

Viability Study

Queen Matilda Inn 1 Star Lane Avening GL8 8NT

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Demartec Corporation Limited

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1.0 Executive Summary

	Executive Summary – Key points	Reference
1	<p>Cost of Living crisis – Challenge</p> <p>Reduction in non-discretionary spending hits hospitality - 10% reduction in spending</p> <p>Cost of produce, food and drinks up more than 20% and still increasing</p> <p>Cost of energy increases over 200% year on year. From £700 PM to over £2,500PM</p> <p>Cost of borrowing increased by over 400% Interest rate rise from 1% to 6%</p>	
2	<p>Staff shortages and increased costs of over 20% - Challenge</p> <p>Location for recruitment – Very difficult to recruit staff in rural location.</p> <p>Competition for staff – over 100 local hospitality locations in major local towns</p> <p>Increase in wages – Costs rise over 20% and good experience staff can demand high salaries</p>	
3	<p>Location and size of the premises - Challenge</p> <p>Too small to enable huge growth in numbers of covers.</p> <p>Small village with small population and another excellent pub and restaurant on the same road</p> <p>Low numbers of visitors to the village with 3 tourist destination towns within 3 miles</p> <p>Over 100 restaurants, café's bars and pubs within a 5-mile radius. Extensive variety of offerings</p>	
4	<p>Food and drink offered. – Well delivered</p> <p>Wide range of excellent food with a fresh menu weekly</p> <p>Pricing on food, beer and wine was priced well with a full range of options.</p> <p>Excellent chef and experienced staff</p> <p>Great customer feedback - in top 3-4 local restaurant throughout the year</p>	
5	<p>Marketing and brand - Well delivered.</p> <p>Good social media presence, 3 x weekly updates by a professional service provider</p> <p>Facebook and Instagram updated and engaged platforms.</p> <p>Local advertising every 2 months</p> <p>Special events every 4 – 6 weeks</p> <p>Local Radio Exposure</p>	
6	<p>Premises - Well delivered.</p> <p>Well-presented, refreshed and redecorated.</p> <p>Designed to be a hybrid of a pub and restaurant.</p> <p>Investments in the kitchen ovens and equipment.</p> <p>Investments into the cellar</p>	
7	<p>Fixed Costs – Outlook</p> <p>The fix costs outlook is poor in terms of the outlook on energy costs there is no expectation of any substantial reduction costs will remain 200% higher than 2022.</p> <p>The cost of borrowing will remain high and it has not peaked yet. The increase from 2022 to now is a 5 fold increase so commercial mortgages are now at over 8%</p> <p>Staff, food and drink costs are set to remain or indeed continue to increase over the next few years</p>	

8	<p>Industry overview - Outlook</p> <p>The number of closures of independent and large restaurants, cafes and pubs is set to continue we are seeing over 3 a day across the country.</p> <p>The appetite for Commercial lending for restaurants and pubs is declining due to the state of the industry.</p>	
9	<p>Financial performance</p> <p>The Queen Matilda Tavern despite achieving a top 3 rating for food in the local area was unable to make a profit, the cost of operating a restaurant and bar rose dramatically in the past 24 months see the fixed overheads being doubled and tripled over time. The dramatic rise in the cost of living effected the number people and the frequency of visits to restaurants resulting in decline in the number of covers served each night.</p> <p>The operating losses for the year were more than £ 146,000.00.</p> <p>These levels of losses are by no means unusual as we have seen 1000's of similar businesses close due to increased losses and a dramatic decline in spending unprecedented rises in operating costs.</p>	
10	<p>Forward looking Forecasts and Options</p> <p>Having reviewed the performance of the restaurant and bar over the past few years, and based on the other restaurants and bars the team have reviewed 3 options.</p> <p>The three forecast options in Appendix 4 are the most likely scenarios that could be seen given the size and location of the business. Each option adjusts the menu / price and expected income per head with variables of staff to meet the needs of the option chosen.</p> <p>In each of the scenarios the profitability is affected however, due to the fixed cost elements and the size and location of the premises all three options establish that the business is not sustainable. The evaluation of the local market indicates that the assumptions are not unreasonable and in each case the assumptions are based on a need to dramatically increase covers and cost per head in a declining market with an increasing cost based and negative outlook for the industry.</p>	
11	<p>Conclusions</p> <p>The overriding problem is that the pub and restaurant trade in the UK has been in decline from before the pandemic. The pandemic, the cost-of-living crisis, alongside the Brexit effect on staff specifically, has led to a rapid decline which is expected to result in up to 50% of the restaurants in the UK closing due to a lack of trade and adverse trading conditions. The Queen Matilda sits in a small community and the community is not large enough to support two pubs / restaurants. The local towns all within 3 miles of The Queen Matilda have an extensive range of hospitality with over 100 outlets, and visitors to the area will visit those towns before they visit Avening for many reasons; access, facilities, transport links and extensive shopping facilities.</p> <p>The business had a great reputation for food and service, the advertising and social media was frequent and modernised, however, the average number of locals and visitors was far too low with no appetite for lunch time service. Open on Saturdays for over 6 months and an average of less than 4 people for the lunch time service.</p> <p>The owners invested time, money and enormous amounts of energy, effort and skills into setting up and running a very professional business, however, the fixed costs and all of the external factors means that it is impossible to run a sustainable business from the premises.</p> <p>The forward-looking projections are based on known fixed costs and standard pricing on food and drink costs and expected sales revenues limited to the size of the premises in terms of number of expected customers.</p>	

