

Community Share Offer

**To enable the purchase of
The Templehall Hotel and the
creation of a community hub.**

Prepared by:
Morebattle Community Hub
and Public House Limited



Contents:

	Page
1. Introduction	2
2. Community Share Offer Summary	3
3. Background to the project	4
4. Our vision, mission and aims	6
5. How the business will be run	9
6. Building and Renovation	10
7. Marketing Plan	11
8. Funding and Financial Forecasts	12
Appendix A	16

1.Introduction

This document invites you to become part of the new Morebattle Community Hub and Pub that will be formed through the purchase and operation of The Templehall Hotel.

The vehicle for this purchase is The Morebattle Community Hub and Public House Limited (MCHPH), a Community Benefit Society registered with the Financial Conduct Authority (Reg. 9283). We have chosen this legal model because it emphasises the social benefit of the project, and allows local residents and other supporters to take full ownership of it through the purchase of shares. Its statutory “asset lock” also ensures that the assets of the society will be used for the benefit of the community and cannot be disposed of for private profit.

Our vision is to create a central focal point for village life, by diversifying the existing hotel’s activities and creating a mixed use facility that will act as a catalyst to re-ignite the economy and sense of physical community in Morebattle.

We are delighted to announce that this vision is shared by both the Scottish Land Fund and South of Scotland Enterprise, who have respectively awarded us grants of £149,500 and £80,500 to meet the £230,000 purchase price of the business.

Now we are aiming to raise a final £75,000 to cover the cost of the fixtures and fittings (£30,000) plus stock and working capital requirements. This is our target raise. The minimum we require in order to be able to open is £50,000, while reaching a stretch amount of £100,000 would allow us to proceed with initial refurbishment more quickly.

This is where you come in, as it’s your purchase of community shares that will make the difference. The minimum investment will be £25 (25 x £1 shares). Once this amount is raised, our aim is to have a smooth and amicable transition of ownership as soon as possible from the current owners, who endorse our project in principle. Ideally this will be completed by early-mid February.

It’s your support that will help ensure that Morebattle Community Hub is a success, so please read on for more information.

The full rules of the society can be downloaded here:
<https://mutuals.fca.org.uk/Search/Society/31694>

2. Community Share Offer Summary

Community shares are an increasingly common form of investment crowdfunding that allows people to come together to raise the finance for a shared community venture that they care deeply about and do not want to lose. By buying shares you will not only be helping to make up the funding currently needed, but you will also be demonstrating to current and future grant providers the strength of your support for what the community is trying to achieve.

The cost of each share is £1, with a minimum investment of £25. Shareholders become members of the community benefit society, and have a say in the election of the board of directors and other important issues. However each member has only one vote whatever the size of their shareholding. The shares are withdrawable, meaning a shareholder can request to withdraw their money at a later date once the society has built reserves - but this is at the discretion of the board of directors.

Share Offer Target Raise - Our minimum target is £50,000 - Our stretch target is £100,000	£75,000
Minimum Investment	£25 (25 x £1 community shares)
Maximum Investment	£7,500 (10% of target raise)
Share Offer Opening Date	14 December 2024
Share Offer Closing Date	31 January 2025 (but can be extended at the discretion of the Management Committee)
Shareholder Eligibility	Individuals over 16 and organisations

RISK WARNING - Morebattle Community Hub and Public House Limited is registered with the Financial Conduct Authority but community shares are fully at risk. You could lose some or all of the money you subscribe. You have no right to compensation from the Financial Services Compensation Scheme, nor any right of complaint to the Financial Ombudsman Service.

PLEASE DON'T INVEST ANY MONEY YOU CAN'T AFFORD TO LOSE.

3. Background to the Project

With the Templehall on the market for well over a year and staffing challenges affecting its reliability, it sadly became less and less frequented by both locals and visitors. Before long, conversations began to turn toward the idea of a community buyout to save this vital facility. The community already had a shining example of success with the 2019 buyout of the Village Shop, where a professional management team now works hand-in-hand with around 24 dedicated volunteers who make up the heart of its operation.

