



Woodstock Community Benefit Society
Limited
(@Number 44)

Business Plan and Share Prospectus

06 August 2025



num44 is a not-for-profit community business located in the centre of Woodstock in the Cotswolds, UK.

Our Vision

More than just a bar and sports venue – multiple venues in one building, extended hours, diverse events, and something for everyone, every day.

“Our mission is to secure the future of the old Woodstock Social Club as a community venue for another 100 years, so it can continue to be a successful community asset. By all coming together, we will refurnish and renovate “the Club” by raising additional funds through a community share offer, fundraising, donations and grants. Our aim then is to source a tenant who will manage the venue(s) and ensure they fulfil the needs of the community, as a diverse, inviting, and friendly environment for all residents and visitors to enjoy as a multi-functional central hub for all.”

A Legacy Worth Protecting

Don't let Woodstock lose its heart - help SAVE the Old Woodstock Social today!

We are supported by Plunkett UK



Supporting rural community-owned businesses

Plunkett UK, formerly the Plunkett Foundation, is a charity that helps rural communities in the UK establish and run community-owned businesses. These businesses, often in areas facing market failure, can include shops, cafes, pubs, and farms. Plunkett UK promotes the idea of democratic ownership, where community members have an equal say in how the business is run. The organization's work focuses on strengthening local economies, creating employment and training opportunities, tackling climate change, and promoting inclusion.

Foreword by Ann Grant

Councillor and Mayor of Woodstock Town Council

Re: Num44 WCBS Ltd Woodstock Social Club

Friday 27th June 2025

The former Woodstock Social Club has an ancestral attachment to my heart as my Grandfather, a well thought of business man in Woodstock was the founder member of the original club in 1920, it then being situated in High Street Woodstock. He paid the staff, the rates and supplied all the wood logs to keep members warm enabling the club to get off the ground.

For so many, many years it has been a vital part of life for residents of Woodstock and surrounding villages.

The club was enjoyed by young and old alike and not dissimilar to a large family home. Being a much loved alternative to a Public House it catered for the whole family, with wonderful Christmas Parties, Easter Bonnet Parades, Dancing, Bingo (an old favourite) Darts and Snooker Tournaments and much more with a happy and jolly atmosphere for all.

Although our lives have changed in many ways these days, I believe this sort of Community space still has a great future.

- A place for all the family to spend valuable time together.
- The largest available indoor space in the town.
- Adaptable to all recreational needs.
- Playing its part in bring the community together.
- A place where people can relax, enjoy meeting others.
- A haven for those living alone to enjoy much needed company.

The group of people that are working so hard to keep this facility going though perhaps in a different way need encouragement and support as they are working for the good of the Community.

I close by wishing you all the luck in the world for your new venture and the thought of how happy it would make my Grandfather to know his legacy is still being looked after.

Yours sincerely



Cllr Ann Grant
Town Mayor
Woodstock Town Council

Disclaimer: This document reflects the personal opinion of Councillor Grant only and is not endorsed officially by Woodstock Town Council.

We would like to thank Councillor Grant greatly for her ongoing personal support.

QUICK START GUIDE

“The club was the linchpin of community life”

For rural villages and small towns, the club has traditionally been the go-to venue for large community gatherings, to dance, act, play, to laugh, party, get married, to celebrate family and friends, make memories and to remember those community members who came before us.

What is a CBS?

The key features of a registered Community Benefit Society under the Co-operative and Communities Benefit Societies Act 2014 are that the Society has:

- A written set of rules which governs the way the Society has been set up and operates (available from the **num44** website or on request from the Management Committee)
- Community-owned: One member, one vote.
- Low risk: Members' liability is limited.
- Flexible & legal: Can own property, sign contracts, and issue community shares.
- Light regulation: Simpler than company law.
- Asset-locked: Assets stay for community use only.
- Profit for good: Surpluses support the community or pay modest interest*.
- *Interest only after 3 years and subject to approval.

What is a Community Share offer?

A community share offer provides an opportunity for local people, businesses and wider community investors to buy into the community where the motivation and payback is more social than financial. It helps to ensure a truly local enterprise, accountable to the community who serve and benefit from it.

Community shares are a unique way to invest in what matters most to you. They are withdrawable but non-transferable, meaning your investment supports the community while remaining yours to withdraw in the future.

Your investment is more than just financial support or investment – it's a declaration of all our faith and commitment to power of community!

WHAT YOU NEED TO KNOW



Shares:

May be interest-bearing; Non-transferable; May be withdrawn after 3 years but subject to surplus profits, capital requirements of the Society and upon agreement of the Management Committee.

Price per share:	£25
Minimum investment:	£100 (4 shares)
Maximum Investment:	£75,000 (or MAX 15% of funds raised)



Membership:

One member equals one vote regardless of the size of your investment. Buying shares makes you a Member of the Society and gives you the right to vote on important decisions regarding the business. All members meeting the minimum investment value will be entitled to additional benefits and loyalty discount schemes on an equal basis regardless of the value of their individual shares.



Potential Return on Investment:

Annual interest payments may be payable on shares from Year 3 and depend upon business performance and agreement of Members at Annual Members Meeting. The target in our Model Rules and business plan is to be able to pay interest annually at 5% or 2% above the Bank of England interest rate (whichever is greater).



Share Offer, Targets:

Minimum:	£150,000
Secondary:	£300,000
Maximum:	£500,000



Share Offer, Key Dates:

Opens:	3 rd August 2025
Closes:	31 st December 2025



Warning, Share Risk:

As with any share investment, you could lose some or all of the money which you invest in this share offer. You have no right of complaint to the Financial Ombudsman Service, nor can you apply to the Financial Services Compensation Scheme. We have put robust protection in place to guarantee your investment. These include a statutory asset lock (as demanded by Plunkett UK.), Asset of Community Value protection from West Oxfordshire District Council and the (asset), namely the value of the building at Num44, which is wholly owned.