	The other pub in the village is a major factor The Bell has been and still is a great local pub in the village and with a small population in Avening the local trade is not large enough to support two pubs.	
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For reasons that will become clear, we are of the opinion that the Property is not a viable business in both the short and long term. The effects of the current cost of living crisis, food inflation at over 20%, wages inflation in hospitality running locally at over 15%, and the massive increases in energy, 400% higher for business's year on year, as well as the interest rate increase. This combined with the fallout and decline in the hospitality sector due to the pandemic and Covid-19 makes the outlook for any pub/hospitality business to be even worse. The rise in cost in food has solidified but the costs are over 30% more than 24 months ago and this results in the need to raise prices at the table to unsustainable levels.

The overheads of these businesses have increased by more than 200% overall during a 12-month period. The energy costs are still high and no prospect of seeing any real drop in energy prices in the future. In conjunction with a decline in non-discretionary spending of over 20% and a substantial move away from eating and drinking out, based primarily on the cost-of-living crisis and the resultant pressure on peoples disposable income. The long term outlook is that the recession will further impact a larger percentage of the population and the pressure on households will continue for a number of years to come.

The cost of borrowing has risen faster in the past 6 months than any time in the past 14 years, and the cost of borrowing for a mortgage or a loan has risen from 1 % to over 6% causing an increase of more than 500% in the cost of borrowing.

Avening is a small village adjacent to several very popular and well-known towns and villages who have a wide variety of restaurants, bars, hotels and cafes. The wide range and style and depth of those venues within 5 miles presents a real challenge and severely limits the opportunity. These local establishments have also suffered and have reduced their opening hours and trading days to match the reduction in trade in the past 12 – 18 months.

The owners delivered a high-quality service and wide-ranging menu during 2022 with the establishment being rated in the top 3 with Trip Advisor for 8 out of the 12 months. The menus pushed the boundaries in terms of variety and delivered a very high standard of cookery at a median price point. A wide range of local ales and an extensive range of very well priced wines complemented the food to ensure the business had a wide appeal to a broad demographic of the population. When bench marked during the last year the Queen Matilda was well priced and sat in the medium range.

The owners ensured the brand identity was modernised and invested in a new website, Facebook and Instagram, and all of these channels were integral to promoting the business in the community. There was an extensive social media program with Facebook and Instagram activity every couple of days, and the business used the services of experienced experts to help shape the offering. This was supplemented with multiple full page colour adverts in the local press covering Tetbury, Nailsworth, Minchinhampton and surrounding area. To give us a wider reach we also printed and delivered 1000's of leaflets for the special events throughout the year.

The refurbishment and renovations in the bar and restaurant areas were extensive and uplifted and modernised the restaurant and restored an area for drinkers to encourage both drinkers and people looking for food. The letting rooms generated additional income to support the restaurant. The business invested in a professional pizza oven and a number of additional essential items for the bar and cellar including a complete refit of the pumps and associated chillers and pipes. The capital investment over £50K was put into the business to ensure that the business had the best opportunity to succeed. The overwhelming feedback was that the business premises were inviting and the atmosphere was excellent.

During the year the pub ran a number of major events, over 30 separate events across the year, a monthly Supper Club, a Tapas weekend, a celebratory gourmet BBQ weekend, wine tasting evenings, to name just a few of the events. They were well received in the main. The business also opened on Saturdays during the day for most of the 2022, however the response was poor and on average only 4 people would come to the restaurant / bar during the day. The number of visitors to the village during the day, and during the

evenings is very low even during the height of summer, in part this is due to the proximity to Tetbury, Nailsworth and Minchinhampton all of which are well known tourist destinations.

The owners are experienced business owners and operators with 4 decades of experience in setting up, investing in, and operating businesses in the UK and overseas covering many different market segments. The knowledge, expertise and investment alongside the relevant skills, dedication and hard work are evident in the assessment of the business.

