

# THE STAR

## CHURCH LEIGH BUSINESS PLAN

Members of the local community and wider public are now invited to participate in and support The Star remaining our village pub

**Minimum Target £300,000,**

**Optimum £350,000**

**Maximum Target £400,000**

Share offer opens on **to be confirmed** and closes on **to be confirmed**  
(Minimum 6 weeks)



**A Bond • A Pledge • A Commitment  
SAVE THE HEART OF OUR VILLAGE**

# The Star Experience

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## Community at the Heart of The Star



A welcoming gathering place where neighbour's can come together to socialise. A central hub for traditional pub games: darts and cribbage.

## Celebrating Local Ales & Hospitality



A warm and welcoming bar celebrating Staffordshire's brewing heritage through quality local ales and independent brews.

## A Space for Village Gatherings & Events



An adaptable community space bringing people together for celebrations, gatherings, and special village events.

# Our Vision & Values

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*"Bringing the historic heart of Church Leigh into community ownership for a sustainable future."*

## PEOPLE

- To bring The Star to the heart of the Community.
- Provide a comfortable and accessible space that accommodates diverse needs.
- Provide a warm welcome to people of each generation, from near and far.
- Work in partnership with stakeholders, to enable our vibrant community to interact instinctively.
- See old friendships re-kindled and new friendships form.

## COMMERCE

- Offer drinks, light bites, events, birthdays, food etc at market rate prices and where we can, affordable prices at special events.
- Celebrate the skills within our community by engaging local trades and enterprise.
- Recognise and create local supply chains, (bringing opportunities and benefits to businesses in the Staffordshire and neighbouring areas).
- Create opportunities for volunteering, employment, training and work-experience.
- Run an efficient and competitive business.

# Our Vision & Values

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*"Bringing the historic heart of Church Leigh into community ownership for a sustainable future."*

## HERITAGE & ENVIRONMENT

- Protect the architectural heritage of The Star
- Respect and complement the surrounding natural and built environments
- Be mindful of sustainability, using sustainable building materials throughout any future works.

## VALUES

- We will listen to our customers
- Be fair and honest in all we do
- Be welcoming and inclusive
- Safeguard our community resource for future generations
- Have fun!

# The Vision: More Than Just a Pub

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In rural communities, it is hugely important that people have somewhere to socialize, meet new people, and stave off rural isolation.

Our goal is to transform The Star into a fully inclusive social hub that will support Church Leigh and the surrounding areas.

Our planned community benefits include:

- Providing a central point for community events, clubs, and societies (like our local darts, crib and football teams).
- Serving affordable, locally-sourced food and high-quality ales on a regular basis.
- Hosting subsidized coffee mornings, lunches, and events for older or isolated residents.
- Creating a warm, accessible space with reliable Wi-Fi for locals working from home.



## Daytime Uses

Coffee mornings, book swaps, and a small essentials shop area.



## Destination Dining

Developing a food-led venue with locally sourced Staffordshire ingredients.



## Modern Space

High-speed connectivity for those wishing to work locally in a warm hub.

# Why Save The Star?

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The Star has been a cornerstone of the medieval village of Church Leigh for centuries. Originally built around 1715, it was listed in the 1841 census as the Star Inn. Over its long and storied history, its walls have housed a saddlers shop, a fish and chip shop in the 1930s, and even a tyre repair service operated by local legend Mick Mower in the 1980s. Though temporarily renamed the Lord Nelson in 1998, to us, it has always been The Star at Leigh.

As the last remaining public houses in the parish struggle against modern pressures, we saw the perfect opportunity for our community to step in. We are launching this Share Offer to secure the freehold and ensure The Star remains in its rightful place at the heart of Church Leigh.

## A Vital Village Asset

The Star is more than just a public house; it is the social center of Church Leigh. Without community action, we risk losing this historic landmark forever.

- ✓ Social hub for local residents
- ✓ Preservation of village identity and ultimately house prices
- ✓ Creating a sustainable local asset owned by the community



# Executive Summary

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## Introduction

The purpose of this Business Plan is to inform and encourage you to consider buying shares the Star, through the time limited share offer. The Business Plan formulated from community engagement of individuals and stakeholders, will consider the process, benefits, and risks. Further details and supporting information are being worked on, but at this stage we wanted to update the village, interested parties and the wider regional area of progress to date.