Please read on further for more details about our share offer

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Executive Summary

Number 44 – Business Plan and Share Prospectus

Woodstock Community Benefit Society Limited



VISION

Turn a 100-year-old legacy venue into the beating heart of Woodstock again.

VALUE PROPOSITION

- Multi-use venue – sports bar, cafe, events
- Rent control in a freehold site
- Vibrant, inclusive community space

BUSINESS MODEL



BECOME A TENANT

INVEST IN THE COMMUNITY

FUNDING



RENOVATION TIMELINE

-  **PHASE 1**
BAR & KITCHEN
2025
-  **PHASE 2**
HALL
2026
-  **PHASE 3**
LOBBY + CAFÉ
2027
-  **PHASE 4**
SUSTAINABILITY
2028

Background

The Woodstock Social club have been part of the community of Woodstock for over 100 years. Originally founded in 1920 to provide for a space for the local community to socialise, it moved to its current location in 1974 where it was extended to include a dance floor area.

The decision to form the Community Benefit Society was taken at the Woodstock Social Club AGM on 12 October 2024.

A survey was conducted in March 2025, the questionnaire was distributed by social media and post across 6,000 homes in Woodstock and the surrounding areas, of which we had 288 responses. This is considered a typical response rate and enough to provide a representative sample.

As a result of the survey, further volunteers have come forward to assist in the plans for the development.

Opportunity

Secure a long-standing community asset in the heart of Woodstock, transform it into a multi-purpose, vibrant social venue, and become the operator/tenant or invest in a share offer that benefits both community and investor.

The Ask:

- Seeking a business-savvy **tenant/operator** with vision.
- Seeking **community investors** for a share raise of £150k-£500k.
- **The Offer:**
- Tenant gets a rent-controlled venue with modernised facilities and a clear niche.
- Investors earn community impact and potential annual interest from Year 3.

Vision

To transform the old Woodstock Social Club into a sports bar and community pub that can be used as a venue for live music, comedy and private events. To become a community hub for clubs, meetings, and daytime activities and a modern, inclusive space that draws locals, tourists, and families.

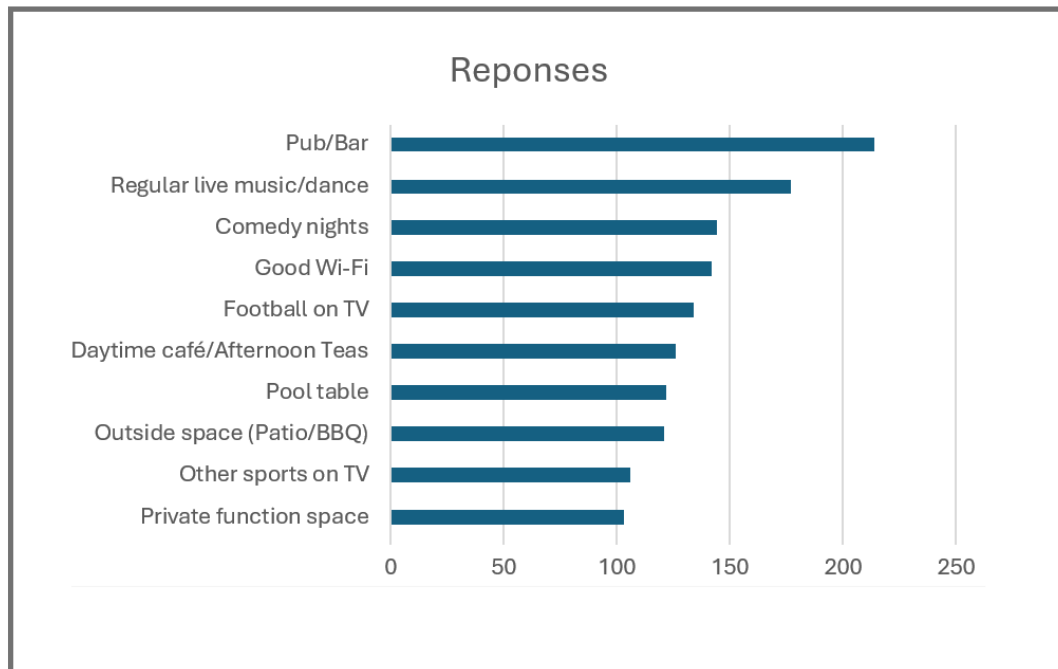
Backed by:

- Plunkett UK
- Woodstock residents
- Over 290 survey respondents (60% would use the space at least fortnightly.)

Aims

The overriding aim is to secure the future of the venue for the benefit of Woodstock, the wider community, and visiting tourists. Specific goals include ensuring the community has a voice in shaping the venue's direction and values, creating a financially sustainable and accessible space that welcomes all, and promoting social inclusion. The venue aims to offer family-friendly facilities for events, sports, traditional games, and locally sourced beers, led by a known and welcoming tenant. It will support and collaborate with local groups, provide services requested by residents, and help foster a cohesive, friendly community through active participation in local events and organisations.

The chart below shows the result of a local survey which asked what the local community would like from the venue;



