

Ogbourne Community Pub Society Ltd

FCA Registration Number 8552

Registered Address: Southview, Ogbourne St Andrew, SN8 1SB



ANNUAL REPORT AND ACCOUNTS
Year ended 31st December 2021

Ogbourne Community Pub Society Ltd

2021 Annual Report

The Annual Accounts are separate to the Annual Report

Aims and Objectives

The purpose of the Community Benefit Society (CBS) is to reopen and run the Silks on the Downs pub for the benefit of our members and the wider community. We will do this in line with the Model Rules for Community Ownership adopted by Ogbourne Community Pub Society at its formation in January 2021.

The Society is committed to running the Silks on the Downs for the benefit of the community and not for anyone's private benefit. Any profits that are made will be reinvested back into the Society and used for the ongoing running of the pub and, as stipulated in the Rules, to pay interest to our members in return for their financial investment in the pub. A copy of the Rules is available on request from the Secretary.

Membership

The CBS has four formally appointed positions: Chair, Vice Chair, Treasurer and Secretary. In addition, there are 8 available positions on the Management Committee.

The structure for the initial period up to the first Annual Members Meeting (AMM) in June 2022 was as follows:

Management Committee for financial year 2021/2022

Stuart Williamson	Chair
Simon Basford	Vice Chair
David Hughes	Treasurer
Janice Whitehead	Secretary
Steve Poulton	
Harriet Rochester	
Mark Colbourne	
Matthew France	
Keith Hammond	
Jerry Brown	
Julian Simon-Williams (1 st April 2021 – 12 th November 2021)	

The financial year end for the Society is 31st December.

Ogbourne Community Pub Society Ltd abides by the Model Rules for Community Ownership as provided by the Plunkett Foundation. These stipulate the governance and membership structures for the Community Benefit Society, including the Management Committee.

Membership is the means by which the Society is owned. Membership provides Members with access to information, a voice in the Society, and the opportunity to be elected to a representative role in its governance.

Members have a voice in the Society's affairs as provided in the Rules, by:

- attending, speaking and submitting motions to be considered at Members' Meetings;
- voting at Members' Meetings; one member, one vote;
- electing representatives to the Management Committee at Members' Meetings.

2021 Reports

Chairman

Dear fellow member

It's a great pleasure to present to you the first annual report of the Ogbourne Community Pub Society. Within this document you will find an update on the progress we have made against our vision to Save the Silks to enable us to create a thriving community for the benefit of all. In addition, you will find an overview of the Society's Accounts.

Almost two years ago, as a Society, we did not exist. Today we're over 200 members strong, showing the power in communities working together to secure and invest in spaces and places that provide a hub for people to come together.

And what an achievement. We have Saved the Silks and are moving at pace towards the re-opening of our pub in August.

This has been far from straight forward and I'd like to express my thanks to everyone involved. From the Management Committee members who have given so much of their time, skill and expertise to make this dream a reality, to members of our community, near and far, who have given so much of their time, money and support to help us save and now renovate the pub so we can open its doors once again. To the Plunkett Foundation, our local Parish Council and all the many other businesses and organisations who have supported us. Thank you for everything.

Over the last two years we have achieved a lot through a pandemic and period of huge uncertainty. We established the Ogbourne Community Pub Society, the legal entity to enable us to raise the funds needed through our community share offer, through which we raised over £240,000 from the generosity and support of those near and far. We held two pop-up pub events to continue to drive support and give people a taste of how the pub can bring people together as well as quiz nights and other fundraising events. In addition to the plan to save the pub, we set out our vision for how we aim to invest in the wider community through our community benefit plan and secured match funding from the Government's Community Ownership fund to help us finally buy the pub. And then we bought the pub which was a huge milestone. Since then, we've started renovations on the pub with a brilliant army of volunteers and appointed our first manager, Cameron Thomas. And we did it all together as a community leaving us better connected and closer than ever with many new friendships and support groups formed.

But the job is far from done. Looking ahead, we will be opening the pub in August, but there are several challenges that we will need to navigate before we can get there. As ever, these challenges start and end with money and time. While we're delighted to have been able to buy the pub effectively debt free, we do not have an endless pot of money to renovate and restock the pub. While work to renovate the pub has got off to a flying start, we continue to see the impact of inflation on the rising cost of materials placing greater pressure on an already very tight renovation budget (you can read more on this in the Treasurer's report). This means that we won't be able to get round to every job on the list before we open our doors again, however I am confident you will find the pub in far better shape than it was left. We also need more help from more volunteers to help us do the long list of work and jobs that we can do ourselves. I would please ask everyone to give whatever time, tools and help they can at one of the four volunteering days we hold on a Saturday, Sunday, Tuesday and Thursday each week. We really do need you to get involved to ensure we can get the pub back open in August so we can start to generate an income.