A steering group has been formed on a voluntary basis, to conduct this process, consisting of:

Ian Whittingham  
Kelly Atkin  
Andrew Raby  
Lydia Greenwood  
Alison Smith  
Di Elsworth  
Sara Stainsby  
Craig Ibbotson  
Ian Parkinson

If we are successful, a management committee will be elected at our first AGM.

# Executive Summary

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## The Church Leigh Pub Scheme Ltd

Successfully formed on the 21<sup>st</sup> April 2026 (registration number 9750) under the Cooperative and Community Benefit Societies Act (2014) and is registered with the Financial Conduct Authority (FCA), who have systems in place to ensure the Society is meeting their obligations under society law. The registered office (which will be the Star once purchased) is Parkhall Lane, Church Leigh, Staffordshire ST10 4PT.

This Society has been established to offer people, organisations, and businesses the chance to invest in a community project that prioritises social benefits over financial gains. We aim to continue operating The Star to create a welcoming space for our local and wider community to retain their 'local' meeting place; the welcome will be extended to visitors to the pub, local holiday lets as well as passing trade. At the same time, we aim to create a sustainable building, business, and environment for today's and future generations. Through this we will create a truly local enterprise that is owned and accountable to the community, who will also serve and benefit from it. *This Initial Business Plan is to be read in conjunction with our Share Offer Document which is an invitation to invest and become a member of a Community Benefit Society.*

***Disclaimer This document contains forward-looking statements, including forecasts relating to the financial position of the Society at the time of the Share Offer launch. The Management Committee believes that the forecasts reflected in these statements are reasonable but will inevitably involve unknown risks and uncertainties which may cause the actual results, financial performance, or achievements of the Society to be different.***

# Executive Summary

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## THE PROJECT

Plunkett Foundation [plunkett.co.uk](http://plunkett.co.uk), who have been collaborating with us to develop The Star project, state **“in rural areas, pubs are often one of the last local businesses standing, offering vital services and social opportunities reducing isolation.”** Plunkett Foundation in a recent report also indicated that 92% of their community run businesses survive long term. This is an opportunity for us as a community to have a sense of pride, and a drive to ensure that The Star is a success.

It is currently the last pub in the village and has a significant and ongoing impact on the local and wider community, visitors to the area, and passing trade. Any closure of the pub will be a huge and significant loss to the village, with many homes within walking distance of the pub. A number of meetings were held where over 50 people met and overwhelmingly voted to support efforts to buy the pub in the village from the current owner, with a view to continuing the pub operation, where all would be welcome. The steering group is made up of volunteers with complementary skills. During this period to purchase or lease the pub there will be a need for additional volunteers. The continuation of the Pub can lead to improved health and wellbeing, social interaction and strengthening the resilience of the community. As a Society moving forward, the members and public meetings will increase, to provide valuable support and information to continue to create an inclusive, community space

# Executive Summary

## Valuation

We have recently conducted a red book valuation of the business and freehold of the property which returned a figure of £260,000. This is substantially lower than the initial valuation of £350,000, and is unacceptable to the owners, who have asked us to meet them somewhere in between. However, if we agree to a figure in excess of the red book value, we may struggle to secure loans of greater than £130k against the purchase, plus, we may risk losing some potential larger investors.

The question is therefore **“how much do we value having a village ‘local’ and how much are we prepared to pay for it?”**

Otherwise, the reality is that the pub is highly likely to close around August 2026 with no indication of re-opening until it is either sold to someone else or it is leased to a new tenant. This Share Offer is significant, as the pub remains in jeopardy if we are unable to demonstrate that we can purchase the pub and operate the pub for the community. The plan is to ultimately purchase the freehold of the pub early summer 2026. The current target for funding from all sources for the completion of the pub development is therefore **£300,000**.

If the Star were to close, regulars and villagers from all walks of life were asked about what losing their pub meant to them.

