

# The George

## A Community Pub in Wickham Market



## Social Impact Projection

## **Contents**

1. Background
2. Purpose
3. Social Impact
4. Rationale
5. Wickham Market – Key Demographics
6. Social Value projection
  - 6.1. Social Impact
  - 6.2. Economic Impact
  - 6.3. Environmental Impact
7. Table of Outcomes, measurement and Methodology
8. Summary

## 1. Background

Wickham Market is a village of approximately 2300 people and 1000 houses. It used to support several pubs which, over the years, have reduced to one, The George.

In 2013 The George was badly damaged by fire and since that time has been left in an unrepaired and unsightly condition. It is a grade 2 listed building in a conservation area resulting in significant restoration costs which makes it uncommercial to a private owner to rebuild. But it does present an opportunity for a community group which has access to sources of funding for rebuilding and restoration not available to private enterprises.

Following concern from residents about the unsightly state of the building, and the absence of a pub, there was a public meeting on 22 April 2016 at which 209 people attended together with representatives of the Parish Council and the District Council with the purpose of general consultation on the community's wishes with regard to its future. Although no count was taken there was overwhelming support for retention of a pub in the village and reconstruction of The George.

Subsequently the owner made a planning application for the site which was rejected by the planning authorities. During the planning consultation a second public meeting was held on 29 July 2016. At which 71 members of the public attended and a vote showed 69 in favour of rejection of the application and support for the community considering taking ownership.

Responding to the public support for community ownership a project group was established to investigate *'taking ownership of The George and restoring it to use as a viable community pub and Social Enterprise offering services, facilities and opportunities for the community benefit'*. The Group comprised people from heritage, legal, business, financial, project management, marketing and other professional backgrounds to allow the expertise required to take this project forward. It subsequently registered with the FCA as a Society for Community Benefit.

In addition to the public meetings support for the initiative has come through the Parish Council and its registration of The George as an Asset of Community Value, output from the Wickham Market Local Plan and Neighbourhood Plan questionnaires, and a separate questionnaire to Wickham Market residents which focused on proposed use of The George to which there were 572 responses (approximately one third of the adult population of the village).

Prior to the fire the George was in general poor order with limited attraction to large sections of the community. The opportunity now extends to restructuring the pub to present a layout, atmosphere and facilities to turn it into a lively, friendly and inclusive social gathering place for the benefit of the whole community.

Our vision is for the community to take ownership of The George, repair the fire damage and, as a Social Enterprise, build it in a configuration and with facilities and services which will put it in the heart of the community. It will retain its historical features adding to the charm and appeal of an ancient village pub.

It will provide a base for a wide range of village activities and local groups and any surplus funds generated would support these or other community initiatives.

The Vision is encompassed in the Society Objectives

---

The George Social Impact Projection, produced by Community Action Suffolk - June 2017

- To develop The George into a flourishing business owned by local shareholders and run for the benefit of the village and as a community hub.
- To make it into a great place to relax and socialise for those visiting alone, in pairs or couples, with friends, family, work associates or special interest groups and particularly for those who are vulnerable.
- To make it somewhere that people from different parts of the community feel welcome; where they come regularly and frequently to meet, eat and drink and take part in social activities.
- To create a vibrant hub, a real asset to people who live here now and that will have a strong social impact on the community and one that can be passed on to future generations of the village inhabitants.

To progress the initiative the Society has initiated a Feasibility Study of which this Projection forms a component part.

## **2. Purpose of this report**

In establishing the Society as a Social Enterprise, and the George as a community pub, it is important that the initiative is managed to deliver the significant 'additional value' and positive benefits that it can bring to the local community, funders and investors/financiers.

This can be demonstrated and measured through the changes in Social Value that restoration of the George will generate, and the Society have engaged with Community Action Suffolk (CAS) to assess the changes and how they may be presented.

The purpose of this report is to make a Social Value Projection showing the intended outcomes and the manner in which they are demonstrated to have been achieved.

## **3. Social Value**

*What is Social Value?*

Social value is... "looking beyond the price of each individual project and looking at what the collective benefit to a community is...