While these challenges are significant, I know we can and will overcome them just as we have done before with this project. We really do have all the ingredients for success; the combination of our ownership and funding model; quality of management team; a new manager with a vision to create something special; ongoing support of our members and community and a growing appetite from customers, new and old, to get back in the pub. We are able to think about the long term, guided by our purpose of running the pub to creating a thriving community for the benefit of all.

Stuart Williamson
Chair

Membership strategy

The membership strategy ensures that our members and our community remain at the heart of the Society and its decision making. It also sets out how we aim to grow our membership sustainably and at the right time, keep them informed, give them a chance to get involved and have a say in how our Society is run.

This strategy is not intended to address the wider aims of the Society and was developed after the pub was bought in May 2022.

Over the long term we remain committed to maintaining a representative membership and growing the use of our pub as a community asset.

The primary aim of the strategy is to:

1. Ensure that the Society has sufficient share capital to meet its financial obligations and to manage, maintain and enhance The Silks on the Downs for the benefit of the community and the wider area.
2. Generate sufficient inflow of new capital to support continued future investment in The Silks on the Downs and to replenish share capital should any shares be withdrawn by existing members.
3. Maintain the appropriate number of members to contribute to the overall direction of Ogbourne Community Pub Society by volunteering their time and skills (e.g. to help develop our community benefit plan), attending members' meetings or standing for election to the management committee.
4. Promote community cohesion by establishing a wide, engaged and inclusive membership base.

Approach

1. Communicate the benefits and value of having a community owned asset.
2. Encourage new members to join when a share offer is open, and to maintain the support of existing members, by showcasing the wider social benefits of the Society's activities, demonstrating the value of community ownership to members and through paying modest returns after the allotted period in line with Society rules and showing that their voices are heard in the offering, services and proposition of the pub.
3. Membership is open to all individuals over the age of 18 (and corporate bodies) who support the Society's primary objective of ensuring the continued existence of The Silks on the Downs as a thriving pub for the benefit of the community (as per our Rules, the minimum investment is four shares @ £50 per share). Applications are subject to the approval of the Management Committee and only during times when a share offer is open.
4. This Membership Strategy may be amended from time to time by the Management Committee to ensure it remains in line with the rules of the Society and its prime purpose of community benefit.
5. Appoint a Membership Secretary within the management committee, whose remit is to implement the strategy and report on progress.

6. Measuring Progress

Key measures of the membership strategy are as follows, and these will be reported at each annual members' meeting:

- a. Total number of members
- b. Value of share capital – at start and end of each year
- c. Number of members standing for election to the management committee

Stuart Williamson
Chair

Secretary

The main focus of activity since the registration of the Ogbourne Community Pub Society in January 2021, was the raising of funds to enable the purchase of the pub. To this end our share offer was launched in February 2021 and we were pleased to be awarded the Community Shares Standard Mark. The share offer, along with a loan offer, brought in funds totalling over £240,000 from 213 members. This provided us with the confidence to pursue the vision to purchase the pub for the community. We then applied to the government Community Ownership Fund for matched funding to enable us to complete the purchase and we celebrated when we were awarded the grant in March 2022.

During the year we focused on setting up procedures and systems to ensure that the Society is operating according to the Model Rules. No breaches of these rules were recorded this year.

A regular pattern of Management Committee meetings with agendas and minutes was implemented along with workstreams which focused on the separate areas of activity. In addition, a full project plan was built to focus on the funding and purchase of the pub, and subsequent transition into the refurbishment. This project plan was reviewed at each Management Committee meeting to ensure we remained on track.

Secure document storage was established and Microsoft Teams software was implemented as a tool to store and share current documents and to enable virtual meetings whilst Covid prevented face to face meetings.

During the year we approved a number of documents to ensure that the Society is abiding by the rules and that the Management Committee members are aware of their obligations to the membership:

Documents: Management Committee Code of Conduct, Governance Handbook, CBS Values

Policies: Data Protection, Equal Opportunities, Share Withdrawal, Conflict of Interest, Expenditure Approval

Processes: Recruitment

In addition, policies and processes were introduced to ensure that volunteers working in the pub are protected.

Further documents will be introduced in the coming year to ensure that the pub operates within all current guidelines for its staff, customers and members.

The Management Committee this year has numbered 11, with Julian Simon-Williams being on the Committee for part of the year. At the Management Committee meeting on 28th April 2022, the Committee resolved that the Committee for the period of AMM 2022 – AMM 2023 will be 10 members. This provides flexibility to co-opt an additional 2 members during the year if required.

I would like to thank all those who have served on the Management Committee this year. All members of the current Management Committee will stand down at the Annual Members Meeting and the new Committee will be elected. One third of these new members will serve for 1 year, one third for 2 years and one third for 3 years in

line with the Model Rules. Terms of office will be agreed by the new Committee along with appointment of the 4 positions of Chair, Vice Chair, Secretary and Treasurer.

