00		8
Asst' cook 3						18.00 - 22.00	10.30 - 14.30	8
KP 1		18.00 - 22.00	18.00 - 22.00				12.00 - 17.00	13
KP 2				18.00 - 22.00	18.00 - 22.00	18.00 - 22.00		12
<b>Sub total hours:</b>								<b>114</b>

The operation of the accommodation is planned to be by the team rather than being wholly contracted out, as was considered at the development application stage. Discussion with other providers, including with operators of other projects we have been involved with in heritage sites, suggests that the in-house management model is, in the end, preferred by most – whilst the agency/contracted out model is useful for sites where there is no one to run the accommodation or deal with bookers, etc, where there is a staff team who can market, sell and deal with bookers for accommodation, it tends to prove more successful and offers a more personal and immediate service for customers.

FOH ROTA - Pub/café, housekeeping and shop								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Bar/ café 1		10.30 - 16.00	10.30 - 16.00	10.30 - 16.00	10.30 - 16.00	8.30 - 16.30		30
Bar/ café 2		12.00 - 18.00	12.00 - 18.00	12.00 - 18.00			8.30 - 16.00	26
Bar/ café 3		17.30 - 23.30			12.00 - 18.00	10.00 - 18.00	10.00 - 18.00	24
Bar/ café 4		18.00 - 23.30	18.00 - 23.30			18.00 - 23.30	18.00 - 23.30	22
Bar/ café 5			17.30 - 23.30	17.30 - 23.30	17.30 - 23.30			18
Bar/ café 6				18.00 - 23.30	18.00 - 23.30	17.30 - 23.30	17.30 - 23.30	23
Bar/ café 7						10.30 - 14.30		4
Bar/ café 8							10.30 - 14.30	4
<b>Sub total hours:</b>								<b>151.0</b>
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Housekeeping & cleaning 1	10.00 - 12.00	10.00 - 12.00	10.00 - 14.00				10.00 - 14.00	12
Housekeeping & cleaning 2				10.00 - 14.00	10.00 - 14.00	10.00 - 14.00		8
<b>Sub total hours:</b>								<b>20</b>
SHOP								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total hours:
Shop Manager	08.30 - 16.30	08.30 - 16.30	08.30 - 16.30	08.30 - 16.30	08.30 - 16.30			37.5
Volunteers	09.30 - 16.30	09.30 - 16.30	09.30 - 16.30	09.30 - 16.30	09.30 - 16.30	08.30 - 12.00	08.30 - 12.00	42
<b>Sub total hours:</b>								<b>79.5</b>

We have assumed that the accommodation will be mainly booked through Airbnb and have provided the cost of the 'host-only' agency fee usually charged by Airbnb at the upper end of its range of charge on all bookings. In fact, we expect that this will be a cautious assumption – we expect a number of regular bookers will emerge as part of the work at local enterprise and logistics hubs, and these will almost certainly move to book direct after the first or second visit, but we've allowed the full Airbnb fee at the moment.

We anticipate that the small domestic housekeeping team will be able to clean/prepare the rooms (which our demand assumptions show might be let three rooms a night on average once the business has built up) and provide housekeeping (linen, wet cleans, etc.) for the pub ground floor to complement the cleaning by front of house staff in which the kitchen porters clean the kitchen to hygiene standards and front of house servers in the pub/café/restaurant do end of shift main cleans.

## 2.5.2 Shop

The staffing of the shop will be by way of a Shop Manager supported by the community through volunteering. The Manager will be recruited to be in post a month before anticipated opening (April 2025) with preparatory work before that being done by the client team and volunteers.

Again, as with the pub, the scheduling of the Manager's time may vary from that shown and may in fact suit a substantial part time person, perhaps during school hours. Because this is an area where there is significant enthusiasm to volunteer, we can be flexible in operation to accommodate the right candidate for Manager and may in fact be able to make savings against this rota.

## 2.5.3 Staffing costs

Based on the staffing levels and rotas above, we foresee the overall staffing structure and cost as the following table.

Salary and wage levels are taken from observation of the current market at more senior levels with all staff being paid in line with the Living Wage Foundation guidelines. We foresee that, in fact, there will be savings against the above forecast in respect of younger employees – one of the things that has been missed with pubs and shops closed has been the opportunity for young people to secure casual weekend work. This should offset forecast increases in the Living Wage Foundation pay rates.