"If £1 is spent on delivery of services, can that same £1 also be used to provide benefit to the wider community?" (*Social Enterprise UK*)

Formal methods of measuring 'Social Value' can be costly e.g. Social Return on Investment; however, it is increasingly important to show the social value that a project returns. In this instance, formal and more costly methods are not feasible, quite rightly the funds generated for the project need to concentrate on the re-build and restoration of the pub in the community. However, the Society is keen to demonstrate the social value of the project and by considering this at the start of the project is allowing for measures to be put in place which can be used at a later stage to demonstrate the significant impact on the wider community and society that they hope to create.

## **4. Rationale**

It is important to consider why for this project, social value is important. There has been much research in to the social value of pubs over the last few years in line with the rise in community

---

The George Social Impact Projection, produced by Community Action Suffolk - June 2017

ownership. It is no longer enough to want to make 'profit' in a local community, we are now all more focused on the additional difference we can make to people's lives and working/living together as a community that takes care of itself and others within it. Social cohesion is important in daily life and yet, social isolation is increasingly an issue in many areas nationally.

#### Supporting Evidence:

Back in October 2013, the Health Secretary Jeremy Hunt described how "it is a source of national shame that as many as 800,000 people in England are chronically lonely... the problem of loneliness is that in our busy lives we have utterly failed to confront it as a society...Some five million people say television is their main form of company". The remarks were made in response to data from the Campaign to End Loneliness.

In Suffolk, where there is a mix of rural, urban and coastal communities, it is now more important than ever to ensure local communities come together and support each other. A local community pub is an important element in achieving this objective.

On January 7<sup>th</sup> 2017 a newspaper article headlined "The power of the pub: Visiting your local makes you healthier, happier and boosts community spirit, experts say."

The experts referred to in the above headline, released a study led by Professor Robin Dunbar from Oxford University that showed "frequenting a local pub can directly affect people's social network size and how engaged they are with their local community."

*'Friends on Tap – The Role of Pubs at the Heart of the Community', January 2016* written for CAMRA (Campaign for Real Ale), details the results of 3 research studies into the health and wellbeing of those who attend a local pub on a regular basis. The conclusions demonstrate the high impact that pubs can have and the increased social value that they can bring in terms of increased social networks and therefore reduced social isolation on a personal level, and also in terms of community engagement and the wider impact this has on the local community and beyond. It also records

"Nothing is more significant, both to our lives and to the national economy, than our health and happiness. A contented population is one that imposes fewer costs on the health and social services that cost governments and taxpayers increasingly frightening amounts of money. A contented population is one that works harder, that is more socially cohesive and politically engaged, less divisive, and more willing to pull together. It is also likely to be one that experiences less crime."

The findings of this report are in agreement with other papers of the same topic. Whilst we can not say that a local pub will alone reduce social isolation and better connect communities, it is fair to say that it can make a large contribution to this.

Additionally, a report by IPPR – *Pubs & Place: the social value of community pubs* concluded

"It is widely believed that over the last 30 years we have become a more private and individualistic society. Policymakers across the Western world are rightly concerned about the social consequences of populations who increasingly stay at home, keep themselves to themselves, and become disengaged from their surrounding communities. While supporting community pubs will not on its

own reverse such trends, doing so should form part of any wider agenda aimed at raising levels of social capital and fostering better connected, more vibrant local neighbourhoods.”

## **5. Wickham Market – Key Demographics**

Source: <http://www.suffolkobservatory.info/IAS/profiles/profile?profileId=56&geoTypeId=64>

From the 2011 census -

- The Parish of Wickham Market has a population of 2156
- 1025 Males
- 1131 Females
- Working age population (16-64) 1182
- 96.8 % of the Wickham Market population self-assessed their ethnicity as White: British
- Other ethnicities self-assessed (as at 2011 Census) include White: Irish (0.30%), White: Other (1.40%); Mixed: White and Black Caribbean (0.30%); Mixed: White and Black African (0.10%); Mixed: White and Asian (0.20%); Mixed: Other (0.30%); Asian/Asian British: Other Asian (0.1%); Black/Black British: Caribbean (0.20%).
- 94.58% of the Wickham Market Population self-assessed their health as being very good, good or fair.