Jan Whitehead
Secretary

Treasurer

The annual accounts for the period ended 31 December 2021 are attached. Given that our focus last year was primarily around fundraising from the community, there was relatively little profit and loss activity. We made a loss of £2,548 which was primarily made up of legal costs, valuation fees and non-refundable finance application fees (the applications were subsequently abandoned once we were successful with our second Community Ownership fund application). Our bank balance at 31 December 2021 stood at £246,197, reflecting funds from both community shares and community loans. I remain humbled as to how successful this project has been in attracting support and that level of funding; support that subsequently allowed us to unlock the Community Ownership Fund grant.

Whilst the fundraising in 2021 took a lot of effort, the hard work is actually this year. We successfully completed the transaction to buy the pub and now we are deep into the refurbishment. It is fair to say that the economic situation has worsened significantly since we launched the share prospectus. The cost of materials for the refurbishment have risen, the cost of labour, food and utilities are all much higher than forecast and the current cost of living crisis is reducing the volume of people dining out across the country. If you wanted to pick the worst time to buy, refurbish and open a pub, 2022 would be the year!

However, we are in the enviable position, courtesy of community investment and grants, to be debt free other than some community loans which means we are in a much better position than most. Our monthly cash flow forecast suggests that period just before and after opening will be difficult as we finish spending money on the refurbishment and are only just starting to build the trading income back up, but the picture looks healthy thereafter. We may look at some short-term financing (much like for the VAT on purchase of the pub) to get us over that hump and anything we can do to reduce operating costs in the first couple of months of trading will be very useful, so if you fancy volunteering in the pub when it's open, please let us know.

Broadly the numbers still look very positive once we get over the opening period and I look forward to everyone spending their hard-earned cash in the Silks – I certainly intend to.

David Hughes
Treasurer

Marketing

Over the last 12 months, we have continued to focus on engaging our membership at every step of the way with progress updates through a range of channels.

We have published monthly members newsletters with updates and calls for support and continued to host member virtual town halls giving everyone the opportunity to raise questions to the management committee. We have also continued to engage the media to build awareness of our story and support for our project leading to several broadcast and print media interviews. We continue to use social media to drive engagement with the wider community. Work is also underway to develop the service and brand proposition for the pub to ensure we create the right look, feel and welcome for our members and community.

Simon Basford

Property and Refurbishment

Our property and refurbishment workstream has the responsibility for securing the purchase of the pub, building a detailed plan for the renovation work that will be needed in the pub in order to ensure that it is fit for purpose and now, finally, getting underway with the actual refurbishment.

This plan is being very carefully managed and costed to ensure that we are spending our members' money wisely and we have set up a property investment governance group to track our costs.

With the aim of making good on years of wear and tear, we are ensuring that repairs and upgrades are being made such that the pub will be safe and sound for many years ahead. This means a lot of hard work is going on right now. For that we have to thank our small army of volunteers from the local community and beyond who are helping us to undertake as much of the work that is needed ourselves, limiting the use of contractors only to where they are necessary. Please do get involved, we really do need your help over the next few months.

Jerry Brown

Operations

The Operations group has focused on ensuring that the Silks on the Downs is operationally ready for the opening of the pub following the refurbishment. The main areas of focus are governance, structure, recruitment, supplier contracts, compliance, systems, policies and processes as well as producing an operational business plan for the financial year with revised finances now that costs are becoming more defined.

A key task has been the development of the recruitment process and the subsequent recruitment of the Pub Manager. Continued recruitment will be required in the coming months with a focus on key staff to ensure that we are fully staffed and trained for the opening. We are also looking at how best to involve volunteers to staff the pub where possible so as to reduce overhead and so de-risk the rise in other costs, namely utilities.

This group has also been responsible for ensuring that we are compliant with all regulations and guidelines for running the business, including insurances, policies and procedures to ensure the safety of the building, the staff, volunteers and customers.

Keith Hammond

Community Benefit Plan

The community benefit plan was developed this year, focusing on 5 pillars. The pillars are: Healthy Places, History and Heritage, First Responder and Defibrillator, Singing for Health and Accessibility for All. These pillars were developed based on the initial feedback from the community.

The plan has been built to include deliverables to ensure that the needs of the community are met when the pub is operating. Currently all the pillars are led by members of the Management Committee, but the vision is that the leadership is handed over to members to ensure that the various deliverables are met and measured.

Further pillars will be developed as the current pillars are delivered.

Mark Colbourne

Volunteering

The focus in the volunteering workstream has been building the database of skills and resources available in the community in order to support the refurbishment once the pub was purchased. This has been successful, and we now have a large number of members helping out with the refurbishment in 4 sessions per week. However, as we are getting closer to opening we do need as many volunteers as possible at each session, so please look out for the emails with details.

Thanks to all those who have volunteered so far.

Mark Leach