WHITE LION STAFF STRUCTURE COST MODEL								
	Expected Weekly Hours	FT Salary Level	Ers Pension Contribution (Y/N)	Ers Pension Contribution	Per Month	Ers NI	Total per Month	Annual Cost
				3.0%		13.8%		
<b>Salaries</b>								
<b>Management</b>								
Manager	40.0	£ 37,500.00	Y	£ 1,125.00	£ 3,678.57	£ 399.91	£ 4,078.48	£ 48,941.79
<b>Sub total:</b>	<b>40.0</b>	<b>£ 37,500.00</b>		<b>£ 1,125.00</b>	<b>£ 3,678.57</b>	<b>£ 399.91</b>	<b>£ 4,078.48</b>	<b>£ 48,941.79</b>
<b>Wages</b>								
<b>Café &amp; bar</b>								
Bar/ café 1 - supervisor	30.0	£ 22,500.00	Y	£ 675.00	£ 1,655.36	£ 152.08	£ 1,807.43	£ 21,689.20
Bar/ café 2	26.0	£ 21,255.00	Y	£ 637.65	£ 1,355.26	£ 121.16	£ 1,476.42	£ 17,717.07
Bar/ café 3	24.0	£ 21,255.00	Y	£ 637.65	£ 1,251.01	£ 111.84	£ 1,362.85	£ 16,354.22
Bar/ café 4	22.0	£ 21,255.00	Y	£ 637.65	£ 1,146.76	£ 102.52	£ 1,249.28	£ 14,991.37
Bar/ café 5	18.0	£ 21,255.00	Y	£ 637.65	£ 938.26	£ 83.88	£ 1,022.14	£ 12,265.66
Bar/ café 6	23.0	£ 21,255.00	Y	£ 637.65	£ 1,198.88	£ 107.18	£ 1,306.07	£ 15,672.79
Bar/ café 7	4.0	£ 21,255.00	Y	£ 637.65	£ 208.50	£ 18.64	£ 227.14	£ 2,725.70
Bar/ café 8	4.0	£ 21,255.00	Y	£ 637.65	£ 208.50	£ 18.64	£ 227.14	£ 2,725.70
<b>Sub total:</b>	<b>151.0</b>				<b>£ 7,962.53</b>	<b>£ 715.95</b>	<b>£ 8,678.48</b>	<b>£ 104,141.72</b>
Analysis based on 4 or 5 staff/ day/ 6 days/ week @ 6 hours each and 151 hours/ week								
<b>Kitchen</b>								
Chef 1	38.0	£ 35,000.00	Y	£ 1,050.00	£ 3,261.67	£ 348.70	£ 3,610.37	£ 43,324.41
Senior asst cook 1	34.5	£ 24,000.00	Y	£ 720.00	£ 2,030.57	£ 191.89	£ 2,222.46	£ 26,669.55
Asst cook 2	8.0	£ 21,255.00	Y	£ 637.65	£ 417.00	£ 37.28	£ 454.28	£ 5,451.41
Asst cook 3	8.0	£ 21,255.00	Y	£ 637.65	£ 417.00	£ 37.28	£ 454.28	£ 5,451.41
BP 1	13.0	£ 21,255.00	Y	£ 637.65	£ 677.63	£ 60.58	£ 738.21	£ 8,859.54
BP 2	12.0	£ 21,255.00	Y	£ 637.65	£ 625.50	£ 55.92	£ 681.43	£ 8,177.11
<b>Sub total:</b>	<b>113.5</b>				<b>£ 7,429.38</b>	<b>£ 731.66</b>	<b>£ 8,161.04</b>	<b>£ 97,932.42</b>
Analysis based on approx 3 staff/ day/ 6 days/ week @ 6 hours each and 118 hours/ week								
<b>Rooms/ Housekeeping</b>								
HK 1	12.0	£ 21,255.00	Y	£ 637.65	£ 425.50	£ 55.92	£ 481.43	£ 5,777.11
HK 2	8.0	£ 21,255.00	Y	£ 637.65	£ 417.00	£ 37.28	£ 454.28	£ 5,451.41
<b>Sub total:</b>	<b>20.0</b>				<b>£ 1,042.51</b>	<b>£ 93.20</b>	<b>£ 1,135.71</b>	<b>£ 13,628.52</b>
Analysis based on approx 1 staff/ day/ 6 days/ week @ 3-4 hours each and 20 hours/ week								
<b>Shop</b>								
Shop Manager	37.5	£ 28,000.00	Y	£ 840.00	£ 2,575.00	£ 257.86	£ 2,832.86	£ 33,994.35
<b>Sub total:</b>	<b>37.5</b>				<b>£ 2,575.00</b>	<b>£ 257.86</b>	<b>£ 2,832.86</b>	<b>£ 33,994.35</b>
Analysis based on support by volunteers								
<b>Total:</b>					<b>£ 22,687.98</b>	<b>£ 2,198.59</b>	<b>£ 24,886.57</b>	<b>£ 298,638.80</b>

## 2.5.4 Other incomes, costs and the overall viability of the business

These trading forecasts and staffing costs are then taken forward to the overall summary income and expenditure forecast which follows.



The forecast is for 11 years – the first year 2024/25 in which works are on site, included here to show the early recruitment cost and cost of Shop Manager role prior to opening, plus ten years from April 2025 when the shop is anticipated to open. The shop will be equipped to serve teas, coffees, morning goods, cakes and perhaps, in these early months before the full café offer in the pub is up and running, some limited savouries.

In 2025/26, the pub is scheduled to open to trade through December 2025 and then on a more limited basis in the new year, before full operation, including the start of food offers in April 2026, in preparation for Easter that year.

We have forecast on the basis that accommodation bookings will begin in March 2026 – the rooms should be ready and fitted and out by then and March can be a good month for people taking breaks ahead of Easter and school holidays.

Overall, we have allowed that the business will build up over the early years – from 80% of eventual targets at the outset in 2025/26, through to 100% of target by year 3. We acknowledge that in fact there will be considerable excitement around the reopening of the shop then the pub but believe it to be prudent in forecasting the early trading years.

As the expenditure section toward the bottom of the forecast shows, we have estimated all operating costs on a prudent basis reflecting what we know of the operation and the experience of comparable pubs and shops elsewhere. Expenditures differ in 2025/26 as the pub will open only toward the end of the year, but there are allowances for recruitment and for launch marketing which then settle back to more normal annual levels.

The working group have been able to test a number of these forecasts through specific action:

- Utilities tested by reference to the services scheme proposed in the design strategy.
- Bookkeeping, accounts, stocktaking – by indicative quotation from a local potential supplier.
- NNDR – benchmarked to specific similar operations and local rateable value calculations.
- Building, horticulture maintenance and renewals sinking fund – from the MMP.

We have set the account out to show the gross and net profits of the trading business so as to enable the usual trade comparisons and analysis. Below the line we have then made specific provision for the annualised cost of renewals in line with the MMP and for the annual costs of servicing the PWLB loan that funded the purchase of the site and part funds the delivery stage of the project. Overall, after these costs are allowed, our view is that the business presents a clearly sustainable, and from an industry point of view, recognisable, profile.