The size of the restaurant which is a key factor in determining the viability of the site. The restaurant can only accommodate 36 seated guests (table), 4-6 casual seats and 6 standing at the bar with 16 outdoor seating. The restaurant has 5 distinct areas including the outdoor area and this helps to set the staff levels for service at the front of house at between 3 and 5 FTE's. The maximum numbers of covers during the evening would be 40 as the customers will generally eat between 6.30 and 8.30 limiting the ability to turn the tables. Lunch time trade in this small village is not realistic and the incredibly low trade during the 8 months of trading on Saturdays has helped to shape this assumption. The Bell Inn, Avening, is no longer open during the day which would support the assumption that the trade does not exist in the village for lunch time trade.

The financial modelling that has been undertaken has looked at multiple options trading both lunch and dinner, trading dinner only, lower priced menus, higher priced menus, and many other variables. The projections are also considering benchmark pricing and staffing and must reference in part on the trading history of the establishment.

Even when we have assumed a substantial growth in terms of numbers of customers with a 100% growth the business will not be viable in the future and losses, although less than the past year, will be substantial and projected to be in the region of a £116,000.00 loss per annum. The financials for 2022 – 23 clearly shows a substantial loss of more than £146,000.00, the conditions that lead to the losses have not changed and it is widely accepted that, interest rates, energy costs, food costs, wages costs and reduction in customer spend on hospitality will not change in the short or medium term. The number of covers served per night during the year was in the region of 24. Local support was good; however, the volume and value of trade was too low, energy prices and all overheads were driven up many times since late 2021 and this has not moved dramatically for business's who are still paying exorbitant rates for energy, the final two elements are staff and food inflation both running at more than 20%, and interest rates are set to stay at the current levels for the next 3-5 years.

2.0 Professional Background

The report has been compiled by James Redding and supported with a Planning Statement from Plainview Planning Limited. The company's financials will be prepared and reviewed by the accountancy firm Charcroft Baker. My background is broad, with experience at setting up and running many entrepreneurial business's for over 35 years. I have built business' from scratch and transformed and restructured business in a variety of markets and sectors. Always working with skilled and experience experts to ensure the success of the business and the delivery of goals and profitability.

3.0 Information Relied Upon

The information and data used to create this report is factual in the main with some opinions drawn and presented based on the information contained within the report. Current financial reports are based on the actual trading of the establishment over the period of ownership of the business, the prior years are not available as the records held at Companies House are related to the previous owners trading and the detail is not available. Financial projections are based on estimated costs and income in line with industry norms, and historical trading information regarding the number of covers served in past years has provided us some information to help us to complete this assessment.

4.0 Location

The Queen Matilda Inn is located in the small village of Avening seated between Minchinhampton 1.7 miles, Tetbury Town 3 miles and Nailsworth Town 3 miles away. Avening village is 8 miles from Stroud and Cirencester. The building is at the top of village located 600mtrs from the main village pub, The Bell, which is located in the heart of the village adjacent to the village hall, school and the famous church. The village is a small village and sits in the middle of a number of much larger villages/ towns where the local shops, supermarkets cafes and restaurants are located. The immediate area surrounding the Property is residential properties and farm land at the rear of the property.

A location plan and street plan are shown below.



5.0 Description

The Property comprises a detached two storey building with a combination of stone elevations beneath a 2 pitched and hipped roofs to the front of the building facing onto the main road running through the village, to the rear of the stone building we find an old timber framed and cedar clad building with letting rooms beneath a pitched tin roof, all of this is on a site area extending to 0.7 acres.

Internally, the ground floor comprises of 2 separate restaurant seating areas, a long, narrow open bar area with two tables at either end of the bar serving area. To the front of the building is the entrance lobby with access to the right side of the building where you will find one of the restaurants seating areas, accommodating for 12 covers and a small comfortable lounge area. The lobby also leads to the bar area on the left, and two tables for food service plus the open bar area. The seating is provided over freestanding tables, chairs and one bench, with a maximum of 14 covers in this bar area, and a further 8 covers to the rear of the bar which is the third seating area again with loose tables and chairs. There is access to the toilet from both sides of the restaurant.

The restaurant kitchen is to the rear of the property separated from the bar and restaurant by a corridor and two separate doors. The storage area in the cellar is accessed from a door located in the rear of the restaurant and provides an area for storage. Access to owners' accommodation is via a door in the corridor to the back door of the restaurant. The accommodation on the first floor consists of residential 4 bedrooms, 1 bathroom, Kitchen and a lounge, with a small laundry room and separate toilet.