Household information:

- There are 959 households in Wickham Market
- There are 39 Lone Parent Households in Wickham Market – 8 of which are Male Lone Parent Households and 31 are female Lone Parent Households.
- Of the 959 households, 42.4% are owned outright; 22.2% are Owned with a mortgage or loan; 0.6% are Shared ownership (part owned and part rented); 33.2% of households are either social or privately rented; and 1.5% are living rent free.
- 19.8% of households don't have access to a car or a van

Economic Activity:

- 16.3% of the population of 16-74 years olds were part-time employees; 33.8% of the population of 16-74 year olds were full-time employees; 9.6% of 16-74 year olds were self-employed; 3.5% were economically active – unemployed and 2.5% were economically active – students.
- 21.7% of the population of 16 -74 years olds (as at 2011 Census) were economically inactive – retired. 3.4% were economically inactive – students; 4.5% were economically inactive – looking after home or family; 3.3% were economically inactive – long-term sick or disabled; and 1.4 were economically inactive – Other reasons.
- The proportion of employed residents who are managers, directors and senior officials in Wickham Market was 10.1%. 14.1% were employed residents with professional occupations; 8.4% were in associate professional and technical occupations; 9.6% were in administrative and secretarial occupations; 15.5% were in skilled trade occupations; 10.9% were in caring, leisure and other service occupations; 8.3% were in sales and customer service occupations 7.9% were process, plant and machine operatives; and 15.2% were in elementary occupations.

- With regards to travel to work, 12.3% of the working population of Wickham Market work from or at home. 10.9% walk to their place of work, and 3.5% bicycle to work. The rest use some form of motorised transport (cars, trains, motorbikes, bus, passenger in vehicle, etc.)

## 6. Social Value Projection

In order to demonstrate the Social Value that the community pub will bring to the local community and beyond, the Society have looked at the following outcomes that can be achieved to support social value. Below are 3 sections, Social, Economic and Environmental impacts which show the outcomes they aim to achieve. Following these is a table linking activity to each outcome and demonstrating the measurements and methodologies that will be used to show this.

### 6.1. Social Impact:

*‘Social’ impact is the added value brought to the local community/society which improves community cohesion, reduces isolation and supports individuals to be more resilient and active members of that community. It includes increasing ‘soft’ skills for individuals, (for example, improved self esteem/confidence) and social skills (for example, improving friendship groups/support networks).*

#### Outcome 1: Reduced social isolation

Social isolation is more prominent than ever before and can be seriously debilitating to the person it affects. The bus service in Wickham Market is poor and contributes to social isolation in the area. Feelings of loneliness can impact on every decision an individual makes and can seriously affect their health and wellbeing. As a result it can have serious cost implications on communities and statutory services. Almost half of all adults in the UK say they have experienced feelings of loneliness (ComRes, 2013). There has been much research into the effects of loneliness. Of all the research gathered for this report, the following is true:

- Loneliness is bad for individuals and costly to local services.
- Neighbourhood-level action is crucial in tackling loneliness – residents must be at the heart of any efforts.
- People and communities can build resilience to loneliness through community development work.

This is further evidenced by the following sources:

- “When attempting to reduce loneliness by harnessing existing networks: “Take advantage of their local connections, resources and expertise. This could include encouraging them to provide a venue for community groups”  
  
– **Joseph Rowntree Foundation 2014 – Neighbourhood Approaches to Loneliness: A briefing for local government**
- “There are lots of things we can do to help build community resilience. For example encouraging connections between residents, knowing where to get help in the community and online, building emotional resilience of individuals, and shifting the culture so people are more likely to help each other.”  
  
– **Suffolk Family 2020**

---

The George Social Impact Projection, produced by Community Action Suffolk - June 2017



We have already established above that community pubs can have a dramatic impact on social networks, however to focus on increased social value and reduced social isolation, key to achieving this outcome will be the community involvement in what they want the pub to provide/do for the community and additional activities that they provide.