With the contribution from NLHF project activity costs of £30,000 toward the costs of staffing in 2024/25 and 2025/26 as the scheme is delivered, the profile shows a modest loss in 2025/26 and then the gradual development of an ultimately healthy net profit, before tax and depreciation, by year 5 when it reaches a stable surplus of £50,000 annually plus inflation as the years progress.

The team are confident that the small loss on 2025/26 can be closed by volunteer effort and special and other events around the launch. In the medium and long term, we take the view that a sustained surplus of around £50,000 enables the development of an acceptable reserves position (we would recommend a reserves policy at around £200,000 in the fullness of time – which, once one assumes that much of the kitchen, FOH and housekeeping staff would be on relatively short notice, would reflect six months of core staff and overheads costs). This level of reserve also protects against potential sensitivity of the model.

White Lion Pailton		NLHF Heritage Enterprise Delivery Application November 2023 Final See supporting trade analyses where appropriate									
Revenue Plan	Year 2024/25	Year 2025/26	Year 2026/27	Year 2027/28	Year 2028/29	Year 2029/30	Year 2030/31	Year 2031/32	Year 2032/33	Year 2033/34	Year 2034/35
	Pre-opening	Brew House Open April, Pub December	Food offer opens in full April								
Trading accounts											
Pub Wet trade											
Assumed pattern of trade build-up		80%	85%	90%	100%	100%	100%	100%	100%	100%	100%
Wet trade sales revenue		62,920	208,661	227,563	260,433	268,246	276,294	284,583	293,120	301,914	310,971
Less costs of sales		(22,022)	(73,031)	(79,647)	(91,152)	(93,886)	(96,703)	(99,604)	(102,592)	(105,670)	(108,840)
Less FOH staffing		(27,493)	(91,176)	(99,436)	(113,798)	(117,212)	(120,729)	(124,351)	(128,081)	(131,924)	(135,881)
Gross beverage profit Pub and café food trade		13,405	44,453	48,480	55,483	57,148	58,862	60,628	62,447	64,320	66,250
Assumed pattern of trade build-up		80%	85%	90%	100%	100%	100%	100%	100%	100%	100%
Food sales revenue		0	194,396	212,006	242,629	249,908	257,405	265,128	273,081	281,274	289,712
Less food cost of sales		0	(100,385)	(109,479)	(125,293)	(129,051)	(132,923)	(136,911)	(141,018)	(145,248)	(149,606)
Less kitchen staffing		(3,610)	(85,740)	(93,507)	(107,013)	(110,224)	(113,531)	(116,936)	(120,445)	(124,058)	(127,780)
Gross food profit		(3,610)	8,271	9,020	10,323	10,633	10,952	11,281	11,619	11,968	12,327
Pub gross margin		65%	57%	57%	57%	57%	57%	57%	57%	57%	57%
Pub net margin		16%	13%	13%	13%	13%	13%	13%	13%	13%	13%
Accommodation											
Assumed pattern of trade build-up		80%	85%	90%	100%	100%	100%	100%	100%	100%	100%
Accommodation revenues		0	120,037	130,911	149,820	154,315	158,944	163,713	168,624	173,683	178,893
Accommodation agency etc costs		0	(18,006)	(19,637)	(22,473)	(23,147)	(23,842)	(24,557)	(25,294)	(26,052)	(26,834)
Less housekeeping staffing		(2,726)	(11,932)	(13,013)	(14,892)	(15,339)	(15,799)	(16,273)	(16,761)	(17,264)	(17,782)
Gross accommodation profit		(2,726)	90,100	98,262	112,455	115,829	119,303	122,882	126,569	130,366	134,277
Shop											
Assumed pattern of trade build-up		90%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Shop sales revenues		136,957	156,739	161,441	166,285	171,273	176,411	181,704	187,155	192,770	198,553
Less shop cost of sales		(61,630)	(70,532)	(72,648)	(74,828)	(77,073)	(79,385)	(81,766)	(84,219)	(86,746)	(89,348)
Less staffing	(2,833)	(33,994)	(35,014)	(36,065)	(37,147)	(38,261)	(39,409)	(40,591)	(41,809)	(43,063)	(44,355)
Gross shop profit	(2,833)	41,332	51,193	52,729	54,310	55,940	57,618	59,346	61,127	62,961	64,850
Enterprise units											
Assumed pattern of trade build-up		90%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rents and service charge Landlord's costs		4,795	5,488	5,652	5,822	5,997	6,177	6,362	6,553	6,749	6,952
		(480)	(549)	(565)	(582)	(600)	(618)	(636)	(655)	(675)	(695)
Gross rental profit		4,316	4,939	5,087	5,240	5,397	5,559	5,726	5,897	6,074	6,257
Sundry event/market hires, tickets and sundry income NEC											
Assumed pattern of trade build-up		90%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Hires and sundries income Associated costs		2,228	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	9,786
		(668)	(2,318)	(2,387)	(2,459)	(2,532)	(2,608)	(2,687)	(2,767)	(2,850)	(2,936)
Sundries gross profit		1,559	5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651	6,850
<b>Total profit after costs of sales and direct staffing</b>	<b>(2,833)</b>	<b>54,276</b>	<b>204,364</b>	<b>219,148</b>	<b>243,549</b>	<b>250,855</b>	<b>258,381</b>	<b>266,132</b>	<b>274,116</b>	<b>282,340</b>	<b>290,810</b>
Operating costs											
Salaries - Manager		24,471	50,410	51,922	53,480	55,084	56,737	58,439	60,192	61,998	63,858
Recruitment and training	1,000	1,696	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Building Maintenance		2,750	3,075	3,155	10,750	10,750	11,500	11,500	11,500	11,500	11,500
Horticultural Maintenance, plants and materials		1,025	1,056	1,087	1,120	1,154	1,188	1,224	1,261	1,298	1,337
Equipment servicing etc		2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Security		2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Utilities, water		14,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337	45,667
NNDR		3,306	13,622	14,030	14,451	14,885	15,331	15,791	16,265	16,753	17,256
Waste/refuse		750	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
Insurance		2,500	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Travel & Subsistence		750	773	796	820	844	869	896	922	950	979
Clothing/laundry/sanitation/consumables		1,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Printing, stationery, office expenses Telephones, data lines, IT		500	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Accounting and bookkeeping		1,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Finance/merchant charges etc		9,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Advertising and publicity		1,500	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
	3,000	10,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
<b>Total Expenditure</b>	<b>4,000</b>	<b>78,248</b>	<b>143,095</b>	<b>147,376</b>	<b>159,297</b>	<b>163,754</b>	<b>169,094</b>	<b>173,822</b>	<b>178,691</b>	<b>183,707</b>	<b>188,873</b>
<b>Net Profit</b>	<b>(6,833)</b>	<b>(23,973)</b>	<b>61,269</b>	<b>71,772</b>	<b>84,251</b>	<b>87,101</b>	<b>89,287</b>	<b>92,310</b>	<b>95,425</b>	<b>98,633</b>	<b>101,937</b>
Financing Incomes											
Income from Brewery Grant Income from NLHF activity funding	3,833	4,800	26,167								
Costs											
PWLB finance repayments/interest	0	0	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)	(24,936)
Costs of AHF bridging loan		(8,317)	(5,033)	0							
<b>Retained profit after below the line costs</b>	<b>(3,000)</b>	<b>(1,323)</b>	<b>31,299</b>	<b>46,836</b>	<b>59,315</b>	<b>62,165</b>	<b>64,351</b>	<b>67,374</b>	<b>70,489</b>	<b>73,697</b>	<b>77,001</b>