Externally to the front is a trade terrace providing seating on loose tables and benches for approximately 12 - 16 covers. To the rear is a car park and rear access to the pub and the commercial kitchen.

The property is an old stone building and an attached timber framed barn dating back over 100 years. The property is old and will require extensive repairs to the tin roof and the windows to the rear of the property, The walls will require professional repointing in the next 24 months. The EPC rating is C. With the rising costs associated to heating the windows to the rear of the property will need to be replaced and the heating system is over 15 years old and need of a replacement and a full upgrade. The annual maintenance costs will be substantial given the age and construction of the property.

6.0 Business Overview

The Queen Matilda operated as a restaurant and pub. It was run as a limited company under a lease agreement with the owners of the property. The business was free to purchase products and services from any brewery or supplier.

The Queen Matilda can be described as a restaurant pub rather than a traditional 'wet' led pub. The previous owners ran the establishment as a restaurant with a small element of wet sales and they operated it in that format for over 6 years.

The more recent business was focused on great food alongside a good range of both wine/ spirits and local ales. The business operated with letting rooms providing a B&B service to try to increase the potential revenue from the site. The business was rated in the top three restaurants to visit in the local area and the business was well supported in the local area. The previous owner operated in a similar format with a lower number of covers on average.

The costs associated with the running of the business had been subject to massive increases. The costs of energy in general rose by up to 400% across the period 2021 – 2023, the cost of borrowing is now at a 14 year high, 500% more than our borrowing in 2021 and food and wages inflation was running at over 20%. The business was operating with substantial operating losses to keep the doors open and to employ the staff. Despite operating with reduced freezer and fridge capacity and a large reduction in staff the monthly losses were sustainable and the business closed doors in February 2023 due to a lack of funding to fund the operating losses of the business.

There was no additional funding available to meet the monthly operational expenses. The banks are not prepared to support the pub industry with borrowings due to the high risk of business failure due to the current and projected market trends. The owners researched the local area and reviewed multiple approaches to deal with issues, however after many iterations and lots of local research and the inability to raise any additional funds, given the loss-making business, the Property did not reopen this year. The

owners have been undertaking a detailed business review which has been ongoing this year; however, the conclusion is that the business is not sustainable and given the market and the ongoing cost of living crisis the business has closed.

The competitive landscape for the Queen Matilda; it is in a small village with an adult (18 - 65+) population of approximately 850. The choice in the area for restaurants, pubs, cafes, and hotel bars is extensive with over 80 well-presented and established facilities within a 5 miles radius of this location. There is only a small amount of trade generated from the local village footfall and the Bell Inn is a very well established and respected pub located in the heart of the village and is widely seen as the village pub, they also provide a great menu of India Food for on premise and takeaway service.

Public Houses such as The Queen Matilda have suffered more than others since the pandemic and the current economic downturn due in part to the cost-of-living crisis. The size of the pub with only 36 covers, and there is no lunchtime trade, this means The Queen Matilda does not have the economies of scale to compete with the larger restaurants in the surrounding area and subsequently unable to make a profit.

The size of the local trade in the village is too small to sustain the two pubs in the village, given the recent drop of at least 20% in discretionary spend the local market is expected to continue to diminish over time.

The business invested in a top-quality chef and delivered a first class offering from the kitchen. It did attract 'destination' customers but the pub has to rely on the local population as well due to the extensive range and number of similar pubs and restaurants in the area. We have been supported locally, however the volume has not been enough to sustain the business. There are over 100 excellent venues with extensive facilities within 3 miles of the location as set out in Appendix A.

7.0 Historic Trade

We should make it clear that we do not have extensive detail on the last 5 years of trade as the business was owned and operated by the previous owners of the property. They have shared some of their financials but we do not have access to all the supporting evidence. Profitability in the prior 5 years was low and the prior owners operated the business with limited open hours due to the lack of trade in the village. The final year of trade for 2022/ 2023 is a detailed account of financial trading during the last 12 months. It should be noted that the turnover had increased in the past 12 months, however the costs and therefore the profitability has been in decline.

8.0 The Pub Market

The pub sector has, over the past decade and even more so in the past 3 years, been the focus of negative press with the regularly reported annual decline in UK pub numbers. The net closure of almost 4,600 pubs, clubs, hotels and restaurants in the year to 31 March 2023 – the 12 months that followed the ending of Covid restrictions – lays bare the devastating impact of staff shortages caused by Brexit and more recently the cost of energy, the rising cost of borrowing and the cost of living crisis. The figure compares to just 678 closures in the year to March 2022 and amounts to an average of 12.6 closures a day, with independent family-run businesses taking the biggest hit.

