

CURRY MALLET AND BEERCROCOMBE COMMUNITY PUB LIMITED



Business Plan

Acquiring our Community Pub – The Bell Inn Curry Mallet

Executive Summary

This business case proposes the acquisition and revitalization of the Bell Inn, a well-located and historically significant public house in Curry Mallet to serve as a community-owned and operated hub. The vision is to transform the pub into a thriving, sustainable venue that fosters social connection, supports local employment, promotes local producers, and strengthens community cohesion within the Curry Mallet and Beercrocombe area.

The Bell Inn is a typical country pub in a village rich with structures listed by English Heritage as being of special architectural and historic interest. During the battle of Hastings in 1066 William Mallet distinguished himself and became a favourite of William the Conqueror. A descendant also called William Mallet was one of the signatories of the Magna Carta in 1215. A Mallet still resides in the village. Visitors to the village have included William the Conqueror, King John and Henry II. Curry Mallet is also a Duchy of Cornwall Village and has been visited by the late Queen Elizabeth II and King Charles III, albeit when he was Prince of Wales and his signature or initials are on a number of deeds and planning applications for properties in the area.

The community was alerted to the declining fortunes of the pub in late 2024. A few members of the Curry Mallet and Beercrocombe villages formed a small steering group to look into saving the Bell Inn as a local amenity. A public meeting was held on 8 February 2025 and an outline plan was presented to raise funds by way of a share offer and grant applications. There was enthusiastic support to proceed with the project and within two weeks there were pledges to acquire shares from 111 individuals amounting to £115,000 with little or no serious marketing. It is hoped that with the appropriate marketing this can be improved to meet its target of £160,000.

The steering group has registered The Bell Inn as an asset of community value (ACV) to help safeguard its future as a public house. Curry Mallet and Beercrocombe Community Pub Limited has been set up and registered as a Community Benefit Society (CBS) and is the legal entity which will issue shares and apply for grants to provide the funds to purchase the freehold of the Bell Inn. This society has been accepted as a member of Plunkett UK which is a charitable organisation formed to help rural communities. The steering group became the committee of the new society. The society has a set of standard rules as to how it is governed which are available to view on our website – www.cmbcommunitypub.com

A summary of the key aspects of a community benefit society are attached in **Appendix I**.

The results of an online survey of local interest in and potential support for the Bell Inn as a community pub and hub has been used as the basis of the projected turnover figures used in this business plan, as well as research of other similar community pub projects.

A professional manager will be recruited, supported by paid employees. The funding target is £320,000, with half to be raised by a share offer.

A professional 'Red Book' valuation has been undertaken before formal negotiations to purchase have begun.



THE BELL INN
CURRY MALLET

■ Strategic Rationale

- The Bell Inn is the only pub serving the villages and would be a huge loss if it were to close permanently. Curry Mallet and Beercrocombe are adjacent villages and regard themselves as a single community which already share a communal Village Hall.
- **Community Demand:** A community survey and pledges highlights a strong local desire to retain and enhance the pub as a vital social space.
- **Cultural Significance:** The pub has a long-standing presence and emotional connection with residents, representing more than just a business – it is a symbol of local heritage. The permanent closure of the pub would be doubly important as it services both villages.
- **Economic Opportunity:** Community-owned pubs have proven successful across the UK, with over 199 now owned and run by local people. They typically enjoy strong customer loyalty and financial resilience. The [2025 Plunkett Impact Report](#), reports that 99% of community owned business have a five year survival rate (ie they remain open for at least five years).
- **Social Impact:** A community pub provides space for events, live music, local meetings, and services such as clubs and societies, book exchanges, and mental health support groups. Special efforts will be made to include the older and more isolated members of the community together with the engagement of mothers and young children to help bring the whole community together.
- **Community Engagement:** Community owned businesses are a democratic way of running a community business with every member having one vote regardless of their shareholding. Surplus profits will be reinvested in the pub or the community. There is a potential to pay interest on shares, but this is only a long-term possibility. The aim is to save and enhance the pub for the benefit of and use by the whole community. Interest will be paid on shares at the rate of 3% per annum from year four onwards. This will be by way of vouchers to purchase food in the pub. This would only be paid out of current year profits subject to sufficient reserves and approval by the members. Profits generated will be used to invest in the pub or to benefit other community projects. As part of our Rules, we have adopted an “asset lock” which prevents any assets from being distributed for private gain in the event of the business being dissolved or wound up. E.G. creditors and then shareholder members would be paid back and remaining funds transferred to similar organisation with an asset lock in place.
- This is our chance to create the type of pub and social hub which meets the needs of the local community as well as being welcoming for tourists, visitors to the historic Manor House Tea Shop and Bed & Breakfast and passing trade.
- The pub and social hub will work closely with the existing Village Hall, the newly opened coffee shop and the Manor House. They can all be mutually supportive, bring the whole community together and attract visitors from further afield who might make use of all the amenities having come to visit only one of them.