Finally, we have looked at the likely cashflow profile of the business. Overleaf we set out a cashflow that incorporates both the capital delivery of the project and its launch and operation, so as to see the overall working capital requirement on the CIC. The cashflow is laid out monthly and reflects a forecast pattern of trade across the year, in which there are busier (summer months and December) and quieter (Winter months other than December) months.

There will be a series of front loaded costs that will call for a degree of working capital – as shown in the forecast cashflow through the delivery period and to full operation set out overleaf:

- Shop stock ahead of shop opening – we have allowed for a full stocking of the shop prior to opening, so as planned at present March 2025. This will, though, be done quite shortly before opening as the shop will feature quite a high proportion of fresh goods. Many of these products, particularly from local suppliers, will be on a sale or return basis with costs falling due on day of sale and generally paid within seven days thereafter. Others will be on wholesale terms, with payments due either 14 or 28 days from supply. There will, however, be a proportion of stock that will need to be bought in advance and we have allowed 50% of stock to be pre-paid in this way. This results in an initial stock budget for prepaid items of c£7,500 thereafter, the cashflow allows the full restock of the shop on a monthly basis.
- Pub stock ahead of pub opening – particularly wet trade stock (food stock is always bought quite shortly ahead of service). We have cautiously allowed a relatively high degree of up front stock costs ready for opening in December 2025, but indications from our discussions with potential suppliers are that we should be able to reduce this up front stock cost through agreement with a particular brewery and/or wholesaler without becoming a ‘tied property’ or unreasonably restricting our product range, particularly of craft beers, etc.

The cashflow (and net income) of the pub opening period is significantly assisted by the forecast of an initial payment to the CIC by a brewery or wholesaler in recognition of an agreement to take their products. WE have been supported by discussions with Gary Nimmo at Sky Wines, who is a wholesaler in the licenced trade and supportive of the project. He has indicated that on the basis of our proposed barrelage, we should expect a minimum contribution from the brewery of £4,800, payable at the point of commencement of wet trade sales.

Overall, in other respects we foresee that the business will be cash neutral or even somewhat cash positive – with income largely on an immediate cash payments basis. There may be a short lag in receipt of incomes from merchant providers for card payments and the Airbnb booking and payment mechanism means that accommodation booked via that route will not be fully paid at point of booking, but generally income should arrive within days of the transaction at latest.

Staff costs will be generally monthly in arrears and trade costs on 28 day or similar terms (though it is possible that in the early years, or in return for more favourable pricing, some brewery or wholesale beverage suppliers may seek payment on supply terms). To take a worst case, we have allowed all stock, staff and other costs in the month in which the trade is undertaken to provide the equivalent income – i.e., we have not put trade creditor payments in a month behind income.

Overall, we do see a need for working capital to support the revenue operation through the period from just before the shop opens to about six months after the pub opens and three months after the food offer goes live. As the cashflow shows, this working capital also supports the servicing of the AHF loan and, combined across capital project and operational costs, shows the viability of the cashflow through this key period. Thereafter the CIC moves into a period in which the pub moves to