Pub and restaurant revenue and profitability continues to come under pressure and the number of new entrants into the market is on the decline with the massive increase in operating costs and borrowing the resale market is in decline.

9.0 Factors Affecting the Pub Market

Consumer Confidence

A recent KPMG study shows the scale of the household spending cutbacks, with eating out hit particularly hard, more than half of UK consumers have cut back on discretionary spending since the start of the year, with nearly two-thirds choosing to reduce the amount they spend on eating out, as households grapple with a swath of bill increases and tax hikes that have come into effect in recent months. The survey of 3000 consumers also found that 49% plan to spend less on non-essentials now the energy support payments have come to an end. The reduced spend in pubs and restaurants and the rising costs has led to the decline in the trade across the hospitality industry.

The impact of inflation and the rising costs of mortgages and the increase costs for property rental has caused consumers to be very careful and consequently eating out has decreased and entertaining at home is on the increase.

10.0 Comment on the location and positioning of the business

The Queen Matilda is located in a small village with another thriving pub, the Bell Inn, some 600m away. The village is small and given the size of the village trade there is insufficient trade to support two pubs in the village, this is not helped by the fact that there are three very well-appointed villages and towns within a 2-3 mile radius where there are over 80 very well established restaurants/cafes and pubs. The previous, and current owners, both endeavoured to create a food led establishment which, given the proximity of the other village pub, makes sense. The current owners have established a very good reputation supported by its top 3 ranking in the area again further supporting that this type of positioning was the right course of action, because the property can only accommodate a maximum of 36 covers in the restaurant the business would need to ensure that the income per head is at least on par with the industry average, this was the strategy which is logical and a correct way to position the business given its location, competition and the physical limitations of the business.

The price point and variety on offer ensured that the restaurant and pub applied to a wide audience.

11.0 Marketing Activities

The business committed to redesigning the website and launching a refreshed Facebook and Instagram account. This was complemented with printed leaflets and posters and extensive local advertising. The business changed its special menu every 2 – 3 weeks, special events every few weeks and a special Supper Clubs every month. The table below summarises the activities over the past 12 months.

Activity	Description	Metrics
Instagram	3 Professional posts every week – Leading to a dramatic increase in followers	Over 100 post during the year and over 300 followers
Facebook	2/3 Updates weekly	Very active followers with positive feedback
Trip Advisor	The Restaurant was ranked in the top 3 in the areas ahead of some very established restaurants in Tetbury and Nailsworth	We consistently rated in the top 3 throughout the year
Menus – Variety	The menus changed based on season . We delivered a range of cuisines including; French, Asian, Thai, Spanish, British, Fusion.	Over 50 new menus during the year with huge variety. We maintained a range of standard items to ensure consistent offering
Events	Summer Bank Holiday, Homeworkers Dinner, Cambridge Society Dinner, Walking Groups, Wine Tasting, Xmas Dinner, Pizza night, BBQ weekends, Queens Jubilee, Tapas weekend, Matilda Feast, Monthly Supper Club	We ran 2 or 3 events every 4-6 weeks in the restaurant to attract new and repeat business.
Printed Leaflets	Printed brochures and special menus for every event we hosted. We distributed door to door in the local area	We printed over 5000 leaflets and menus to support our event driven strategy

Advertising	Printed Local adverts in the Avening, Nailsworth and Tetbury magazine. Radio interview – BBC Gloucestershire	We printed full colour full page adverts in the 3 local publications to advertise the restaurant and special events.
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12.0 Business Operation

When reviewing the operation of the business it is clear to see the business was supported by the owners who both played an active role in the running of the business, leading by example and working more than 80 hours per week. The investment in equipment, upgrading the kitchen, the restaurant and cellar and bar equipment was considerable, and essential. The capital investment was wise and supported the business and provided essential upgrades to the fabric of the business.

The redecoration and refit were in keeping with the building and provided a fresh modern and light restaurant., whilst maintaining its character.

The marketing campaigns, variety of food styles and specials alongside the continuous monthly special events all supported by professional social media activities and local advertising campaigns helped to put the restaurant on the map in the region.

The staffing levels were suitable and the business did operate with the right number of staff, again the staff were well supported by the owners who worked in the front of house and in the kitchen as required. The wages were average across the board and most of the staff were very experienced and remained with the business from start to finish; there were no dismissals and no staff left, apart from temporary/ seasonal staff, so the staffing was consistent and stable.

The food wastage appears to have been below average, managed by a very experienced team. The menu was interesting and variable catering for a wide range of people and tastes.

Finally, marketing and advertising was professional and the social media channels were used well and generated a lot of local feedback and great reviews. TripAdvisor is also highly utilised by people to review the restaurant and the reviews were overwhelmingly positive and the restaurant was rated in the top three for 8 out of 12 months. This proves the offering and service and food were excellent and enjoyed by the visitors.