History and Objectives

Historically there has been a pub on the site for 200 years and it has been a centre for social interaction and community involvement. Covid and ill health caused the previous closure of the pub in 2023. The most recent owner did not manage to reinvigorate the pub and reluctantly closed it again in March 2025. The community ownership model together with possible lower overheads is the ideal way to involve the community and make the operation profitable and sustainable.

Objectives:

- Secure ownership of the Bell Inn to prevent commercial redevelopment or permanent closure.
- Renovate and modernise facilities while preserving the pub's character.
- Operate a profitable, inclusive, and welcoming venue that over time serves all of the diverse members of our communities as identified from local knowledge and the last Census report.
- Reduce its carbon footprint by installing solar panels and employing local staff and suppliers.



Map of Curry Mallet, 1886

Financial Overview

Acquisition of the freehold and start-up costs: £320,000. As a result of a professional RICS red book valuation an indicative offer has been made to purchase the freehold of the pub, subject to sufficient funds being raised. The offer is included in the business plan but will not be seriously considered by the owner until we are in a position to proceed. The premises include a 3 bedroom flat above the pub.

We will need to generate a minimum of £160,000 from our share offer to launch the project with an additional matching sum to be generated through grants and donations.

Some grant providers specialise in capital grants which would help us purchase the freehold property and some focus on start up costs or transition to green energy. Accordingly we have split the overall project into two phases

Phase 1: purchase the freehold, funds required £259,000

Phase 2: fully open the pub

It is hoped that both phases can be managed simultaneously but once we have raised the initial £259,000 we will go ahead and purchase the freehold whilst continuing to raise funds for the full opening.

Income	Phase 1	Expenditure	Phase 1
Shares	£160,000	Freehold purchase	£250,000
Grants & donations	£99,000	Legal and professional fees	£9,000
Total Income	£259,000	Total Expenditure	£259,000

Income	Phase 2	Expenditure	Phase 2
Grants & donations	£61,000	Solar panel installation*	£16,000
		Stock	£5,000
		Initial repairs	£5,000
		Staff & overheads pre-opening	£16,500
		Cash reserves	£18,500
Total Income	£61,000	Total Expenditure	£61,000

* Cost based on quotes received for supply and installation - no planning permission required.

With a successful take-up of shares from our community, we will demonstrate to all potential funders that there is considerable support within the villages for the project and unlock the opportunity to access further funding from grant-awarding bodies. Many of these bodies award grants on a matching basis.

We have worked extensively with Plunkett UK and Co-operatives UK and pursued grant applications to pull together the funding to deliver the project. We will continue to explore grant aid to help support the project. Our existing funding and applications include: The Fairfield Trust and The Fore.

Funding Sources:

- Community share offer: £160,000
- Grants and donations: £160,000

If there is a shortfall in raising funds the fundraising period will be extended, the purchase price may need to be renegotiated, or local benefactors sought to provide interest free loans with no fixed repayment date.

Revenue Streams:

- Bar and food.
- Additional footfall generated by special events (live music, quiz nights, etc.).
- Providing a hospitality venue for local and visiting groups (such as walkers, cyclists, tourists and well-being organisations).
- Partnerships with local producers and crafters.

The details of the Marketing Plan are in **Appendix IV**.

Financial Forecast

The pub should generate a sustainable long-term profit and provide a good income for an experienced manager/couple. The remuneration package will include a generous bonus scheme which will enable us to recruit the best available candidate who will want to stay for the long term.

The trading surpluses generated in the first three years will be primarily directed to building up the society's reserves but also to begin to make further improvements to the pub and contribute to other community projects.

The details of the Financial Forecast are in **Appendix II**.

Risk Assessment

We have identified the key risks associated with the project. The risks are assessed according to the likelihood of occurrence and level of impact on the project should they occur. For those risks considered to be a significant threat to the project (those with a medium or high likelihood of occurrence and medium or high impact should they occur) a risk avoidance strategy has been developed, to prevent the risk from occurring and mitigation strategy also given, to reduce the impact of the risk, should it occur. See **Appendix III** for more details.

Key risks are:

- **Risk:** Declining footfall.
Mitigation: Active community engagement, increased marketing.
- **Risk:** Financial shortfall.
Mitigation: Phased renovation, contingency funding, robust financial oversight. Possible volunteer staff if necessary.
- **Risk:** Lack of management expertise.
Mitigation: Hire an experienced manager, provide training, engage local talent. Assistance from the experienced committee overseeing operations.