Legal Structure

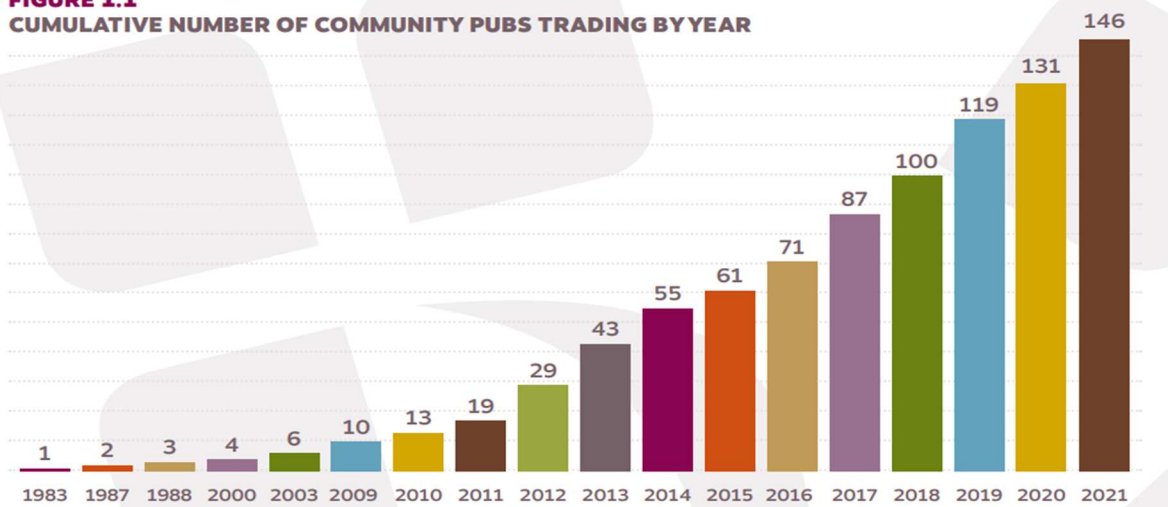
A Community Benefit Society has been created (registration NO 9454), a CBS exists in order to carry on a defined business for the benefit of a community. "Woodstock Community Benefit Society Limited" (WCBS) is registered with the Financial Conduct Authority (FCA) using model rules Version 6 from the Plunkett Foundation as the sponsoring body.

The CBS registration can be found on the Mutual Register here - <https://mutuals.fca.org.uk/Search/Society/31902>.

Community Pubs

The first co-operative pub opened in 1988 (Tafarn y Fic in Llithfaen, Gwynedd). By 2010 there were still only five community pubs in the UK. Legislation in 2011 (The Localism Act) introduced the designation of an Asset of Community Value (under which community groups have a six-month moratorium period in which to bid), and The Plunkett Foundation, working with others in the industry, developed the co-operative pub model. Since then the number of community pubs has grown steadily.

FIGURE 1.1
CUMULATIVE NUMBER OF COMMUNITY Pubs TRADING BY YEAR



Source: Plunkett Foundation Records. Excludes pubs known to have transferred out of community ownership and one closure in 2020.

Woodstock Community Benefit Society Limited (WCBS)

Overview

The Woodstock Community Benefit Society Limited is an incorporated enterprise established by members of the former Woodstock Social Club Committee who are its founding members.

The purpose of WCBS is to enable the former members of Woodstock Social Club, other residents of the town and supporters, to secure and safeguard the future of the Woodstock Social Club and promote it as an amenity of prime importance to the community. The Society is a limited liability community benefit society registered with the Financial Conduct Authority (FCA) using a set of pre-approved model rules developed by The Plunkett Foundation (a charity that has been helping communities to set up and run community-owned enterprises since 1919).

Our rules include a statutory Asset Lock which ensures that should WCBS achieve a surplus beyond that required to meet its liabilities, improve the facilities and ensure the future of the business, this surplus may be made available for distribution to other community or charitable projects. Specifically, any such surplus cannot be used to benefit the members as individuals. WCBS is a democratic organisation that operates on the principle of one member one vote regardless of the amount each member has invested.

It is considered that the Community Benefit Society is a suitable vehicle for the future of the club.

Limited Liability

The Society is a limited liability entity. This means that the most a member can lose is the amount originally invested.

Management Committee

The initial Committee is as follows



Dean Fowler
Chair



Jos Rush
Accountant

Colin Baldwin
Treasurer



Wendy Bennett
Secretary

Steven Walker
Project Manager



Ema Murphy
Marketing & PR



Steve Clark

Members

The community benefit society structure means that any person who buys the minimum number of shares becomes a member of the Society. Each member then has one vote to exercise at the Annual Members Meeting regardless of how many shares they hold.

Members can be elected to the Management Committee.

All members will be provided with an Annual Report, which will set out details of the operation of the Society and how it has developed its activities over the previous year, and which will include a report of the accounts.

The Rules also provide for a number of other ways in which the membership may hold the Management Committee accountable for the running of the Society, including calling a special general meeting if required. Corporate bodies can also be members.

WCBS Existing Funds and Funding Streams

Funding Source	Details	Estimated Value/Status
Existing Funds	£150k retained from the sale of residential part of the building in Feb 2024	£150,000 secured
Community Ownership Fund	UK-wide £150M fund to support community asset purchases and renovations. WCBS can submit an expression of interest for alternative funds via MyCommunity.org.uk	Expression of interest to be submitted
*Community Share Offer	*Shares at £25 each (min £100 investment). Max £75k per member. Withdrawable after 3 years.	Target: £150k-500k (in progress)
Fundraising Activities	Local events to support operational & marketing costs. Surplus added to renovation funds.	Ongoing, variable
Charitable Donations	Open to individuals or organisations. These donations are not part of share capital.	Welcomed; amount not specified
Grants and Match Funding	Seeking capital grants from other sources (in addition to Community Ownership Fund).	Target-£100,000+ (subject to success)
Loans or other Funding	WCBS may seek partial funding through loans or other financial options.	Possible supplementary capital

*Shares

A community benefit society has the ability to deal shares to the local community in order to raise capital for the building refurbishment. Our shares will be £25 each with a minimum shareholding of 4 shares (£100), shares are withdrawable, full details are set out in our society rules.

Unlike shares on the stock market these shares cannot increase in value so trading in the shares is solely between the WCBS and the individual investor. It should be noted that shares can decrease in value if the WCBS were to dissolve but this is mitigated by the majority of the investment being locked into the capital of the building itself.

The cost of each share is £25 but, for practical purposes, the suggested amount which can be invested is proposed to be set at £100. There will be a maximum investment of £75,000 per member (30%). Owning a share automatically entitles the member to having a say in how the community society is managed. Being a society, each member would retain one vote no matter how many shares they own.

There will be a tie-in period associated with the shares (except at the committee's absolute discretion) of at least 3 years in order to maintain the level of capital. After that there will be a period of notice required prior to any withdrawal. The Directors will have discretion in exceptional circumstances to allow shares to be withdrawn sooner than the requisite time.