- “If the Star closed, I would lose a chunk of my social interaction”
- “Its great to be able to go and have a beer and a game of darts, without the pub that would disappear”
- “I’ve recently moved to the village and the pub is a great way to meet new people, if the Star closed it would remove that option for other newcomers to the village”

# Executive Summary

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## Funding the Purchase

When we issued a community questionnaire back in Jan/Feb, we had indications of pledges which totalled in excess of £130K, so it is inevitable that we will need to seek loans to cover the balance to allow the purchase. In addition, a substantial proportion of these monies will need to be raised from grant funding, and we are confident with advice from Plunkett Foundation that our Business Plan meets the criteria for several active sources of possible grant funding moving forward. The financial plan for the business is based on income from the pub, sale of drinks and simple snacks/ food plus special events. Staffing costs will be limited until a clear trading pattern is established. A part time project management team will be appointed to oversee the handover and operation, coordinate volunteers and work with suppliers. Turnover and profit have been modelled and draw on the current operation. The Star is currently the last pub open in the village. Currently, The Star lacks a regular food offer (apart from events and parties). In time, The Star aims to fill this gap, providing a space where all are welcome and adopt the pub as their local. It will offer a place for socializing, dining and events. The community envisions maintaining the current offer and develop a food offer at the right time. Once the pub is under community ownership, we will offer meals through events to promote sustainability and have a rounded offer to encourage wider use from the local area. Community pubs, like the Star, are deeply connected to their communities, providing unique value and resilience. The community cherish the pub's history and aims to preserve its legacy for future generations.

# Financial Forecast

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## Background

The Star sits in the village of Church Leigh and surrounding areas of the wider Leigh area, in Rural Staffordshire. With a population of circa. 500 and a combined population in the area of circa 1,500. There are other pubs in the vicinity such as the Red Lion at Checkley and the Greenman at Milwich, but the Star is considered 'their local' by many in the area

### **The challenges we experience are:**

- An ageing population
- Loss of young people
- Decline of rural economy
- Lack of diversity

Currently, the people of Leigh drive several miles to find shops and a support network. This, of course, requires access to transport, which can be expensive, and environmentally unsound. More than this, Leigh an ageing population. Having a pub in the village provides a safe and welcoming space for all ages to come together and build a stronger community.

# Financial Forecast

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## Village Facilities & Assets

Leigh has the following facilities and assets some of which are also under threat of closure, they include:

The Star Pub

The Village Hall

The Post Office – no shop

The School

The Church

Park Hall Caravan site

There are no other pubs, cafes, restaurants or take-aways within a 3-mile radius

Public transport is not available during the evening.

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# Financial Forecast

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## Existing Community Groups

These include Leigh United football club, WI, Chatty Café (coffee morning at the Village Hall), Recreation Ground Committee, Annual Charity Cricket match versus the Presidents XI, Leigh Choir, Leigh Produce Show. There is also a Star Darts and Cribbage team who rely on the pub on a weekly basis throughout the year.

There is evidence to suggest that there would be strong support from some or all of these groups to maintain the future use of the pub. Opportunities for young people locally are limited and given the lack of public transport, independent travel to activities and social venues further afield are prohibited, increasing the risk of isolation and loneliness for this age group.

## Potential Customer Base

The constant customer base for the Star will be the local community, those living within walking distance of the pub, those with just a short drive, along with the surrounding villages/hamlets in the Leigh and wider area, who do not have a pub where they live.

Another customer base is the local Leigh football team and Checkley Cricket third team, who frequent the pub following matches. Other traditions like Tractor runs, Birthday Parties and Christmas Day opening create occasions when there is standing room only!

There is also a much broader visitor market, either staying on holiday at various camp sites located in the area, visiting Alton Towers or cyclists and walking groups along with drivers looking for a country pub.

## Competition

There is little direct competition, with no comparable village pub within three miles, following the closure of the other village pub, the farmers Arms . This represents a genuine business opportunity for our community to continue keeping the pub open to meet consumer priorities.