#### Outcome 2: Improved health & wellbeing of local residents

In many ways, pubs can be seen as having a negative effect on the health and wellbeing of its patrons. This is understandable, we are all aware of the negative health benefits of drinking excessive alcohol both physically and mentally. However, research suggests that 'social drinking' can actually improve health and wellbeing and reduce risk-taking behaviour when not taken to excess.

- "One of the advantages of social drinking in venues like a community pub is that people tend to drink less than when they are on their own or, indeed, in large city centres pubs and bars. It is also likely that by drinking less, they will be less prone to risk-taking behaviours. While it is well known that drinking alcohol in groups increases risk-taking and competitiveness, it seems that there can be a group-moderation effect when such studies are done in natural settings with naturally convened groups rather than, as is usually the case in most experimental studies, in the laboratory. In effect, when drinking in moderation, the group acts as its own policeman."

**- Friends on Tap, January 2016**

- "The links between loneliness and poor mental and physical health are well established. People who are lonely are twice as likely to die early (Holt-Lundstad 2010). The risk factor is similar to smoking and worse than physical inactivity and obesity. Lonely people are also vulnerable. This is a safeguarding issue.... People who are lonely make more use of health, social care and other local services (Local Government Association 2012). Given the high costs of providing these services, there is a strong case for investing in relatively low-cost preventative action."

**- Anna Nicholl, October 2014, Neighbourhood approaches to loneliness, a briefing for local government**

There is also evidence to demonstrate the economic contribution to improving the health and wellbeing of local residents:

- "Loneliness and social isolation is considered a factor contributing to older people reaching a tipping point and needing admission to hospital or external care. Interventions to decrease loneliness have been shown to decrease hospital bed days, doctors' visits and outpatient appointments. A large meta-analysis in 2015 reviewed published literature and suggested loneliness and isolation was a risk for increased mortality, comparable with well-established risk factors such as physical activity, obesity, substance abuse, responsible sexual behaviour, mental health, injury and violence, environmental quality, immunisation, and access to health care."

**- Suffolk Annual Public Health Report 2015**



- “Communities will support themselves and each other more, being more responsive and socially integrated, improving health and wellbeing and reducing social isolation.”

**– Suffolk Family 2020**

Where identified from community consultation which happened as part of the feasibility study, the Society is considering specific groups/activities that could be considered as additional to the pubs daily routine. One such aspect is for those suffering with dementia – both as implementation of groups for those suffering with dementia, but also as an additional impact on those who care for them on a regular basis to provide respite. Furthermore, raising awareness of the condition and demystifying the illness using the pub as a conduit for this, could create a further sense of ‘community’ that cares for one another and reduces ‘fear’ of supporting/helping. This is echoed across the county as good practice through the Suffolk Health & wellbeing Board.

- “Raising awareness of dementia among the general public and professionals will help reduce fear, stigma and social isolation that people with dementia and their family carer’s experience. The Health and Wellbeing Board have committed to support making Suffolk a dementia friendly community. Positive mental health and reducing social isolation. Older people are particularly vulnerable to social isolation or loneliness which may be due to loss of friends and family, mobility or income. It can adversely affect health and wellbeing and increase use of GPs, the local police and social care services. There is strong evidence of a link between loneliness and isolation and poor physical and mental health and wellbeing, with a marked negative effect on mortality. Social isolation is a contributing factor in over 60% of preventable illness.”

**– State of Suffolk Report 2015**

Outcome 3: Improved community connections

A vital role of the community pub will be to improve connections between local people in Wickham market. This will also affect the economic element of the impact made by the pub. For the social element, this is about improving and expanding social networks and friendship groups, thereby increasing support across the community. The planned ‘community space’ of the pub will increase opportunities for local groups, whilst offering a ‘safe’ space for people to attend. It will also provide information on other local amenities which group attendees/pub patrons could make use of. An example of this would be a ‘Young Mum’s reading group which has been suggested that would not only provide a safe space for young mums to bring their children to learn, but also allow those mums to build their own social networks, increase their friendship group with other like-minded individuals, and receive information on statutory provision that may be available to them which they could attend with others. It is often the case that people won’t access services unless they have someone to go with to increase their confidence in attending.