Governance and Operations

The pub will be managed as a Community Benefit Society, with elected committee members and a one-member-one-vote model. Regular Annual Members Meetings (AMM) and transparent reporting will ensure accountability. Operations will be run by paid staff.

On a day-to-day basis the business will be managed by the employed manager. The operations of the pub will be closely monitored by the management committee who will regularly report to the members.

The initial committee will serve until the first Annual Members Meeting when they will all resign and offer themselves for re-election together with any other members who wish to stand for election to the committee.

The existing committee has a wide range of skills across a number of relevant industries which are briefly summarised in **Appendix V**.

Conclusion and Recommendation

Acquiring The Bell Inn offers a unique opportunity to safeguard an important community asset, create local employment, and deliver lasting social and economic benefits. We recommend proceeding with the acquisition, supported by community shares and external funding, to create a sustainable and vibrant hub for generations to come.

Further information and application for shares can be found on our website:

www.cmbcommunitypub.com

Curry Mallet and Beercrocombe Community Pub Limited is a Community Benefit Society registered with the Financial Conduct Authority (No. 9523).
Registered office: Fairmead House, Higher Street, Curry Mallet. TA3 6SY

www.cmbcommunitypub.com
email: info@cmbcommunitypub.com

Appendix I

■ Community Benefit Society Rules – Key Points

- Business owned and controlled by the local community.
- The purpose is to benefit the community.
- Registered by the Financial Conduct Authority.
- Every member has one vote regardless of shareholding.
- Initial committee serve until the first Annual Members Meeting where a new committee is elected from and by the members. Thereafter one third retire each year by rotation.
- Shares purchased can never be sold for a profit.
- Shares must be held for at least three years.
- Shares can be surrendered to the society at their original purchase price subject to approval by the committee and sufficient trading profits and cash reserves being available as set out in the Withdrawal Policy document.
- Once you have purchased shares there is no further liability to you even if the business fails.
- Asset lock -- an "asset lock" which prevents any assets from being distributed for private gain in the event of the business being dissolved or wound up. E.G. creditors and then shareholder members would be paid back and remaining funds transferred to similar organisation with an asset lock in place.

Full details of our Community Benefit Society rules can be found on our website

www.cmbcommunitypub.com

Appendix II

CMB Community Pub Limited. Financial Forecast

Trading Forecast	Set Up (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)
Turnover	-	235,463	259,009	271,960	285,558	299,836
Gross profit (60%)	-	141,278	155,406	163,176	171,335	179,901
Pub overheads	20,500	31,000	32,550	34,178	35,886	37,681
Staff costs including manager	10,000	76,000	79,800	83,790	87,980	92,378
Manager bonus	-	10,708	17,292	18,906	20,602	22,382
Operating profit EBITDA	(30,500)	23,570	25,764	26,302	26,867	27,460
Other income capital grant released to P & L	-	3,200	3,200	3,200	3,200	3,200
Profit before other expenses	(30,500)	26,770	28,964	29,502	30,067	30,660
Depreciation	-	6,600	6,600	6,600	7,100	7,600
Interest payable to shareholders at 3%	-	-	-	-	3,600	3,600
Donations to community projects	-	-	-	-	5,000	5,000
Total other expenses	-	6,600	6,600	6,600	15,700	16,200
Profit before tax	(30,500)	20,170	22,364	22,902	14,367	14,460
Corporation tax	-	393	4,896	4,997	3,471	3,583
Profit after tax	(30,500)	19,777	17,468	17,905	10,896	10,877
Cashflow Forecast	Set Up (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)
Profit after tax	-	19,777	17,468	17,905	10,896	10,877
Add back depreciation	-	6,600	6,600	6,600	7,100	7,600
Less capital grant released	-	(3,200)	(3,200)	(3,200)	(3,200)	(3,200)
Share offer	160,000	-	-	-	-	-
Grants and donations	160,000	-	-	-	-	-
Total inflow	320,000	23,177	20,868	21,305	14,796	15,277
Purchase of freehold	250,000	-	-	-	-	-
Legal and professional fees	9,000	-	-	-	-	-
Installation of solar panels	16,000	-	-	-	-	-
Stock	5,000	-	-	-	-	-
Initial repairs pre-opening	5,000	-	-	-	-	-
Staff and overhead costs pre-opening	16,500	-	-	-	-	-
Improvements to the pub	-	-	-	-	5,000	5,000
Shares withdrawn by members	-	-	-	-	5,000	5,000
Total outflow	301,500	-	-	-	10,000	10,000
Net Inflow	18,500	23,177	20,868	21,305	4,796	5,277
Cash brought forward	-	18,500	41,677	62,545	83,850	88,646
Cash carried forward	18,500	41,677	62,545	83,850	88,646	93,923