In conclusion it is fair to say based on standard business review the business was run by experienced businesspeople, it was run well and there were no major failures in terms of operation or structure of the business plan. The offering changed and was fresh and relevant the local trade is just not substantial enough to sustain a second restaurant and pub in the village.

13.0 Conclusion

After a review of the historic trade, the physical restaurant and its rural location, in a small village, with another great public house down the road, and considering the Covid-19 pandemic, Brexit and cost of living crisis, rising energy costs, rising costs of mortgages and borrowing, the number of business failures and the enormous rise in pub and restaurant closure, I am of the opinion that running a pub at the property is unviable. The Property relies heavily on trade from 'local regulars' and with over 100 restaurants, coffee shops and pubs within 0-5 miles of the property, in some very famous towns like Tetbury and Minchinhampton, the footfall is insufficient and there is little or no prospect of seeing any changes over time.

After undertaking a hypothetical forecast using multiple models from drink only to high end restaurant, to a low-priced restaurant offering; in all cases the volume of customers or the price point would need to be outside of the realms of the possible. The physical constraints and the rural location mean to achieve over 60 covers a day consistently 6 days per week is not realistic. The UK economy is set to remain static at best for the next 10 years and consequently we are of the opinion that the Property is not viable in the short, medium, or long term.

Considering that even with the substantial investment by the owners , in the region of circa £50,000 capital, to improve the condition and presentation of the Property and its appeal to the consumers, any further investment would not attract any additional meaningful trade. The business has been run in a professional and efficient manner with a good plan and a great team of individuals.

The staffing levels, with the owners working over 70 hours per week is not sustainable for any business owners.

Many public houses have historically operated at low levels of sales and low profitability, perhaps enough to provide an income at an equivalent minimum wage. However, the significant capital required to be invested to continue to support a loss-making business would still, in my opinion, result in more negative returns, and a bank or investor would not consider the business to be a viable proposition.

In my opinion any operator would perceive the chance of making any profit too risky against the capital investment required for the purchase of the business. I am therefore of the opinion that a lender would also consider this a risky business to lend a commercial mortgage against and with the current increase in mortgage rates, and possible further increases. An individual operator is unlikely to have substantial cash reserves and if they did this would be an unwise business venture to place their capital. Given the strength of the competition from multiple and individual operators in better locations nearby, I have serious doubts if this operation in this location would survive. There have been considerable lifestyle changes over the past few years, and more to come, which have made premises such as the Queen Matilda unviable. Fewer people frequent pubs regularly given the opportunities for in home entertaining.

From my inspection of the Property, and reviewing all documentation, the business appears not to be capable of delivering a reasonable annual profit and would not attract operators looking to rent or buy the Property. Based on the above I am of the opinion that the Property is unlikely to be commercially viable now and in the longer term.

Appendices

Appendix 1 Photographs



TRADING AREAS



SIDE VIEW



Appendix 2

Pubs/bar within 0.5 miles to 5 miles from Avening

Pub/Bar Summary:

2 in Avening, 10 less than 2 miles, 29 within a 3 miles and 7+ within a 5 mile radius

Some of the Pubs within 2 miles from The Queen Matilda

1. The Bell, pub, in the centre of Avening
2. Avening Social Club, centre of Avening, a licenced venue, with entertainment.
3. Minchinhampton Golf Club bar & restaurant 0.2 miles
4. Minchinhampton Rugby Club (bar and pizza) 1 mile
5. The Crown, pub, Minchinhampton 1.6 miles
6. Minchinhampton Cotswold Club 1.6 miles - bar and varied entertainment
7. The Ragged Cot, pub, Minchinhampton 1.6 miles
8. The Old Lodge, pub and restaurant, Minchinhampton 1.6 miles
9. Burleigh Court Hotel, Bar, restaurant; bistro and fine dining, Minchinhampton 1.6 miles
10. Weighbridge Inn Pub, Longfords 1.9 miles