- “Making Every Contact Count includes a new theme of Connect. Ensuring vulnerable families have a community that helps them to be more resilient. For example: Friends and family, community of interest, faith or work, local community resources, or online connections”

**– Suffolk Family 2020**

## **6.2. Economic Impact**

*‘Economic’ impact is the impact the project has on the local economy and includes areas such as employment, local spend and economic growth.*

### **Outcome 1: Increase economic activity in the local area with local spend**

The Society is also committed to ‘local spend’ by the pub itself wherever possible. This could include local construction if possible, but also spending locally on the items the pub requires to run – food, drink etc.

A lack of local spend in the Wickham Market high street was highlighted as one of the issues during the Parish Plan process in 2013. An increased sense of community, provided by the pub as a hub will help to encourage this.

Over 83,000 people in Suffolk live in deprivation at the most minimal standard provided by welfare benefits – an increase of around 5,000 people in the last five years. This represents 12% of the county’s population and includes nearly 20,000 children and 25,000 older people. Whilst disadvantage is concentrated in and around towns in Suffolk, 28 per cent of income deprived people live in rural areas. Most rural neighbourhoods include people in poverty – this includes neighbourhoods ranked in the most advantaged in England. With the additional costs associated with living in a rural area, and in the context of austerity, individuals in these households face particular risk.” (Hidden Need Report, Suffolk Community Foundation 2016).

A key objective of the community pub has to be to make the pub a viable business venture that can sustain its own future. This requires a local commitment to a) use the pub when it opens, and b) to invest financially in the pub itself. As a community pub, one key source of finance will be through a community ownership share scheme whereby for £50, any member of the community can ‘buy’ a share in the pub and hope to see a return on that investment at some point in the future. By taking ‘ownership’ of the pub in this way, it is of benefit to the local community financially as well as socially to ensure it is successful. As a result, local residents are more likely to use the pub and will have a ‘voice’ with regard to how it is run. In itself, should the pub become widely successful, share owners could see a return on their investment, increasing disposable income. It is the aspirations of the Society that this could in time contribute to increased local spend.

### **Outcome 2: Increase employment, education and training for local residents**

Whilst Wickham Market is considered a reasonably affluent area and scores low on indices of deprivation, according to the parish profile (in conjunction with the 2011 census), of 2155 residents, 506 are economically inactive. A further 383 are either self-employed or part time workers and could therefore feasibly be within the town and requiring places to go or activities during working hours. (ACRE: Rural Place Parish Profile for Wickham Market, 2013). There are also 200 people actively receiving pensions and 40 lone parent households, all of which could access activities/events provided by the community pub and therefore become part of the target market. These figures are of course, now out of date in comparison to where we are now in 2017 and require updating by census, but provide a good indicator of where services could be accessed and therefore considerations to be made.

The pub itself will provide new opportunities for employment, training and volunteering in the local area creating additional economic activity. It will also provide space for other groups that may wish to start, provide business networking opportunities, Wi-Fi access for residents, and those who are self-employed, and increased opportunities for partnership working and collaboration.

### **6.3 Environmental Impact**

*‘Environmental’ impact is the impact the project has on the environment. Unlike social and economic impacts, here we are usually looking to reduce the impact the project has, and improve it where possible. This is often through increasing awareness of environmental issues in the local community such as litter, carbon footprints, waste etc. Within this category we also consider the actual impact that the project will have and how ‘green’ or ‘environmentally friendly’ decisions can be made.*

Outcome 1: Reduced carbon footprint on the local area (in relation to current derelict building and against potential other uses for the site should it be sold for accommodation)

One of Suffolk County Council’s key priorities 2016/17 is to empower local communities. This is with regard to many aspects, but includes through environmental awareness.

There is little doubt that the re-construction of the pub could have a negative impact on the environment and is likely to do so. In this sense, the Society has given great consideration to reducing this impact and ultimately, once up and running, demonstrating that the carbon footprint of the new build has a more positive impact with regard to carbon footprint than other uses would potentially have had.