These come in the form of grants from various bodies and if successful these grants will be used directly to help with the building renovation.

WCBS would also look at part funding through taking on additional funding.

Building Refurbishment Costs

The aim is to leverage the various sources of finance to achieve a fund of £500K.

We then envisage the raising the funds required in the following manner;

Funding	£
Existing Funds	150,000
Share Offer	150,000
Grants and Match Funding	100,000
Donations and loans	100,000
Total	500,000

Development Plan

The venue will be refurbished in an initial 3 phases, in order for WCBS to open the facility to the community as quickly as possible.

Phase 1 – Bar Area

This phase will address key structural repair work and refurbish the bar area, including;

- Asbestos survey and remedials as necessary
- Update flooring throughout to the hall partition
- Refurbish the toilets
- Install a commercial kitchen
- Improve the décor especially around the club entrance and lobby, front and rear access.
- Remedial work on the fire safety system including emergency lightening

The completion of this phase will mean the venue can be re-opened and begin to generate income.

Phase 2 – Hall Area

The second phase will look at refurbishing the dance hall at the rear of the venue including;

Refurbishing the hall and stage area

Updating the toilets in the hall area

Create a new entrance and lobby area from Union Street

Phase 3 – Lobby and First Floor

This phase will look at;

Developing the entrance/lobby area of the building and first floor into a community area, possibly including a cafe

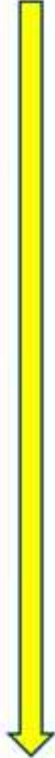
Adding a mezzanine and “quiet” space for home worked which could also be used as a banking hub facility

Phase 4 – Sustainability

This phase will run concurrently with the other phases and look for sustainable and carbon reduction options for the club, including

Solar Panel Installation

Ground sourced heat pumps

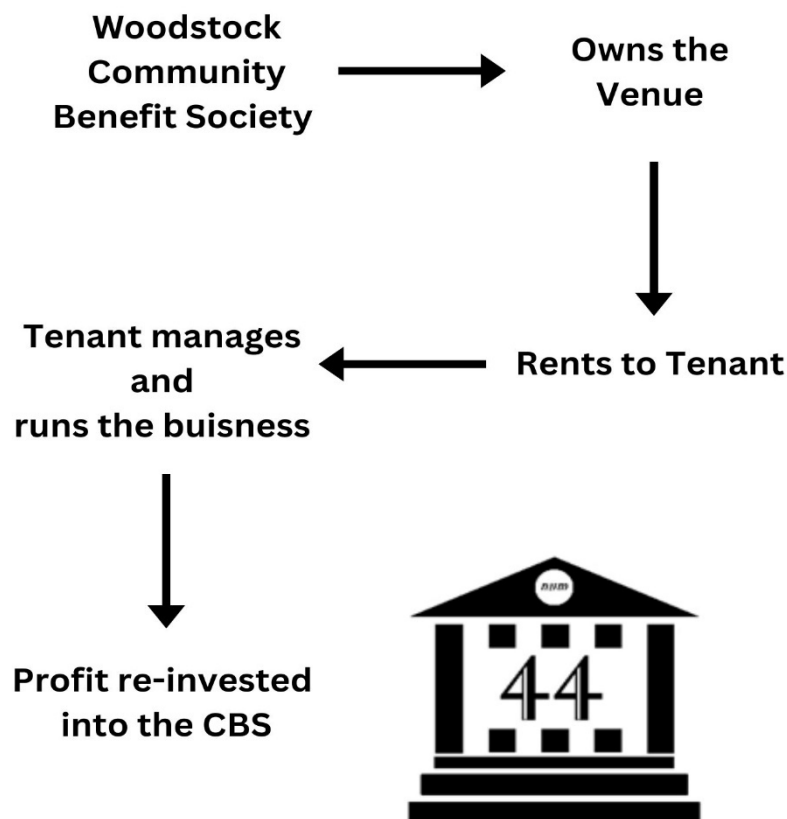
PHASE 1	<p>New bar area design. Extend kitchen area out retaining existing cellar, commercial kitchen in and ready to be operational for a tenant.</p> <p>Asbestos removal and remedials, fire system - namely emergency lighting, new floors throughout to hall partition, toilets (at the front) general decor through lobby to bar. TV equipment, furniture and fittings.</p>		PHASE 4
PHASE 2	<p>Hall, rear toilets - adding disable toilet and shower room, extended stage area. Solid soundproof partition between bar and hall with windows and sets of double soundproof doors. New entrance lobby from Union Street (inside and out), "pergola" type garden and seating area, "snug" area in outside small barn.</p> <p>Lighting and entertainment equipment. Additional entertainment events / trading / meetings and fundraising.</p>		<p>Grant Applications for sustainability and carbon reduction, Solar panel installation on north facing roof - could provide over 50% renewable energy.</p> <p>Ground sourced heat pump energy for heating.</p>
PHASE 3	<p>Lobby "community" area, community tea shop, drop in area, new staircases, possible open upstairs into mezzanine or "quiet" spaces, for home workers or pop up hubs</p> <p>Retain the snooker table.</p>		
More to Come.....	<p>Investigate Pop-Up Gym and other shared activities.</p> <p>Continue to pursue possibility of obtaining garden space outside</p>		

Ongoing Operations

Tenant Model

WCBS has ruled out directly running the venue on either a volunteer rota basis or by employing a manager. These models are considered to be impractical and unlikely to be sustainable in the long term due to the high level of day-to-day operational involvement they would require from the community.

Based on research, and advice received from other community pubs, it has been decided that a tenant model is the operating model that is most likely to be successful, and which will expose the community to the least risk. Once WCBS has been renovated it will therefore appoint a tenant with the necessary experience and business ability to make a success of running the pub.



As part of the selection process each prospective tenant's business plan will be closely examined, their view of what the venue will offer its customers, and their plans for its marketing. In particular, care will be taken to ensure that any prospective tenant's plans reflect the vision for the venue as set out in this Business Plan. Whoever is appointed will need to have the energy and enthusiasm to buy into the Society's vision, and to contribute to its ongoing development.