Appendix II (cont'd)

CMB Community Pub Limited. Financial Forecast

Balance Sheet Forecast - at Year End	Set Up (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)
Freehold property	250,000	245,000	240,000	235,000	230,000	225,000
Freehold improvements	-	-	-	-	4,500	8,500
Solar panels	16,000	14,400	12,800	11,200	9,600	8,000
Total Fixed Assets	266,000	259,400	252,800	246,200	244,100	241,500
Stock	5,000	5,000	5,000	5,000	5,000	5,000
Cash	18,500	41,677	62,545	83,850	88,646	93,923
Total Current Assets	23,500	46,677	67,545	88,850	93,646	98,923
Total Assets	289,500	306,077	320,345	335,050	337,746	340,423
Long term liability deferred capital grant	160,000	156,800	153,600	150,400	147,200	144,000
Net Worth	129,500	149,277	166,745	184,650	190,546	196,423
Members shares	160,000	160,000	160,000	160,000	155,000	150,000
Retained profit	(30,500)	(10,723)	6,745	24,650	35,546	46,423
Net Worth	129,500	149,277	166,745	184,650	190,546	196,423
Key performance measures	Set Up (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)
Turnover	-	235,463	259,009	271,960	285,558	299,836
Gross Profit (60%)	-	141,278	155,406	163,176	171,335	179,901
Operating Profit EBITDA	(30,500)	23,570	25,764	26,302	26,867	27,460
Profit after Tax	(30,500)	19,777	17,468	17,905	10,896	10,877
Improvements to the pub	-	-	-	-	5,000	5,000
Donations to community projects	-	-	-	-	5,000	5,000
Interest payable to shareholders at 3%	-	-	-	-	3,600	3,600
Shares withdrawn by members	-	-	-	-	5,000	5,000

Appendix III

Risk Assessment. SWOT analysis

Strengths

- Community backing
- Committee skills and enthusiasm
- Community skills that can be tapped into
- Free-house, not tied to a brewery
- Large, retired community that could use pub during daytime
- Close to major holiday routes (M5/A303)
- Substantial population within 15min drive-time
- Situated on National cycle route (33)

Weaknesses

- Keeping up enthusiasm with both committee and community now that the pub is closed
- Large, retired community so need to engage younger members of community
- Small garden
- No accommodation other than managers flat

Opportunities

- Possibility to tailor the pub offering to local needs
- Creating a real community hub not just a pub
- Give a manager the opportunity to create a good business/livelihood. Improving a career.
- Create a destination
- Add to village amenities which in turn will attract new residents into the village
- New residents will help improve/secure school numbers in village school
- To utilise local suppliers and producers

Threats

- Keeping up enthusiasm with both committee and community now that the pub is closed
- Current landlord will not negotiate a realistic price
- Pub is sold before we can agree cost/raise funds
- Share issue total falls short
- Grant match funding isn't found to match shares
- Economic uncertainty reduces pub footfall
- Unable to recruit good manager
- Unable to recruit good chef
- Key Management Committee members leave
- Member with large investment wants to withdraw that investment
- Rise in costs impact gross profit (cost of sales) and/or overheads (eg utilities)
- New local competition delivers same/similar offer
- Major event (flood, fire, disease)
- Car parking – negotiate continuing access to the VH car park

Appendix III (cont'd)

Risk register

Risk				Mitigation			
Current landlord will not negotiate a realistic price	■			Negotiations are ongoing, using valuation prepared by 3rd party commercial valuers		■	
Pub is sold before we can agree cost/raise funds		■		No interest at the moment and other pub sales in the area are slow. Alternatively if a new buyer comes forward and re-opens the pub then the community will benefit			■
Share issue total falls short		■		Extend share offer period and market the offer to a wider audience.			■
Grant match funding isn't found to match shares		■		Raise additional funds through donations, event, sponsorship etc.			■
Unable to recruit good manager		■		Recruit temporary manager			■
Unable to recruit good chef		■		Use food truck suppliers until a chef can be found			■
Manager or chef leaves (esp at short notice) or is off sick for a period of time		■		Key personnel insurance in place. Use food truck suppliers until chef returns			■
Key Management Committee members leave		■		Keep a good range of skills on management committee so that burden can be shared until new members found.			■
Member with large investment wants to withdraw that investment		■		Large withdrawal limited by withdrawal policy			■
Anticipated turnover and gross profit targets are not met	■			Increase marketing and broaden reach. Reduce staff costs by using volunteers		■	
Economic uncertainty reduces pub footfall		■		Ensure marketing of the pub is a continuous process. Attract new groups/clubs to use the pub			■
Rise in costs impact gross profit (cost of sales) and/or overheads (eg utilities)	■			Increase prices or reduce staffing (utilise volunteers). Utility bills mitigated by Solar Panel installation		■	
Major event (flood, fire, disease). ie. business continuity plans.		■		Ensure good insurance policies are in place			■
Unable to get planning permission for solar panels		■		Planning permission not required			■
New local competition delivers same/similar offer		■		Ensure marketing of the pub is a continuous process. Look to diversify offering.			■
Car parking – can we keep existing deal?		■		Liaise with Village Hall Committee to ensure current arrangement is continued			■