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# 5-Year Financial Projections

The Star P&L		3% yoy inc	5% yoy inc	5% yoy inc	5% yoy inc
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Income/Sales</b>					
Beverage	187,000	192,610	202,241	212,353	222,970
Food	14,333	14,763	15,502	16,277	17,090
Event Hire	5,625	5,794	5,968	6,266	6,579
<b>Food and Beverage sub Total</b>	<b>206,958</b>	<b>213,167</b>	<b>223,710</b>	<b>234,895</b>	<b>246,640</b>
<b>Cost of Sales</b>					
Beverage (50%)	93,500	96,305	101,120	106,176	111,485
Food (30%)	4300	4429	4,650	4,883	5,127
<b>Sub Total</b>	<b>97,800</b>	<b>100,734</b>	<b>105,771</b>	<b>111,059</b>	<b>116,612</b>
Rent	7,200	7,200	7,500	7,500	7,800
<b>Gross Income</b>	<b>116,358</b>	<b>119,633</b>	<b>125,439</b>	<b>131,336</b>	<b>137,828</b>

The projections are based on detailed market research and the performance of similar community-owned rural pubs.

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# 5-Year Financial Projections

Overheads		Inc 3%	Inc 3%	Inc 3%	Inc 3%
	Year 1	Year 2	Year 3	Year 4	Year 5
Electric	3,500	3,605	3,713	3,825	3,939
Oil	1,250	1,288	1,326	1,366	1,407
Logs (Winter Months only)	700	721	743	765	788
Council Tax (Flat)	2,000	2,060	2,122	2,185	2,251
Business rates (100% Rural Relief)	0	0	0	0	0
Water Rates	300	309	318	328	338
Insurance	2,672	2,752	2,835	2,920	3,007
Licensing Cost	70	72	74	76	79
Phone and Internet	720	742	764	787	810
TV License	175	180	186	191	197
Repairs and Replacements	3,000	3,090	3,183	3,278	3,377
Refuse	500	515	530	546	563
Loan Repayment Interest		0	0	0	0
Marketing/Printing etc	2,000	2,060	2,122	2,185	2,251
EPOS System	500	515	530	546	563
Accountancy fees	1,000	1,030	1,061	1,093	1,126
PRS/PPL	1,000	1,030	1,061	1,093	1,126
	19,387	19,969	20,568	21,185	21,820

The projections are based on detailed market research and the performance of similar community-owned rural pubs.

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# 5-Year Financial Projections

Salaries		3% sal inc + 10p ph NLW	3% sal inc + 10p ph NLW	3% sal inc + 10p ph NLW	3% sal inc + 10p ph NLW
	Year 1	Year 2	Year 3	Year 4	Year 5
Labour (Fixed Salary)	45,000	46,350	47,741	49,173	50,648
Temporary Staff (£13.25/hr) 30hr pw	20,670	20,826	20,982	21,138	21,294
Cleaning Services	1,500	1,500	1,500	1,500	1,500
NI	9,926	10,128	10,337	10,551	10,773
Pension	1,985	2,026	2,067	2,110	2,155
Sub Total	79,261	81,038	82,863	84,737	86,662
Potential Profit/loss	17,710	18,626	22,008	25,414	29,346

The projections are based on detailed market research and the performance of similar community-owned rural pubs.

# 5-Year Financial Projections

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## Ownership / Lease options

The preferred route is for the society to own the freehold of the Star. In order to keep the pub open there may need to be a period where a lease arrangement is considered whilst the long-term aim is achieved. If this were to be the case, we would seek a 3-month short term lease to allow the share option to be launched and loans/grants to be secured.

### **3-year lease**

Capital would still need to be raised for this option with £15,000 required for fixtures and fittings and goodwill and typical annual rental expected to be in the region of £16-£18,000. This would include a break clause allowing the pub to be purchased after 12 months.

No arrangement for the lease is currently known or agreed and so is not included as an on cost in the financial plan.

A Profit share lease could also be tabled to de risk the financial plan.

The background of the slide features three ornate, faceted crystal chandeliers hanging from the ceiling. The room is dimly lit, with soft, out-of-focus light sources in the background, creating a bokeh effect. The chandeliers are the central focus, with their intricate cut glass reflecting light. The overall mood is elegant and sophisticated.

# Invest Today

SECURE THE STAR FOR GENERATIONS TO COME

PLEASE CONSULT SHARE OFFER