White Lion Pailton																				
Cashflow - combined capital project and revenue operation																				
	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	
<b>Capital project</b>																				
Repair and conservation work	0	0	0	0	0	0	0	60,656	75,656	105,656	105,656	115,656	135,656	135,656	135,656	150,656	125,656	125,656	102,466	
Other capital work	0	0	0	2,000	750	0	1,250	0	0	4,000	21,000	29,000	50,500	19,000	5,000	11,500	15,000	66,000	55,000	
Professional fees relating to above	0	0	11,496	11,496	12,996	2,496	8,996	4,646	4,646	6,646	6,646	3,496	3,496	5,496	3,496	3,496	3,496	3,496	5,496	
Activity costs	0	0	140	740	1,340	2,111	2,311	4,671	1,661	1,831	2,791	3,996	1,731	4,431	2,481	9,031	12,148	10,160	10,360	
Other costs	0	0	0	0	0	750	0	5,004	16,242	23,717	37,217	26,542	18,192	18,192	21,192	27,429	33,867	20,367	15,453	
<b>Total monthly cost</b>	<b>0</b>	<b>0</b>	<b>11,636</b>	<b>14,236</b>	<b>15,086</b>	<b>5,357</b>	<b>12,557</b>	<b>74,977</b>	<b>98,204</b>	<b>141,849</b>	<b>173,309</b>	<b>178,689</b>	<b>209,574</b>	<b>180,774</b>	<b>169,824</b>	<b>202,112</b>	<b>190,166</b>	<b>225,678</b>	<b>188,775</b>	
<b>Funding</b>																				
NJHF	0	0	0	0	0	0	0	0	87,316	0	175,239	126,516	130,443	152,989	131,965	123,972	147,542	138,821	164,745	
Own resources	65,023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other fundraising	112,500	0	0	2,500	0	20,000	296,000	0	0	10,000	0	25,000	249,421	0	0	0	0	0	0	
AHF Cashflow support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	96,000	
<b>Total monthly funding</b>	<b>177,523</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>20,000</b>	<b>296,000</b>	<b>0</b>	<b>87,316</b>	<b>10,000</b>	<b>175,239</b>	<b>151,516</b>	<b>379,864</b>	<b>152,989</b>	<b>131,965</b>	<b>123,972</b>	<b>147,542</b>	<b>228,821</b>	<b>164,745</b>	
<b>Balance c/f</b>	<b>177,525</b>	<b>177,525</b>	<b>165,889</b>	<b>154,154</b>	<b>139,068</b>	<b>153,712</b>	<b>437,155</b>	<b>362,178</b>	<b>351,290</b>	<b>219,441</b>	<b>221,371</b>	<b>194,197</b>	<b>364,487</b>	<b>336,702</b>	<b>298,843</b>	<b>220,703</b>	<b>178,079</b>	<b>181,222</b>	<b>157,192</b>	
<b>Revenue operations</b>																				
Seasonal trading pattern	100%									5%	5%	6%	8%	8%	8%	12%	12%	8%	7%	
<b>Costs</b>																				
Salaries - Manager																				4,078
Other staff costs										944	944	944	2,833	2,833	2,833	2,833	2,833	2,833	2,833	
Stock costs												7,704	4,930	4,930	4,930	7,396	7,396	4,930	4,314	
Accommodation Agency costs													40	40	40	40	40	40	40	
Unit and event costs																				
Other operating costs										1,333	1,333	1,333	4,481	4,481	4,481	4,481	4,481	4,481	4,481	
PWLB finance repayments/interest																			3,318	
Costs of AHF bridging loan																			622	
<b>Total costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,278</b>	<b>2,278</b>	<b>9,981</b>	<b>12,285</b>	<b>12,285</b>	<b>12,285</b>	<b>14,750</b>	<b>14,750</b>	<b>15,603</b>	<b>16,369</b>	
<b>Income</b>																				
Trading revenues													10,957	10,957	10,957	16,435	16,435	10,957	9,587	
Units and events													400	400	400	400	400	400	400	
NJHF project activity funding												3,833			6,542	0	0	6,542	0	
Income from Brewery Grant																				
<b>Total income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,833</b>	<b>11,356</b>	<b>11,356</b>	<b>17,898</b>	<b>16,834</b>	<b>16,834</b>	<b>17,898</b>	<b>9,987</b>	
<b>Cash balance on month</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,278)</b>	<b>(2,278)</b>	<b>(6,149)</b>	<b>(929)</b>	<b>(929)</b>	<b>5,613</b>	<b>2,085</b>	<b>2,085</b>	<b>2,295</b>	<b>(6,382)</b>	
<b>Balance c/f on operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,278)</b>	<b>(4,555)</b>	<b>(10,704)</b>	<b>(11,632)</b>	<b>(12,561)</b>	<b>(6,948)</b>	<b>(4,863)</b>	<b>(2,779)</b>	<b>(483)</b>	<b>(6,866)</b>	
<b>Overall cash position</b>	<b>177,525</b>	<b>177,525</b>	<b>165,889</b>	<b>154,154</b>	<b>139,068</b>	<b>153,712</b>	<b>437,155</b>	<b>362,178</b>	<b>351,290</b>	<b>217,163</b>	<b>216,816</b>	<b>183,494</b>	<b>352,855</b>	<b>324,141</b>	<b>291,896</b>	<b>215,840</b>	<b>175,300</b>	<b>180,738</b>	<b>150,326</b>	