WCBS will therefore appoint a licensee as the tenant to run the business and take all the business risk. WCBS will have the secure income of rent from the tenant.

However, it is anticipated with the lower operating costs, as result of being free of tie and affordable rental costs, the business will provide a sustainable income for any tenant.

The table below shows the anticipated income and expenses, based on venues of a similar size and location.

Tenanted Model Projected Profit and Loss

	Year 1 £	Year 2 £	Year 3 £
Turnover	301,600	331,760	364,936
Cost of Sales	113,100	121,092	133,202
Gross Profit	188,500	210,668	231,734
Overheads	62.5%	63.5%	63.5%
Wages and salaries	42,380	44,499	46,724
Sports TV	19,000	20,900	22,990
Rent (8%/9%/10%)	30,000	40,000	40,000
Rates	14,000	14,500	15,000
Light and heat	12,000	12,400	12,800
Insurance	3,000	3,100	3,200
Repairs and maintenance	3,000	2,500	2,500
Cleaning	4,500	4,600	4,700
Telephone	600	600	600
Printing, Postage & Stationery	450	450	450
Sundry expenses	800	800	800
Advertising	4,000	3,000	3,000
Legal and Professional Fees	500	500	500
Bookkeeping	2,500	2,500	2,500
Bank charges	4,524	4,976	5,474
Total overheads	141,254	155,325	161,238
Net Profit	47,246	55,343	70,496

WCBS Income and Expenses

As the landlord, WCBS will have ongoing administrative expenses and costs for the maintenance and insurance of building. It is also anticipated that it will have future capital expenditure for the development of the premises.

Other than any one-off grants and donations that may be received, WCBS's sole source of income will be the rent paid by the tenant.

The Society intends to charge the tenant an affordable rent to attract the best possible candidates to the role. This will be based on market rates for similar venues of similar floor space and location.

For the purposes of this business plan this has been estimated as £40K per annum, with an initial 25% discount for the first financial year.

	Year 1 £	Year 2 £	Year 3 £
Rental Income	30,000	40,000	40,000
Grant/Donation Income	2,500	2,500	2,500
Total Income	32,500	42,500	42,500
Expenses			
Maintenance Costs	3,000	3,200	3,325
Plunkett Membership	180	185	190
Insurance (Premise)	1,000	1,100	1,150
Insurance (Officers)	700	750	775
Legal and Accountancy	1,200	1,250	1,275
General expenses	500	520	530
Bank charges	85	90	95
Total overheads	6,665	7,095	7,340
Surplus/(Deficit)	25,835	35,405	35,160

An alternative to a fixed rental charge would be a revenue share model.

The final charging model would partly be dependent on the tenant and their business plan.

Any surplus would either be reinvested into the ongoing maintenance and improvement of the premises or returned to the members by way of either interest paid on shares or the re-purchase of shares.

Feasibility and Future Prospects

SWOT Analysis

Strengths

- ❖ Located in prosperous Woodstock with demonstrated demand from survey
- ❖ Proximity to Blenheim Palace – high tourist footfall
- ❖ Spacious building with large bar area – ideal for events/private hire
- ❖ Freehold ownership and not brewery-tied – tenant freedom to choose local suppliers

Weaknesses

- ❖ Limited outdoor space and natural light – less appeal to families
- ❖ Access via right-of-way limits visibility/signage from main road
- ❖ Highly competitive hospitality market with existing strong local offerings
- ❖ Relatively small local population may limit consistent footfall

Opportunities

- ❖ Only venue along A44 corridor with large space for live events (bands, comedy, disco nights)
- ❖ Private hire for weddings, christenings, wakes, clubs and societies
- ❖ Ongoing housebuilding will increase local population and demand
- ❖ Potential to attract passing tourists & traffic from Oxford/Blenheim
- ❖ New catering facilities will allow a food offering
- ❖ Chance to build a new brand and reputation under new tenancy

Threats

- ❖ Strong competition from established local venues
- ❖ Economic pressures: disposable income reduction impacting hospitality
- ❖ Risk of not securing or retaining a reliable tenant
- ❖ Unexpected repair costs
- ❖ Rising interest rates could affect financial planning

Meeting the Weaknesses and Threats

Profitability

Num44 will complement Woodstock's existing pubs by offering something unique: a sports-focused, family-friendly venue with a dartboard, snooker table, and all major live sports.

As a free house with fair rent, the tenant will have freedom to operate profitably, sourcing from local suppliers.

Community ownership means strong local backing — residents are motivated to use and promote the space, as seen in other successful community pubs.

A targeted marketing campaign by WCBS, along with the tenant's own promotional efforts, will help attract customers from Woodstock, surrounding villages, and Oxford.

Consistent opening hours, affordable local drinks, and a packed events programme (quizzes, live music, clubs) will help rebuild num44's reputation and keep the venue vibrant and inclusive.

Unexpected Repair Costs

- The financial impact of unanticipated repairs can to some extent be mitigated by using volunteers from the community together with the possibility of grants.

Shareholder withdrawal

- WCBS's rules provide that members cannot withdraw their shares in the first years of the operation of the business, to allow it to establish itself. After that members will be required to give notice as per the Rules if they wish to withdraw shares, and approval will be subject to funds being available and Management Committee approval.
- Cash reserves will be built up where possible to enable withdrawal of shares subject to the requirements of the business. Ideally, new or existing shareholders will be willing to invest to replace shares being withdrawn. If they cannot be replaced, then the reserve fund would be utilised.
- Whilst the Society Rules require that every member commits their investment for an initial period, there are certain circumstances in which the Management Committee is authorised to allow early withdrawal (e.g., death and bankruptcy).
- In practice the Society does not anticipate being able to fund any withdrawals before Year 5.

Current Interest rate increases

- The risk of higher interest rates, which would increase mortgage payments, can be reduced by maximising the community shareholding, and if funds permit reducing the debt through early capital repayment. Taking a fixed rate loan is another option.