Notes

Risk – What the risk is.

Likelihood rating – Red = High risk. Amber = medium risk. Green = low risk.

Impact – What would be the impact/result if the risk identified actually happened?

Mitigation – What action(s) are you going to take to reduce the likelihood and/or impact of the risk?

Mitigated risk score – Mitigated likelihood rating x mitigated impact rating.

Appendix IV

■ The Bell – Branding and Marketing

Curry Mallet and Beercrocombe. Quirky names for quirky places, steeped in a cocktail of history, legends and silage and for the last 200 years The Bell Inn has been their social centre. This may sound flippant, but it gives our villages a very distinct character, and allows us to create memorable and maybe quirky stories by which we can market The Bell. Ghosts and mythical streams, numerous kings and queens, the Domesday book and Magna Carta, all set in a bucolic Somerset landscape.

The CBS have co-opted a highly experienced branding and marketing professional, with access to support for the necessary skills to develop and deliver a successful marketing plan.

The Bell is a common pub name, so 'The Bell Inn Curry Mallet' will be the trading identity and the branding will be updated to meet the modern demands of digital, as well as physical media, but retaining more than a nod to its heritage.

There will be five distinct stages of marketing:

- Share issue promotion
- Top-up donations and awareness
- Pre-opening, building market reach and recruitment
- Opening event
- Post opening engagement and events

1. Share issue promotion – launch 1st September proposed close date 30th October.

- The website has been designed and is currently under construction. In stage 1 it is mostly a conduit for promoting and answering questions about the share issue and downloading the prospectus and necessary paperwork. Other channels (below) will point to the website (although the crowdfunder site is stand-alone).
- The share offer will be promoted via social media channels including TikTok, Instagram, Facebook and LinkedIn.
- Banners promoting the share offer will be displayed in both Curry Mallet (by the coffee shop) and Beercrocombe. Posters will be displayed on public noticeboards in the surrounding villages.
- A printed mini-prospectus will be delivered to every residency in Curry Mallet and Beercrocombe.

2. Top up donations and awareness – launch 1st September, close when budget hit

This is likely to be the longest phase and will overlap phase one and morph into phase

3. The initial focus is on raising ad-hoc donations to close the gap between funds raised (share offer & grants) and the target sum.

Principle activity will be through digital channels and will require lots of content creation including:

- Regular website updates.
- A crowdfunder.co.uk mini site will be set up for donations to take over from the share offer once share interest has dried up.
- Social media campaigns to generate awareness of the project progress.
- 'Bell Night' funding raising social night with silent auction.
- Digital newsletter to shareholders and interested parties.
- Approach potential partners to leverage their customer data.

3. Pre-opening, building market reach and recruitment – launch 3 months before opening.

The key objectives for phase 3 are recruiting the right team to run The Bell, and creating demand and anticipation. Activity includes:

- **Recruitment**
 - LinkedIn.
 - Local social media paid advertising.
 - Database advertising.
- **Market reach**
 - LinkedIn.
 - Social media tease campaigns.
 - Social media competitions.
 - Digital newsletters.
 - Continue building databases.
 - Contact local clubs and groups

4. Opening event – launch 6 weeks before opening

Phase 4 - The key objectives are to generate noise, anticipation and a sense of wanting and FOMO. Activity uses digital and physical channels, and counts down from 6 weeks through to 5, 4 3, 2, 1 days. It needs to win heart and minds of locals and generate a real sense of ownership:

- Meet the team/refurb progress tours.
- Raffle a VIP opening night package.
- Countdown banners in both villages.
- Countdown and content on the website.
- Flyer drop to local villages.
- Social media campaign, counting down to opening, showing different aspects of The Bell and the villages: staff, drinks, food, locals, stories, jokes...
- Opening event, invite all shareholders and supporters. (Create event plan).