White Lion Pailton																			
Cashflow - combined capital project and																			
	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27		
<b>Capital project</b>																			
Repair and conservation work	77,556	70,656	85,656	95,656	44,848	0	0	0	0	0	0	0	0	0	0	0	0	44,848	
Other capital work	10,000	500	75,000	77,600	0	0	2,060	0	0	0	0	0	0	0	0	0	0	0	
Professional fees relating to above	3,496	3,496	3,496	3,075	4,563	4,325	0	0	0	0	0	0	0	0	0	0	0	1,000	
Activity costs	10,638	6,773	1,632	597	315	192	0	0	0	0	0	0	0	0	0	0	0	0	
Other costs	13,398	15,829	20,067	22,892	13,700	5,000	2,500	3,000	5,000	2,550	7,000	0	0	0	0	0	0	102,403	
<b>Total monthly cost</b>	<b>115,088</b>	<b>97,254</b>	<b>185,850</b>	<b>199,819</b>	<b>63,425</b>	<b>9,517</b>	<b>4,560</b>	<b>3,000</b>	<b>5,000</b>	<b>2,550</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>148,251</b>	
<b>Funding</b>																			
NJHF	137,806	84,014	70,995	135,671	130,128	0	0	0	0	0	0	102,009	0	0	0	0	0	0	
Own resources	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	98,500	
Other fundraising	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
AHF Cashflow support	0	0	0	90,000	(35,000)	0	(80,000)	0	0	0	0	(65,000)	0	0	0	0	0	0	
<b>Total monthly funding</b>	<b>152,806</b>	<b>84,014</b>	<b>70,995</b>	<b>225,671</b>	<b>95,128</b>	<b>0</b>	<b>(80,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,009</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>98,500</b>	
<b>Balance c/f</b>	<b>194,910</b>	<b>181,670</b>	<b>66,815</b>	<b>92,667</b>	<b>124,369</b>	<b>114,852</b>	<b>30,292</b>	<b>27,292</b>	<b>22,292</b>	<b>19,742</b>	<b>12,742</b>	<b>49,751</b>	<b>49,751</b>	<b>49,751</b>	<b>49,751</b>	<b>49,751</b>	<b>49,751</b>	<b>0</b>	
<b>Revenue operations</b>																			
Seasonal trading pattern	100%	6%	15%	5%	5%	6%	9%	8%	8%	12%	12%	8%	8%	6%	12%	5%	5%	7%	
<b>Costs</b>																			
Salaries - Manager	4,078	4,078	4,078	4,078	4,078	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201	4,201
Other staff costs	2,833	10,388	10,388	10,388	13,998	19,914	18,026	18,026	25,580	25,580	18,026	18,026	14,249	25,580	12,360	12,360	16,137	0	
Stock costs	3,698	22,458	8,102	8,102	5,019	21,955	19,516	19,516	29,274	29,274	19,516	19,516	14,637	29,274	12,197	12,197	17,076	0	
Accommodation Agency costs	0	0	0	0	0	1,620	1,440	1,440	2,161	2,161	1,440	1,080	2,161	900	900	900	1,260	0	
Unit and event costs	40	207	207	207	207	239	239	239	239	239	239	239	239	239	239	239	239	239	
Other operating costs	4,481	4,481	4,481	4,481	4,481	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	7,724	
PWLB finance repayments/interest	626	630	635	1,239	1,247	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	(2,078)	
Costs of AHF bridging loan	0	0	0	0	0	1,022	1,029	502	506	509	513	516	86	87	87	88	88	88	
<b>Total costs</b>	<b>15,757</b>	<b>42,243</b>	<b>27,891</b>	<b>28,496</b>	<b>29,031</b>	<b>54,598</b>	<b>50,096</b>	<b>49,570</b>	<b>67,605</b>	<b>67,609</b>	<b>49,580</b>	<b>49,583</b>	<b>40,138</b>	<b>67,186</b>	<b>35,631</b>	<b>35,631</b>	<b>44,648</b>	<b>44,648</b>	
<b>Income</b>																			
Trading revenues	8,217	39,420	19,432	19,432	27,093	61,185	54,387	54,387	81,580	81,580	54,387	54,387	40,790	81,580	33,992	33,992	47,588	47,588	
Units and events	400	956	956	956	956	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	1,101	
NJHF project activity funding	0	6,542	0	0	6,542	0	0	0	0	0	0	0	0	0	0	0	0	0	
Income from Brewery Grant	4,800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total income</b>	<b>8,617</b>	<b>51,718</b>	<b>20,388</b>	<b>20,388</b>	<b>34,592</b>	<b>62,286</b>	<b>55,488</b>	<b>55,488</b>	<b>82,681</b>	<b>82,681</b>	<b>55,488</b>	<b>55,488</b>	<b>41,891</b>	<b>82,681</b>	<b>35,093</b>	<b>35,093</b>	<b>48,689</b>	<b>48,689</b>	
<b>Cash balance on month</b>	<b>(7,140)</b>	<b>9,475</b>	<b>(7,503)</b>	<b>(8,107)</b>	<b>5,560</b>	<b>7,688</b>	<b>5,391</b>	<b>5,918</b>	<b>15,076</b>	<b>15,072</b>	<b>5,908</b>	<b>5,904</b>	<b>1,754</b>	<b>15,495</b>	<b>(538)</b>	<b>(538)</b>	<b>4,042</b>	<b>4,042</b>	
<b>Balance c/f on operations</b>	<b>(14,006)</b>	<b>(4,531)</b>	<b>(12,034)</b>	<b>(20,141)</b>	<b>(14,581)</b>	<b>(6,892)</b>	<b>(1,501)</b>	<b>4,417</b>	<b>19,49</b>										

## The White Lion, Pailton

### Development Appraisal

#### 3 Conservation deficit

As with many buildings of this type, and in view of its current dereliction, the restoration of the building to restore, celebrate and secure its heritage, and to bring it back into use on a commercially viable basis and for community benefit, involves costs that show a significant conservation deficit.

It is clear that no wholly commercially funded scheme could viably return the building to use and without grant support, therefore, the building is certain to be lost.

In preparation for this application, we have commissioned valuations from RICS Surveyors, Bromwich Hardy. Their valuation report is attached and their forecast values based on the scheme costs and our revenue and profit targets above are taken into account in developing the conservation deficit calculation.