If despite a sound business plan, vigorous and sustained marketing, and the support of members and other customers, the business does not develop as anticipated, then the Management Committee would be forced to close the venue, sell the assets and repay the original investors, with any residual assets to be used for the benefit of the community. This is clearly not a desirable outcome, nor deemed likely, but this possible course of action should give investors some security that in the event of the enterprise being unsuccessful they will recover some or all of their investment.

Data Protection

WCBS adheres to the principles of the Data Protection Act, even though it is exempt from registration with the Information Commissioner as a not-for-profit organization. The Society will use and process personal data only for the purposes of the Society. The Society will keep personal information that it holds secure and up to date, and will:

- only use it for the purposes for which it was gathered, and
- not keep it longer than necessary Personal data will be used solely for the purpose of maintaining a register of members and potential members as required by the rules of the Society, and for communicating with members.

The Society will not share any members' personal information (names, addresses, phone numbers, etc.) with third parties. Members' financial information, such as amounts invested, share classes purchased, and interest paid will be treated as strictly confidential, and will not be shared even within the Management Committee except as necessary for managing the Society (e.g. when making decisions about whether withdrawal requests can be funded).

Appendix 1 -Survey Results and Analysis

Executive Summary

This report presents an analysis of survey responses from 290 community members regarding the Woodstock Social Club. The survey aimed to understand community members past experiences with the club, their attitudes toward a potential new community space, and their preferences for services and amenities.

Key findings include:

- **Strong Interest in a New Community Space:** 60.6% of respondents indicated they would use a new well-run community space at least once a fortnight, with many indicating they would visit more frequently than they did the old club.
- **Diverse Age Representation:** The survey captured responses across all age groups, with strongest representation from 45-65 (41.7%) and 65+ (31.7%) demographics.
- **Service Preferences:** Bar/pub services, live music/entertainment, and social spaces emerged as the most desired amenities.
- **Significant Sports Bar Interest:** A notable 46.2% of respondents requested football on TV, with 36.6% requesting other sports viewing, indicating strong potential for a dedicated sports bar element.
- **Financial Support:** Community members indicated willingness to invest approximately £63,700 in community shares, with 143 potential investors.
- **Volunteer Support:** Many respondents expressed interest in supporting the project through various skills and time commitments.

Demographic Profile

Age Distribution

The survey captured responses across all age groups within the community:

Age Group	Number	Percentage
16-24	19	6.6%
25-45	52	17.9%
45-65	121	41.7%
65+	92	31.7%
Under 16		0.3%
Prefer not to say	3	1.0%
Total	288	100%
◀ ▶		

Previous Club Membership

Yes: 139 (54.1%)

No: 118 (45.9%)

Household Composition

The survey reveals the following average number of people per household in each age category:

- 16-24: 0.93 people per household
- 25-45: 1.02 people per household
- 45-65: 1.36 people per household
- 65+: 1.18 people per household

Impact of Losing the Social Club

Overall Impact

Respondents indicated varying levels of impact should the social club be lost:

- High impact: 50 (17.4%)
- Medium impact: 103 (35.9%)
- Little impact: 103 (35.9%)
- No impact: 31 (10.8%)

Impact by Age Group

The perceived impact varies significantly across age groups:

Age Group	High	Medium	Little	None
16-24	6 (31.6%)	7 (36.8%)	4(21.1%)	2 (10.5%)
25-45	4 (7.7%)	24 (46.2%)	18 (34.6%)	6 (11.5%)
45-65	20 (16.5%)	34 (28.1%)	52 (43.0%)	15 (12.4%)
65+	16 (17.4%)	38 (41.3%)	29 (31.5%)	8 (8.7%)

Notably, the 16-24 age group reported the highest percentage of "High impact" responses, while those aged 45-65 were most likely to report "Little impact."

Usage Patterns

Previous Usage

Respondents reported their usage of the old club during the 12 months prior to its closure:

- Daily: 2 (0.7%)
- 2-3 times per week: 33 (11.5%)
- Once per week: 35 (12.2%)
- Once a fortnight: 21 (7.3%)
- Once per month: 61 (21.3%)
- Less often/ Not at all: 136 (47.4%)

Potential Future Usage

When asked about potential usage of a well-run community space:

- Daily: 1 (0.4%)
- 2-3 times per week: 55 (19.5%)
- Once per week: 68 (24.1%)
- Once a fortnight: 49 (17.4%)
- Once per month: 83 (29.4%)
- Less often / Not at all: 26 (9.2%)

Usage Frequency Comparison

The comparison between past usage and potential future usage shows a significant positive shift:

- Increased frequency: 171 (60.6%)
- Same frequency: 92 (32.6%)
- Decreased frequency: 19 (6.7%)

This indicates strong community interest in a revitalized social club, with nearly two-thirds of respondents indicating they would use a new facility more frequently than they used the old club.

Previous Usage by Membership Status

Former members showed higher frequency of use:

- Former members who visited at least once per week: 75 (54.0% of members)
- Non-members who visited at least once per week: 31 (26.3% of non-members)

Potential Future Usage by Previous Membership

Both former members and non-members showed increased interest in future use:

- Former members who would visit at least once per week: 75 (54.0%)
- Non-members who would visit at least once per week: 31 (26.3%)

Reasons for Not Using the Old Club

The top reasons respondents cited for not using the old club:

1. Outdated decor and tired appearance: 74 responses (25.5%)
2. Assumed it was a private members club: 44 responses (15.2%)
3. Didn't like the clientele/atmosphere: 41 responses (14.1%)
4. Poor range of products available: 32 responses (11.0%)
5. Didn't like the staff: 14 responses (4.8%)
6. Didn't know it existed: 10 responses (3.4%)

Comments Analysis: Barriers to Participation

A qualitative analysis of written comments reveals several key themes that prevented potential users from visiting the club:

1. Unclear Identity and Purpose (31% of comments):
 - "Who is it for? What events are hosted there that provide an entry point?"
 - "I wasn't interested in the activities"
 - "I wasn't sure when it was open. Social media posts were never up to date"
 - "Some people don't know it's there. It's very important"
2. Unwelcoming Atmosphere (27% of comments):
 - "I always felt like it was a bit 'regulars only' and found that a bit intimidating"
 - "Did not know any members, and it seemed to be cliquey"
 - "The clientele consisted of a couple of specific groups, none of which I belonged to"
 - "No atmosphere in the main"
 - "Dingy place"
3. Outdated Facilities (24% of comments):
 - "Darkness! Not suitable for summer!"
 - "Dated, cliquey and no events that appealed to us as a family"
 - "Decor outdated and no real ales. Food offering poor"
 - "Needs better lighting"
 - "Couldn't provide adequate catering facilities"
4. Competition from Alternatives (18% of comments):
 - "There are many exceptional places to enjoy a drink in Woodstock"
 - "If I go into Woodstock socially, I would never have chosen a social club"
 - "Limited time, and the events didn't hook me enough to go"
 - "No reason, just other places to go"

These insights suggest that the club suffered from both physical limitations (outdated decor, poor lighting) and perception problems (unclear membership requirements, perceived exclusivity). Many potential users simply didn't understand what the club offered or when it was open, indicating significant communication challenges. The comments highlight that any revitalized space would need to address not only physical improvements but also community outreach and a clearer communication of its purpose and activities.

Preferred Visit Times

When asked about preferred visit times for a new community space:

- Weekday Evening: 160 responses (55.2%)
- Weekend Evening: 193 responses (66.6%)
- Weekend Daytime: 129 responses (44.5%)
- Weekday Daytime: 76 responses (26.2%)

Weekend evenings were the most popular time across all age groups, followed by weekday evenings.

Service Preferences

Main Reasons for Using a Community Space

The top reasons people would use a community-owned space:

1. Socializing with family and friends: 211 responses (72.8%)
2. Entertainment (music, drama): 212 responses (73.1%)
3. Clubs (movies, chess, games, book club): 101 responses (34.8%)
4. Meetings for community groups: 90 responses (31.0%)
5. Pre/post recreation activities: 41 responses (14.1%)
6. Workspace or meetings: 40 responses (13.8%)

Preferred Services

The most desired services in the community space:

1. Pub/Bar: 214 responses (73.8%)
2. Regular live music/dance: 177 responses (61.0%)
3. Good Wi-Fi: 142 responses (49.0%)
4. Football on TV: 134 responses (46.2%)
5. Daytime cafe/Afternoon teas: 126 responses (43.4%)
6. Pool table: 122 responses (42.1%)
7. Outside space (Patio/BBQ): 121 responses (41.7%)
8. Comedy nights: 114 responses (39.3%)
9. Other sports on TV: 106 responses (36.6%)
10. Private function space: 103 responses (35.5%)

Sports Bar Opportunity

The survey revealed substantial interest in sports viewing facilities, suggesting a dedicated sports bar element could be a significant draw for the new community space:

Sports Viewing Interest

- Football on TV: 134 respondents (46.2%)
- Other sports on TV: 106 respondents (36.6%)
- Combined unique interest in sports viewing represents one of the most requested amenities

Qualitative Feedback

Several respondents specifically mentioned sports viewing as a primary motivation:

- "It would be great to have an excellent Sports Bar in Woodstock"
- "Only place in Woodstock to watch live sport"
- "Watching live football"

Demographics and Potential

- Sports viewing interest spans all age groups but is particularly strong in the 25-45 demographic
- Multiple former users indicated they previously used the club primarily for watching sports
- The data suggests this is an underserved need in the Woodstock area

A well-designed sports viewing facility could provide a unique offering in the community while attracting a diverse demographic, particularly during major sporting events.

Catering Preferences

Preferred catering services:

1. Affordable drinks: 233 responses (80.3%)
2. Good beer/wine selection: 206 responses (71.0%)
3. Light bites/bar snacks: 183 responses (63.1%)
4. Locally sourced food and drinks: 138 responses (47.6%)
5. Good service and well-presented food: 127 responses (43.8%)
6. Traditional pub grub: 125 responses (43.1%)
7. Tea, coffee, sandwiches: 122 responses (42.1%)
8. Non-alcoholic drinks: 113 responses (39.0%)

Preferred Catering Times

The most popular times for catering services:

1. Sunday roast: 107 responses (36.9%)
2. Weekend breakfast: 92 responses (31.7%)
3. Saturday lunch: 74 responses (25.5%)
4. Evening bar meals: 71 responses (24.5%)
5. Weekday dinner: 63 responses (21.7%)
6. Saturday dinner: 63 responses (21.7%)
7. Weekday lunch: 58 responses (20.0%)
8. Weekday breakfast: 34 responses (11.7%)
9. Weekday children's "tea-time": 20 responses (6.9%)

Preferred Food Options

Most requested food types and delivery methods:

1. Pies and hot snacks: 129 responses (44.5%)
2. Takeaway options: 70 responses (24.1%)
3. Food delivery service: 33 responses (11.4%)

58 respondents (20.0%) indicated that "Food offering is not important" to them.

Importance Rankings

Respondents ranked various amenities on a scale of 1-10 (1 being most important):

Feature	Average Ranking	Top Priority Count
Pleasant and welcoming space	2.18	159 (56.2%)
Affordable pricing	2.83	101 (36.6%)
Well-kept bar and good food	3.25	67 (25.1%)
Professional staff	3.36	76 (27.3%)
Comfortable/cosy seating	3.48	67 (24.4%)
Regular entertainment	4.50	56 (20.9%)
Good + free Wi-Fi	4.73	60 (22.8%)
Family friendly	4.91	55 (20.5%)
Traditional pub games/sports	5.05	50 (19.0%)
Tea, coffee shop	5.85	25 (9.5%)
◀ ▶		

A pleasant and welcoming space emerged as the clear priority, with 56.2% of respondents ranking it as their top priority. Affordable pricing and well-kept bar with good food rounded out the top three priorities.