5. Post opening engagement and events – day one of operation onwards

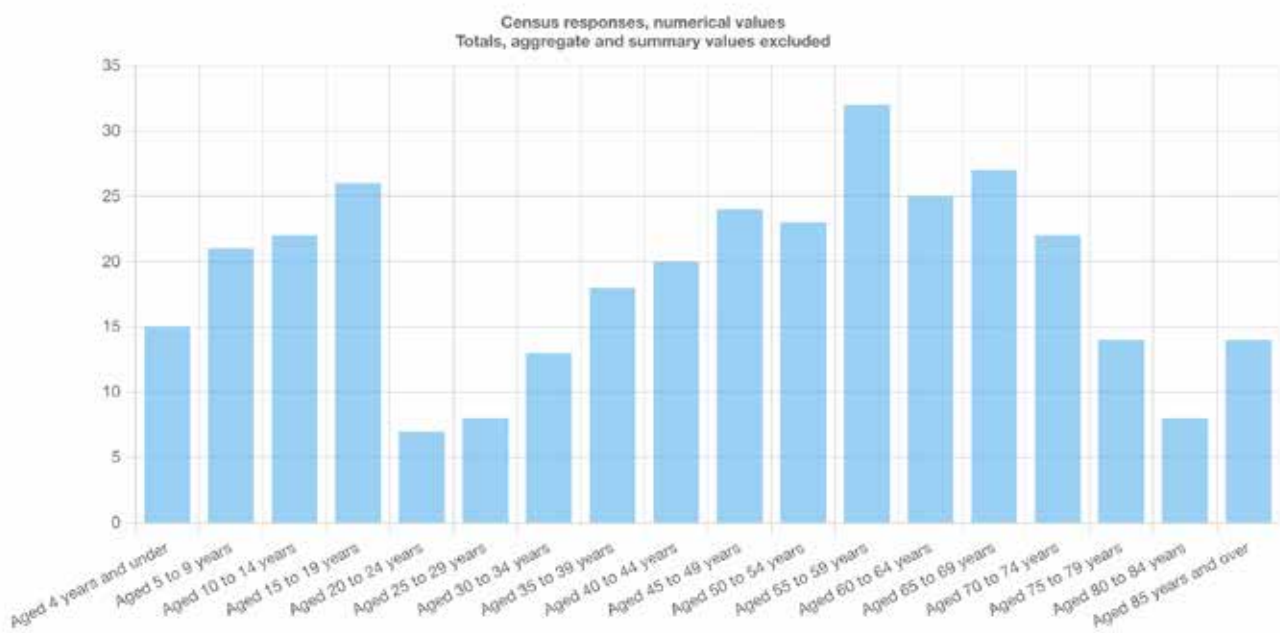
Phase 5 – This is where the real day-to-day marketing work kicks in and it will be shaped by what happens in the first 4 phases. It is almost certain to include some of the below, and the sooner the product and reach hit the levels we need for profitability, the lower the activity level will need to be:

- Promotion of the product, in partnership with suppliers.
- Social media campaigns, segmented by age, geography, interest etc, e.g.
 - Local residents
 - Retired residents
 - Residents from surrounding villages
 - Tourists (A303/M5 are equidistant) -
 - Visitors to local plant Nursery (Garden tours)
 - Cycle groups both national and regional
 - Local groups – eg music, book clubs, crafts etc
 - Young farmers groups
 - Walking groups, including Nordic Walking /ramblers association
- Guerrilla marketing to promote The Bell to trade from tourists.
- Theme nights and events.
- Flyers to partner tourist destinations and traders, tourist offices, hotels.
- Flyers to local villages and towns (Taunton, Ilminster, Langport).
- Promotions in listing magazines and websites.