The following analysis follows NLHF's viability appraisal format:

White Lion Pailton			
Full scheme costs and funding		Totals	Sub-total/check
Starting Value of property	160,000		
Conservation costs		1,793,900	
New building work		-	
Other capital work (externals)		299,100	
Equipment		83,000	
Other loose furnishings, AV, etc		35,000	
Other costs - surveys, archaeology, digital		28,060	
Sub total			2,239,060
Fees delivery		125,475	
Contingency		217,800	
Inflation		148,200	
Development costs		119,513	
Sub total (Capital Costs)			2,850,048
Developers profit		-	
Total Capital Costs			2,850,048
Closing value	665,000		
increase in value		505,000	
Conservation deficit			2,345,048
NLHF Delivery Stage Request			2,040,170
% of conservation deficit			87%

As shown, the request for overall NLHF support at Delivery stage of £2,040,170 is now 87% of the conservation deficit.

Overall, the scheme costs and funding is therefore currently as follows:

White Lion Pailton		
Full scheme costs and funding	Totals	Sub-total/check
Starting Value of property	160,000	
Conservation costs	1,793,900	
New building work	-	
Other capital work (externals)	299,100	
Equipment	83,000	
Other loose furnishings, AV, etc	35,000	
Other costs - surveys, archaeology, digital	28,060	
Sub total		2,239,060
Fees delivery	125,475	
Contingency	217,800	
Inflation	148,200	
Development costs	119,513	
Sub total (Capital Costs)		2,850,048
Developers profit	-	
Total Capital Costs		2,850,048
Closing value	665,000	
increase in value	505,000	
Conservation deficit		2,345,048
NLHF Delivery Stage Request		2,040,170
% of conservation deficit		87%
Delivery finances:		
Delivery phase Capital costs	2,730,535	
Delivery phase Activity costs	91,931	
Delivery phase other costs (recruitment, p&p, evaluation	13,000	
Increased management and maintenance	62,500	
Volunteer time	36,000	
Sub total		2,933,966
Total Delivery Costs		2,933,966
Funded by		
Other public sector	485,000	17%
Cash - applicant contribution	64,875	2%
Match funding	245,421	8%
Other funding	-	0%
Increased management and maintenance	62,500	2%
Volunteer time	36,000	1%
HLF grant requested - delivery stage	2,040,170	70%
Total income		2,933,966
Shortfall		-
TOTAL NLHF development and delivery		2,127,620

The analysis of these costs and proposed funding structure for the scheme is set out in section 1.5.

## The White Lion, Pailton

### Development Appraisal

#### 4 Conclusion

When the White Lion closed, the community of the village had no shop and no place to gather as a village, the whole community was challenged and saddened.

The PPC and wider community rose to this the challenge and took the brave step of raising the funds to buy the pub to save it – otherwise it would certainly have been lost by now.

Through the help of Plunkett Trust, AHF, many other communities who have pioneered successful community ownership of historic assets such as this, the team in Pailton have made tremendous progress toward the restoration of the White Lion which will give it a new life at the heart of the community.

Recent research (Co-Operatives UK research 3<sup>rd</sup> October) showed that the growth community owned pubs in the UK has been a great success story:

*“The growth in the number of community owned pubs is dramatic. Numbers have increased by 62.6% over the past five years, and 15.9% from 2022. The increased distribution of ownership is clear, with over 100% more people enjoying a stake and say in the future of their local pub from 2019 to 2023 (an increase in memberships from 34,562 to 69,535).”*

The team know, though, that we cannot fund the significant costs of restoring the building fully and properly in a way that befits its heritage and history without NLHF’s support.

We acknowledge that there is a significant conservation deficit and we hope that we have made a compelling case for NLHF’s investment in our application and in this Development Appraisal.

With NLHF’s help, the community in Pailton is ready to go on the next step of the journey.

Save the White Lion

Development Appraisal

APPENDICES



## White Lion

### Comparators' menus

#### Queen Elizabeth, Elmley Castle, Worcestershire

##### Bar and restaurant:

- Evening menu quite traditional for hungry people. Includes fish and chips, burgers, pie of the day, pork belly, gammon, plus fish, vegetarian, vegan options. Prices: starters £6.50 to £7.50; mains £12.90 to £21.90; puddings £7.50, cheeseboard £10.50.
- Special evenings - e.g. tapas - fixed menu and price £30.
- Sunday lunch - main course £17.50, two courses £21.95, three courses £27.95
- Lunchtime - baguettes and wraps £6.50 to £7.50.

##### Tearoom (a section of the pub):

- Breakfast (starts at 9.30 but pub has no accommodation) - full English (inc veg option) £12; breakfast bap £4.
- Tearoom open 9.30-5.00 serving tea (by the pot £2.50), coffee (£2.75) and cakes (av. £3.50).

#### The Fox, Loxley, Warwickshire

- Main menu - very traditional pub food. Includes fish/scampi and chips, pies, burgers, steaks, veg and vegan options, salads, sandwiches. Prices: starters £6.25 to £9.95; mains £13.95 to £21.95; puddings £6.95; sandwiches, roll only £4.95, with salad and chips £8.95.
- Children's menu - the sort of things you would rather your children didn't eat, £6.95.
- Sunday lunch - starters av. £6.25; mains £13.95; puddings £6.95.

#### The Spotted Cow, Holbrook, Derbyshire

- Main, Sunday, Kids, Vegan/Vegetarian and Lunch menus.
- Main menu - again very traditional pub food similar to The Fox. Prices: starters av £6.50; burgers £15; steaks £15-£27; fish and chips £14.50; puddings av £6.75
- Sunday lunch as above plus roasts priced at £13.50 adults and £7.50 kids
- Kids - starters £3, mains £7 and puddings £3.
- Lunch - sandwiches/toasties/paninis/baked potatoes, all around £8; fish and chips, pies etc £13.50-£15.