Some of the Pubs within 2-3 miles from The Queen Matilda

1. The Egypt Mill, pub , hotel, restaurant, Nailsworth 2.8 miles
2. Waterloo House, pub, Nailsworth 2.8 miles
3. The Britania, pub, Now Permanently Closed, Nailsworth 2.8 miles
4. The Village Inn, pub, Nailsworth 2.8 miles
5. The George Inn, pub, Nailsworth 2.8 miles
6. Nailsworth Social Club, Nailsworth 2.8 miles
7. The Amberley Inn, Pub and restaurant 3 miles
8. Amberley Black Horse Inn, pub, Amberley 3 miles
9. Greyhound pub, Tetbury 3 miles
10. The Royal Oak pub, Tetbury 3 miles
11. Priors Inn, pub and restaurant, Tetbury 3 miles
12. The Trouble House pub, Tetbury 3 miles
13. The Ormond Hotel, and pub, Tetbury 3 miles
14. The Snooty Fox, pub and hotel, Tetbury 3 miles
15. The Close Hotel, bar and restaurant, Tetbury 3 miles
16. The Blue Zucchini, bar and restaurant, Tetbury 3 miles
17. Calcot Hotel, Bistro, Restaurant, Bar, coffee shop, Tetbury 3 miles

Pubs within 4 - 5 miles from The Queen Matilda

1. The Crown Inn, pub, Frampton Mansell 4 miles
2. The Old Fleece, pub, North Woodchester, 5 miles
3. The Royal Oak, pub, North Woodchester 5 miles

4. The Bear of Rodborough, pub, restaurant, outside bar, Rodborough 5 miles
5. The Ship Inn, pub, Brimscombe, 5 miles
6. The Tippits Inn, pub, 5 miles
7. Stroud Brewery, pub, 5 miles

IN ADDITION to the pubs/bars, there are 47 Restaurants 0.5 - 5 miles from The Queen Matilda:

1. The Kitchen, Minchinhampton 1.6 miles
2. Henry's Cafe, Minchinhampton 1.6 miles
3. The Chip Shed, Michinhampton 1.6 miles
4. Halfway Café, Minchinhampton 1.6 miles
5. The Olive Tree restaurant, Nailsworth 2.8 miles
6. Amalfi Restaurant & Pizzeria, Nailsworth 2.8 miles
7. Old Stone Pizza, Nailsworth 2.8 miles
8. Fatima's Moroccan Restaurant, Nailsworth 2.8 miles
9. Wilder restaurant, Nailsworth 2.8 miles
10. Williams Fishmonger & Restaurant, Nailsworth 2.8 miles
11. Giuseppe's restaurant, Nailsworth 2.8 miles
12. The Canteen, Nailsworth 2.8 miles
13. Clementines, Nailsworth 2.8 miles
14. The Cat's Pyjamas, Nailsworth 2.8 miles
15. Willow & Co. Nailsworth 2.8 miles
16. Balti restaurant, Nailsworth 2.8 miles
17. Ben's Chinese, Nailsworth 2.8 miles
18. Chop Suey Chinese, Nailsworth 2.8 miles
19. Walkers Fish & Chips, Nailsworth 2.8 miles
20. Passage to India restaurant, Nailsworth 2.8 miles
21. Ruskin Mill café, Nailsworth 2.8 miles
22. Mobile Pizza van, Nailsworth 2.8 miles
23. Nailsworth garden centre Café, Nailsworth 2.8 miles
24. Box Kitchen Pizza, takeaway, Nailsworth 2.8 miles
25. Hobbs bakery and café, Nailsworth 2.8 miles
26. Wild Carrot Café (licenced with entertainment) at Chavenage, 2.8 miles
27. Quayles Cornerhouse, Tetbury 3 miles
28. The Bengal Lancer, restaurant, Tetbury 3 miles
29. Café Edge, Tetbury 3 miles
30. Lola & Co Tapas restaurant and bar, Tetbury 3 miles
31. Casa Italian Restaurant, Tetbury 3 miles
32. The Woolsack Kitchen, Tetbury 3 miles
33. Tetbury Goods Shed, Tetbury 3 miles
34. Cotswold Coffee Bar, Tetbury 3 miles
35. Lyndseys café Tetbury 3 miles
36. Pizza Planet, Tetbury 3 miles
37. Café 53, Tetbury 3 miles

38. Llamas in Pyjamas 4 Long St, Tetbury 3 miles
39. Perry's cafe, Tetbury 3 miles
40. Pear Tree Deli and coffee shop, Tetbury 3 miles
41. Martin & Malthouse Deli and Coffee shop, Tetbury 3 miles
42. Tetbury Fish & Chips, Tetbury 3 miles
43. Veloton café, Tetbury 3 miles
44. Imperial Chinese, Tetbury 3 miles
45. Jolly Nice, café and deli and shop, and drive through, Frampton Mansell 3.6 miles
46. Lavender Bakehouse coffee shop, 4 miles
47. Felt Café, Stroud 4 miles

There are also Numerous bars, restaurants, clubs, coffee shop, cafes, food markets, cinema etc in Stroud and Cirencester which are only 7 miles away.