The construction phase of the project will be considered in light of the above. It is essential to look at this project as a unique opportunity to rebuild a pub which is more environmentally friendly than simply refurbishing an existing pub that may not be able to make such considerations. The architect will be asked to make consideration to the environment, and wherever possible (with regard to limitations of the listing of the building) implement measures that will ensure the construction is as environmentally friendly as possible.

In addition, once built, the Society and any staff involved in running the pub will also give consideration to the environment as a priority. The intention is to run an environmental policy that implements a clause allowing the following the statement:

“Where products/systems cannot be implemented that adhere to a ‘local’ objective, every effort will be made to adhere to a sustainable and ethical objective.”

This move towards a more environmentally friendly pub and supply chain is being reflected nationally in the brewing industry with the vast majority of brewers now adhering to strict environmental sustainability policies:

“Companies across the brewing industry continue to strive towards achieving the goal of brewing great beer with minimal impact on the planet.

The sector continues to invest in innovation and efficiency and it is paying off, with continued improvements in water efficiency, reductions in energy use and more companies moving towards zero waste.

- Alongside investments on-site, brewers are working more closely than ever with supply chain partners, leading to benefits for all and ensuring that great British beer, on its journey from farm to pub and shelves, has the lowest environmental impact possible.”

**- [beerandpub.com/campaigns/environment](http://beerandpub.com/campaigns/environment)**

The Society has a real opportunity here to be a leading community pub in this field, making every effort to adhere to environmentally friendly procedures and to ensure that all suppliers/providers they work with are also ethical and environmentally sustainable.

#### Outcome 2: Increased environmental understanding amongst the local community

While the pub itself and the Society will do all it can to be environmentally friendly. Consideration has also been given as to how the pub could become a focal point in the community for raising awareness of environmental benefits. From recognition of noise pollution, often associated with pubs, to signage within the pub and the provision of environmental group's activity space, the pub will keep this awareness at the heart of the community and promote healthy lifestyles.

## 7. TABLE OF OUTCOMES, MEASUREMENT & METHODOLOGY

Social Impact				
Outcomes			Measurement	Methodology
Reduced Social Isolation	Improved health and well being	Improved community connection		
			No. of customers -	<ul style="list-style-type: none"> <li>Customer headcount</li> <li>Customer questionnaire</li> </ul>
Y	Y		<ul style="list-style-type: none"> <li>Young (U25s)</li> </ul>	
Y	Y		<ul style="list-style-type: none"> <li>25 – 60 years</li> </ul>	
y	Y		<ul style="list-style-type: none"> <li>Older (O60s)</li> </ul>	
y			<ul style="list-style-type: none"> <li>Without transport</li> </ul>	
y	Y	Y	Number and type of activities/groups visiting the pub.	List of activities/groups from <ul style="list-style-type: none"> <li>Diary/booking form</li> <li>Tenants count</li> </ul>
		Y	Number and type of new activities/groups created because of availability of the new pub	List of activities/groups from <ul style="list-style-type: none"> <li>Diary/booking form</li> <li>Tenants count</li> </ul>
		y	Number and type of activities/groups created because of availability of the new community room	Diary/booking Form
y	y	y	Number of events	<ul style="list-style-type: none"> <li>Booking Form</li> <li>Tenants records</li> </ul>
y	y	y	Number of people attending events	Headcount
		y	Number of new volunteers	Headcount
		y	Number of shareholders who are residents	Shareholder Register
y	y		Number of 'pensioners meals'	Til records