Community Involvement

Volunteer Interest

Respondents indicated interest in helping with the community project:

- Business/Admin support: 35 responses (12.1%)
- Fundraising: 22 responses (7.6%)
- Join a steering group: 16 responses (5.5%)
- Skilled tradesperson: 16 responses (5.5%)

Investment Interest

143 respondents (49.3%) indicated willingness to invest in community shares:

- £100: 69 respondents (48.3% of investors)
- £250: 22 respondents (15.4% of investors)
- £500: 18 respondents (12.6% of investors)
- £1,000: 22 respondents (15.4% of investors)
- £2,500: 2 respondents (1.4% of investors)
- £5,000: 3 respondents (2.1% of investors)

- £50: 6 respondents (4.2% of investors)
- Other amount: 1 respondent (0.7% of investors)

Total potential investment: approximately £63,700

Average investment per investor: £445.45

Recommendations

Based on the survey findings, we recommend the following for the new community space:

1. Focus on Social and Entertainment Functions
 - Prioritize a well-designed bar/pub area with quality drinks selection
 - Develop a regular entertainment program featuring live music and events
 - Create comfortable, welcoming spaces for socializing
2. Develop a Sports Bar Component
 - Dedicate a specific area for sports viewing with quality screens
 - Feature football and other popular sports events
 - Combine with bar snacks and casual food offerings
 - Promote as a unique offering in Woodstock
3. Broad Appeal Across Age Groups
 - Design spaces and programming that appeal to the significant 45+ demographic
 - Include features attractive to younger demographics to build future patronage
 - Consider "zoned" areas with different atmospheres and noise levels
4. Clear Communication Strategy
 - Address misconceptions about membership requirements
 - Ensure clear signage and publicity about opening hours and events
 - Emphasize the community-owned nature of the venue
5. Food and Beverage Strategy
 - Focus on affordable drinks and quality beer/wine selection
 - Develop a modest food offering focused on light bites, bar snacks, and "pub classics"
 - Consider Sunday roasts as a specialty offering
6. Design Considerations
 - Create a pleasant, welcoming atmosphere (identified as top priority)
 - Update decor to address the main complaint about the old club
 - Include comfortable seating and consider both indoor and outdoor spaces
7. Community Governance
 - Harness the significant interest in volunteering and investment
 - Develop clear pathways for community members to contribute skills and time

- Create transparent governance structures for community ownership
8. Phased Implementation
- Focus first on core offerings (bar, social space, sports viewing, basic entertainment)
 - Add additional services and amenities as capacity and demand allow
 - Consider seasonal variations in programming and opening hours

Conclusion

The survey results demonstrate strong community interest in a revitalized social club in Woodstock. With most respondents indicating they would use a new facility more frequently than they used the old club, there appears to be sufficient demand to support such a venture. The willingness of community members to invest financially and volunteer their time further strengthens the case for a community-owned approach.

By focusing on creating a welcoming, affordable venue with quality drinks, social spaces, sports viewing facilities, and entertainment, a new community-owned space has significant potential to become a valued community asset that serves diverse needs across all age groups in Woodstock.

Appendix: Data Sources and Methodology

Survey Information

This report is based on data collected from a community survey about the Woodstock Social Club, which received 290 complete responses. The survey was designed to gather information about community members past experiences, preferences, and potential support for a revitalized community space.

Data Collection and Analysis

All data presented in this report comes directly from responses to the survey questions as found in the "Raw data.xlsx" file. Percentage calculations are based on the total number of respondents (290) unless otherwise noted. For questions where respondents could select multiple options, each option's percentage reflects the proportion of total respondents who selected that option.

Key Statistics and Their Sources

1. Demographics and Membership
 - Age distribution data from question "1/ What age group best describes you?"
 - Previous membership status from question "Have you been a member of Woodstock Social Club previously?"
2. Impact Assessment
 - Overall impact ratings from question "2/ What would be the impact on you, your family and social life if we lost the old club in Woodstock?"
 - Impact by age group created by cross-referencing the impact ratings with age group data
3. Usage Patterns
 - Previous usage data from question "3/ How often did you and your household members use the old club in the last 12 months prior to its closure?"
 - Potential future usage from question "6/ How often would you and your family use a well-run large community space in Woodstock?"
 - The statistic "60.6% of respondents indicated they would use a new community space at least once a fortnight" was calculated by combining responses for "Daily," "2-3 times per week," "Once per week," and "Once a fortnight" options (173 out of 290 respondents)
 - Usage frequency comparison was determined by comparing individual responses between questions 3 and 6
4. Barriers to Usage
 - Reasons for not using the old club from question "4/ If you never used the old club, what were the main reasons you did not?"
5. Visit Preferences
 - Preferred visit times from question "7/ When would you most likely visit?"
6. Service Preferences
 - Main reasons for using the space from question "8/ What are the main reasons you would use a large community-owned space within Woodstock for?"
 - Preferred services from question "9/ What services would you most like to see the community space offer?"
 - Sports viewing interest from question "9/ What services would you most like to see the community space offer?" specifically the "Football on TV" and "Other sports on TV" options
 - Catering preferences from question "10/ Which catering services would like to see in a community owned space?"
 - Preferred catering times from question "11/ When would you most likely use catering services (if available) at the society?"

7. Importance Rankings
 - Rankings data from question "12/ Please rank the following (from 1 to 10) in order of importance to you"
 - Average rankings calculated by summing all numerical rankings given to each item and dividing by the number of respondents who ranked that item
8. Community Involvement
 - Volunteer interest from question "14/ Would you or anyone in your household be interested in helping with our community project in any way?"
 - Investment interest from question "OR~ (b) Make an investment in shares"
 - The potential investment total (£63,700) was calculated by multiplying each investment amount by the number of respondents selecting that amount and summing the results
9. Household Composition
 - Data from question "13/ Please state how many people there are in your household in each of the following age ranges"
 - Average figures calculated by dividing the total number of people reported in each age category by the number of households that responded to this question

Appendix 2 – Floor Plans

Appendix 3 – Designs

Appendix 4 – Key Management CVs