#### The Pheasant, Neenton, Shropshire

- Main menu - more adventurous than above with European and international influences, but short on vegetarian and vegan options. Prices: starters £6-£8; mains £15-£25; puddings £6.50-£8.50.
- Sunday menu - again looks more interesting though conforms to 'roast dinner' formula. Prices: 1 course £16.95; 2 courses £21.95; 3 courses £26.95.
- Children's: £7.50

### The Angler's Rest, Bamford, Derbyshire

- Main menu - mostly traditional pub food and with a few more unusual offers. Prices: starters £6.50-£8; mains £14-£16.
- Lunch - (hot) sandwiches, jacket potatoes, soup £6.50-£8.
- Sunday roasts - £16 for mains
- Children's - £7.50

### The Green Dragon, Cockleford, Gloucestershire

- Main menu - traditional, but with a twist. Prices: starters £7.95-£8.95; mains £16.50-£24.95 (+ vegetables); puddings £6.50-£7.95
- Sunday - prices similar to main menu; children's mains £7.50-£9.95.
- Lunch - sandwiches mainly £7.50-£8.95.
- Children's - £7.95

### The Yew Tree, Avon Dassett, Warwickshire

- Summer menu, available evening and lunchtime - some traditional, like fish and chips, others more inventive. Prices: starters £7.95-£8.95; mains £15.95-£18.95; steaks £26.95; pizzas £14.95-£15.95; puddings £6.95-£7.95
- Lunch menu (the shack) - small selection of sandwiches eg steak ciabatta @ £13.95
- Sunday roasts - mains £16.95-£24.95.
- Pizza Nights (Thursdays) - build your own pizza - 2 pizza, 2 drinks £25.
- Children's - mains £6.95, pudding £3.50.

### The Red Lion, Kilsby, Northamptonshire

- Main menu - tapas, burgers and mains. Prices: starters £5.95-£7.95; tapas £4 each, 3 for £10; burgers £14.95-£15.95; mains, traditional pub food, £11.95-£23.95; puddings £4.95-£6.95.
- Lunch - wraps, toasties, sandwiches £8.50; tapas as above; burgers as above.
- Sundays - roasts in 3 sizes, £12.95, £9.95 and £6.95. Burgers and mains as above.
- Kid's menu - £5.50
- Vegan menu - £6.95-£12.95

### The Boot Inn, Lapworth

- Main menu - European and middle eastern influences - sharing plates £13.95-£25.95; starters £5.95-£11.95; salads in two sizes £8.95/15.95-£9.95/16.95; mains £15.95-£30.95.
- Sundays - some of above plus roasts.

### Mortons, Gilmorton, Leicestershire

- Main menu - salads, fish, chicken, pizza and burgers. Prices: Antipasta selection for starters £14.00; mains £14.00 - £30.00 (steak); pizzas £10.00-£16.00; deserts £8.00. Bistro food.
- Lunch - pizzas, salads and some mains from main menus. Prices from £10.00 - £22.00. Scones and cakes also available for £3.50.
- Kid's menu - Beans/egg on Toast £5.50 or burgers/pizza £8.00-£10.00.
- Breakfast - croissant, pancakes, porridge, eggs, avocado and full grill. Prices: £4.00-£14.50.

#### Crab & Cow, Leire, Leicestershire

- Main menu - Bistro type food: risotto, lamb, fish, burgers and steaks. Prices: starters £6.50-£15 (for scallops); mains £16.00- £26.00 for steaks. Pie nights are held every Tuesday with pies from £7.50-£10.00. Tapas nights are held every Wednesday with dishes £8.00 or £9.00 each. Deserts £8.00.
- Sundays - Roasts together with burgers, steak and fish and chips from main menu. Prices: Roasts £16.00-£18.00 with a vegetarian wellington at £14.00 and Chateaubriand for two £65.00.
- Lunch - as well as the main menu, sandwiches are also available from £9.00-£12.00.
- Saturday Brunch - ranging from Avocado Toast at £9.00 - Full English £14.00.

#### Dun Cow, Dunchurch, Warwickshire

- Main menu - fairly traditional with some additions, e.g. chicken schnitzel, curry and aubergine parmigiana. Also burgers, pizzas and steaks. Prices: Pizzas from £12.95; burgers £15.50-£17.75; steaks £19.75 and £22.95; other mains £13.50-£23.75. Starters £4.95-£7.50 (or camembert for 2 at £13.75). Puddings £6.95-£7.95.
- Sundays - Roasts are available together with some items from the main menu. Prices: £16.50-£19.25.
- Lunch - as well as the main menu sandwiches are available for £9.75 together with a fixed price lunch featuring some items from the main menu. Prices: 2 courses £15.95, 3 courses £19.95.
- Kid's menu - chicken nuggets, pizza, sausages, burgers and fish. £7.95 for a drink, main and side.
- Brunch - ranging from toast/pain au chocolat at £3.95 to full English at £10.95.

#### Boat Inn, Birdingbury, Warwickshire

- Main menu - fairly adventurous menu featuring pasta, fish, chicken, steak, hoisin duck and ramen. Prices: £18.95-£37.50. Starters £7.50-£10.95 or baked camembert £16.95. More traditional food is available from the bar including burgers and cod and chips. Prices: £17.50-£24.95. Pizzas £13.45-£15.95. Deserts £8.50-£13.95.
- Sundays - Roasts for £15.95.
- Kid's menu - pizza, spaghetti, cheeseburger and goujons. Price: £6.50-£7.95.

#### Bell Inn, Ladbroke, Warwickshire

- Main menu - fairly traditional with some Italian influence; pies, lamb, chicken, duck, fish and chips, burgers, bolognaise, cannelloni and steak. Prices £16.95-£34.95. Starters £6.95-£13.50. Puddings £6.95-£7.95.
- Sundays - Roasts plus bolognaise, cannelloni, fish and chips and fish of the day. Roasts £19.95-£22.95.
- Lunch - sandwiches are available for £10.95.
- Kid's menu - pizza, pasta, goujons, burgers for £8.95.