The George Social Impact Projection, produced by Community Action Suffolk - June 2017

		y	Number of people registered as Friends of the George	Register of Friends
Economic Impact				
Outcomes		Measurement		Methodology
Increased economic activity in local area with local spend	Increased employment, education and training for local residents			
y		Reconstruction costs (total)	Contract records	
y		Reconstruction costs (local spend)	Contract records	
	y	Number of local people employed on construction	Headcount	
	y	Number of local people employed during pub operations	Headcount	
y		Spend with local suppliers during pub operations	Tenants records	
	y	Number of people with receiving heritage information during construction	<ul style="list-style-type: none"><li>• Training records</li><li>• Site attendance records</li></ul>	
y		Number of people using pub and Wifi for business/networking Activities	<ul style="list-style-type: none"><li>• Tenants headcount</li><li>• Business questionnaires</li></ul>	
y		Number of networking events held at pub	Diary/Booking Form	
Y		Funds provided for local community activities	Society records	
y		Shareholder returns	Society records	
Environmental Impact				
Outcomes		Measurement		Methodology
Reduced carbon footprint in local area	Increased environmental understanding amongst the local community			

Y	Y	The George Environmental and Sustainable Policy & Action Plan produced and regularly updated	Annual report on plan achievements
y		Use of local (if possible) sustainable & environmentally friendly materials during construction	Architect's and Construction records
Y		Use of local & environmentally friendly/sustainable consumable products	<ul style="list-style-type: none"> <li>• Tenants purchasing records</li> <li>• Seasonal menus</li> <li>• Waste disposal records</li> </ul>
Y	Y	Environmental 'cost-benefit' activities	Customer questionnaires e.g. walker/car travel ratio



## 8. Summary

Whilst this projection forms part of the feasibility study for the project, it highlights the numerous considerations that the Society has taken in to account for Social Value and the impact the pub will have on the local community and in the wider context. The next phase of this projection will be to begin the measurement of the above impacts once a decision has been made to go ahead. Whilst much of the measurement will begin once the pub is open for business, consideration at this stage allows the opportunity for forethought of impact and return on investment. This is particularly the case for environmental impact which will begin as soon as construction work starts. It also allows for collection of evidence that will allow a full review of social impact at the end of year one.

*Therefore the following plan and methodologies are recommended:*

1. One individual on the Society is allocated the responsibility to oversee Social Impact Measurement. Although, SIM will become the primary responsibility of any Pub Tenant once available on a daily basis, this person should continue to oversee the process to ensure that it is kept at the forefront.
2. Environmental impact is considered by the Society throughout the construction phase of the project, and wherever possible, the most environmentally friendly option is chosen.
3. Once the pub is launched and open for business, all relevant personnel will be made aware of the impact measurements contained within this projection and the following collection methodologies are put into practice:
  - a) Patron consultation & questionnaires (every 6 months for the first 2 years of operation), designed in accordance with above impact measurements in mind
  - b) Collection of key quotes from patrons and stakeholders (on-going basis)
  - c) Collection of any press/news materials that are made public
  - d) Feedback box available within the pub for patrons to use anonymously
  - e) Continuous consideration given to customer need and gathering intelligence (recording it) that supports this (i.e. conversations about new groups, suggestions etc.)
  - f) Case studies (where appropriate and anonymous unless permission is given) to support changes to people's lives
  - g) Photographs/Pub newsletters etc.
  - h) Action plan reviews against policies i.e. environmental sustainability policy and action plan.  
Nb: action plan to include achievable targets, and information kept to support this.
4. Regular meetings are held to share information and gather feedback from shareholders
5. Liaison with other community pubs in the area wherever possible
6. Annual collation of all information gathered into a Social Impact Report for the pub from end of year Publish report to the wider community and stakeholders (including shareholders) so they can see the difference they are making by supporting the pub.
7. At the end of year 2, the Social Impact Report will be able to include a 'distance travelled' section marked against the year one baseline to show financial return on investment using accurate costs.

## 9. Conclusion

The George Community Pub, Wickham Market has the opportunity to have a real social impact on the local community and surrounding areas. Having been without the pub for some time, this rural

---

The George Social Impact Projection, produced by Community Action Suffolk - June 2017

community with limited transport opportunities, is in need of a focal point for the community to come together to network, socialise and support one another. Wickham market has long been celebrated in Suffolk as a place where the community actively comes together to achieve something they believe in, the Wickham Market Health and Wellbeing Hub and the Inspirations Community Interest Company being recent examples of this. Success of this project will demonstrate effectively the social value that can be achieved when a community works together and the impact it can make on individuals, local community and the wider surrounding areas.