Appendix 3 Pubs For Sale in Gloucestershire

A few of the Pubs For sale Gloucestershire

1. Kitsch café and wine bar – stroud – t/o in excess of £399K p.a
2. The Britannia – nailsworth leasehold £19500
3. The Waypoint – painswick golf club (closed)
4. The greyhound inn, Tetbury, £10000 leasehold
5. The Olive Tree, Nailsworth, £175000 leasehold
6. The Old Neighbourhood Chalford Stroud, Freehold £450K leasehold £10K
7. The Butchers Arms, Oakridge Lynch leasehold £5K
8. Star Inn, Whitehill, Stroud £40K leasehold
9. Chedworth, free-of-tie leasehold £135K affluent village
10. Gloucester - £275K leasehold
11. COTSWOLDS – character 17th century village hostelry Gloucestershire, freehold £495K leasehold £25K
12. The Holford Arms , Tetbury £1,750,000
13. Pub, AirBNB Cottage & Accom – Gloucestershire, Lydney, Available £799,950
14. Gloucester Docks bar/bistro £175K leasehold
15. Contemporary bar – regency Cheltenham - £850000
16. Berkeley freehold £625K
17. Unique bar and music venue Cheltenham £250K leasehold
18. The Railway, Gloucester, £525K freehold
19. Cinderford, Forest of Dean £259,500
20. Stonehouse, Gloucestershire. GL10 3JD. Prominent position. Bar, skittle alley, restaurant. 3 letting rooms. Private accommodation. Beer terrace & car park.
21. GLOUCESTERSHIRE – HISTORIC MARKET TOWN CENTRE INN WITH 11 LETTING ROOMS £950K freehold
22. GLOUCESTERSHIRE PUB STANDING ON THE BANKS OF THE RIVER SEVERN Gloucestershire, £525K freehold
23. COTSWOLD VILLAGE UNOPPOSED PUBLIC HOUSE WITH LETTING ROOMS Gloucestershire, England leasehold £15K
24. Freehold £595K Character Cotswold stone property Recently enjoyed a complete refurbishment scheme Open plan lounge bar & two section restaurant Enclosed rear trade garden Seven well appointed en suite letting bedrooms Large owners flat
25. Dursley – hotel/restaurant/pub/nightclub - freehold – POA – T/O £500K p.a
26. GLOUCESTERSHIRE – SEVERN VALE MAIN ROAD VILLAGE INN, Gloucester £125K leasehold
27. A Well Located South Cotswold Public House For Sale Gloucestershire £750K
28. Cirencester Award winning restaurant Three section dining areas (80) 4 bedroom owners accom Charming Grade II listed character building Private free of tie lease
29. Gloucester main road village inn, leasehold £135K
30. The Langley Arms,, Emersons Green £1,400,000
31. Crown Inn, Cerney Wick, Cirencester £1,250,000
32. Haresfield Beacon & Railway hotel £895000
33. Farmers Boy Inn, Longhope £850000 freehold
34. The Fountain Inn nr Lydney £750000 freehold
35. Royal William, Painswick freehold £750000
36. The Queen Vic, Stroud £750000 freehold
37. The Jolly Sailor, Hanham £500000
38. The Kings Head, Kings Stanley, Stonehouse £15000 leasehold
39. Kilkeny Inn, Cheltenham leasehold £10K
40. The Greyhound, Lydney £10K

41. Friar Tucks, Gloucester £20K
42. Imperial Inn, Gloucester £8500
43. The royal oak inn, wotten-under-edge £14750
44. The black horse, Dursley £13250
45. Fountain inn, stroud £9000
46. The old forge inn, whitminster, £3000
47. London inn, Charlton kings, Cheltenham £18750
48. Bell inn, shurdington £17000
49. Umbrella, Cheltenham £12750
50. Northend vaults, Gloucester £11750
51. Swan, winterbourne, £11000
52. Merryfellow, chalton kings, Cheltenham £16500
53. Aston Down, restaurant £50000
54. Colesbourne, restaurant £59500
55. Parkend, Lydney restaurant £60K
56. Stow on the world, restaurant and guest rooms £60000
57. Moreton-in-marsh restaurant £60000
58. Cheltenham licenced restaurant £69500
59. Naas lane, Lydney restaurant £75000
60. Moreton-in marsh restaurant £75000
61. Imperial square Cheltenham restaurant £160000
62. Clarence St Gloucester restaurant £175000
63. The docks, Gloucester restaurant £175000
64. Grosvenor St, Cheltenham restaurant £185K
65. Cheltenham town centre restaurant £295K
66. Painswick £395K restaurant/café
67. Southgate St, Gloucester restaurant and rooms £600K
68. Cirencester, Inns with rooms £750000
69. Dursley, themed restaurant, leasehold £39000