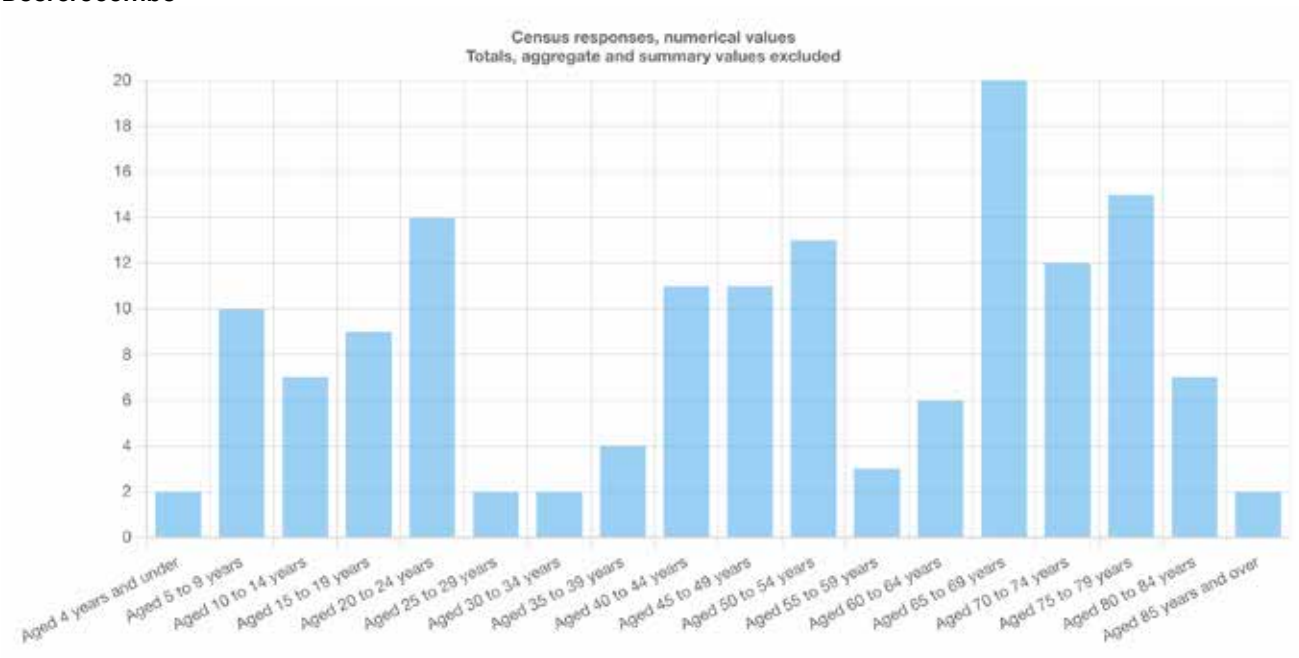
■ The local area

Data from the 2021 census shows Curry Mallet had a population of 340 people over 143 households with an almost even split between male and female. Beercrocombe had a population of 152 spread over 61 households and an even male/female split. Below are the age profiles for each village with the whole of Somerset for comparison.

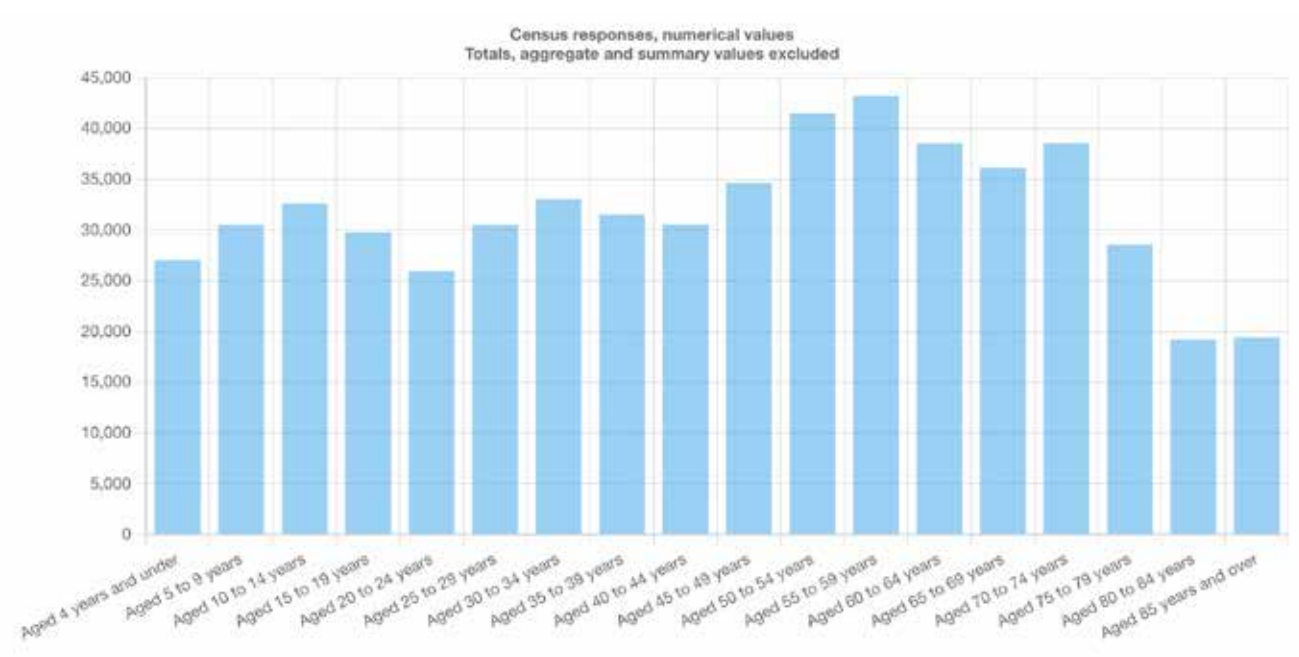
Curry Mallet



Beercrocombe



Somerset



Somerset as a whole has higher numbers of people of retirement age that the UK average, and taken together, the two villages follow the same trend, although the numbers between 20 and 34 are well below the Somerset trends. This is reflective of the surrounding towns and villages, with the exception of Taunton, which has a broadly younger profile.

At £535,375, the median house value in considerably higher than the Somerset median of £300,000. Likewise, the median annual household income at £34,800 is 15% higher than the Somerset figure. The income to house value figure could be a negative were it

not that 49% of homes are owned outright, compared to the national figure of 37% and Somerset, 40%. Additionally, there are still many homes that are secure rents from the Duchy of Cornwall, which has a long and strong presence in the two villages.

With two churches, a thriving primary school and an excellent village hall, Curry Mallet and Beercrocombe together have a strong community that is capable of supporting The Bell Inn.

The wider market

Immediately beyond Curry Mallet and Beercrocombe are a number of villages and settlements including:

Isle Abbotts and Isle Brewers (together)

25% smaller than CM&BC with 368 people over 144 households, no pub.

Hatch Beauchamp

Just over 25% bigger than CM&BC with 626 people over 261 households.

One thriving pub, The Hatch Inn.

Fivehead

Just under 25% bigger than CM&BC with 609 people over 278 households.

One thriving pub, The Crown.

North Curry (including Wrantage)

Two and a half times the size of CM&BC with 1297 people over 585 households.

One pub recently re-opened in North Curry proper, The Bird in Hand.

As many people prefer to use multiple pubs, as stick to one 'local'. With The Bell Inn located centrally to all these communities, that nearly adds another 3,000 people within a ten minute drive-time who could visit The Bell Inn occasionally or often.

Beyond the surrounding villages, The Bell Inn sits reasonably equidistant from 3 towns, Langport, Ilminster and Taunton. The first two of these are smaller, with age profiles similar to CM & BC. By far the largest is Taunton, the administrative centre of Somerset, with a population in excess of 64,000 and growing fast. Although it has some areas of deprivation, there are many areas with significant disposable income, and the town supports 4 independent (private) schools. It is also one of the fastest growing towns within the region and will be a key target for our marketing.

With close proximity (10 minutes) to the M5 and A303, the two key road links to the South West, we are also a natural stop-off point for travellers to Devon and Cornwall and an attractive alternative to motorway services for the discerning.

There are potentially large numbers of day travellers from the rest of Somerset, East Devon, Dorset and Bristol.

The Bell Inn is also on Route 33 of the National Cycle Network, which runs from Bristol to the South Coast at Seaton.

Appendix V

■ Committee Experience

Chris Dale:- Thirty years service in the Metropolitan Police finishing as an Inspector. Postings include community relations dealing with community partnership and multi-agency approaches to crime. Ran a youth and community unit dealing with juvenile crime and schools engagement. Ran a summer youth project in Brixton. Successful in fundraising in Brixton, Clapham and Curry Mallet for a number of years. Current member of the Village Hall Committee.

Martin Scaman:- Retired Chartered Accountant having qualified with a national firm. Ex part owner, Finance Director and Company Secretary of a London based business with over 100 employees.

Jane Talbot:- Worked for BT for 32 years – roles included management development training, project management and communications. Elected Parish Councillor for a village in Buckinghamshire. Previous Director of a residents management company and has also run her own business. Current member of the Village Hall Committee.

Justin Adams:- Self-employed farmer and business owner. Lived in the village for 54 years. Previously a Director of a farmers buying unit (a community non-profit organisation). Has been Chair of the Parish Council and the School Governors.

Fiona Duck:- 40+ years experience as a graphic designer in London and the South East and the last twenty years working in a design and marketing company in a creative and project management role. Also responsible for Health & Safety and GDPR regulations. Founder member of Sunnyside Allotment Society, Berkhamsted – set up to save allotment site from development. 22 years as a school governor. Successfully led the fund raising and project managed the building of a new school library.

Chris Andrews:- Owner Director of an established consultancy business providing digital transformation services across MOD, nuclear and renewable energy.

Will Wilkes-Wood:- Four years working in the hospitality sector. Educated in architecture and design including experience with historic and vernacular architecture and is in contact with experts in this field. Current Parish Councillor.

Dave Cannon:- Director in a large professional services firm with a background in project management, technology and construction. Ex management accountant and ran his own business for a number of years.