The group quickly organized and made significant progress within weeks:

- A **survey and questionnaire** were produced within three weeks of the first discussion.
- **125 surveys** were returned (paper and online) from approximately **300 households**, with **120 supporting the project**.
- A **public meeting** was held on **20th January 2024**, with **71 attendees**—an impressive turnout despite lambing season.
- A **steering group of 10 volunteers** was formed to drive the project forward, meeting fortnightly since. (Full details of the steering group are provided below.)

Key milestones:

- A **Facebook page** was launched shortly after the January meeting to provide updates and now has **636 followers**.
- A **second public meeting** on **20th April** saw **82 attendees** during a four-hour drop-in period.
- A **Share-Pledge campaign** launched the same day received pledges from **209 individuals**, totaling **£71,430**.
- A **JustGiving crowdfunding campaign** raised an additional **£2,940** to cover valuation and professional fees.

This rapid and enthusiastic response highlights the community's strong commitment to the project!

In the course of this, contact was made with the owners. They agreed in principle to sell the pub and surrounding land to the community group, subject to agreement on price and the securing of sufficient funding. However they were clear that they would meanwhile continue to actively

market the property for sale, including to business interests who could take it in a different direction.

Faced with the imminent threat of losing this vital community asset, the steering group moved forward quickly with support from the Plunkett Foundation and the Development Trusts Association Scotland (DTAS), and by August was able to submit a second stage grant application to the Scottish Land Fund which has now proved successful - with South of Scotland Enterprise also coming in with substantial, supplementary funding.



Image from steering group meeting

4. Our Vision, Mission and Aims

Our vision is to develop a welcoming community owned and controlled hub and pub for Morebottle and the surrounding area - one that will be a central focal point for village life, and act as a catalyst to reignite the economy and sense of a physically engaged community. This will assist the integration of newly arrived residents with long settled ones. In addition, it will provide a sustainable venue for the farming population and workers from associated industries to meet and socialise.

Our objectives are linked to, and directly support, the following local needs and demands we have identified:

- a. To provide a community facility in the village, offering somewhere to go and something to do.
- b. To provide a warm and welcoming public house for local residents and visitors alike to meet and mix. This will be available on a reliable and regular basis, and all food and beverage offerings will represent good value for money - while also allowing us to maintain a sustainable business.
- c. To provide modern, comfortable, year round accommodation for the numerous visitors to the area and for the family and friends of local residents who require additional space for gatherings.
- d. To protect an essential part of village life and heritage, and to provide an accessible repository for artefacts and information regarding this rich history.
- e. To safeguard the pub as an historic building which is a valuable part of our local heritage.
- f. To provide a location for the development of other services for the village: in particular a cyber cafe/training facility within the Heritage room.
- g. To support local producers to help maintain a vibrant local economy and generate jobs.
- h. To widen use of the car park (currently restricted to hotel guests) so that it can be used for the benefit of village activities and provide a space for special events.

Our aim overall is for The Templehall to become the heart of the Morebattle/Kalewater community again, through the provision of various services as a traditional local village pub serving real ale and sensibly priced wholesome food. We envisage regular events and activities, such as themed nights (e.g. music, film, food, quizzes, bingo) that would help to harness the variety of talents and interests in the village. We would also take particular measures to re-engage with various categories of potential users, such as:

- Supporting the pub sports teams (especially pool and darts), and encouraging other groups such as The Fishing Club, Whisky Society (The Dram Busters) etc. to return to what had previously been their preferred venue.
- Providing a valuable social space for village residents who currently do not have anywhere within easy walking distance to meet. Although the Hub facility will not initially be open during the day Monday to Friday, it will still be possible for community groups to book it either for one-off events or regular weekly or monthly activities.
- Encouraging business network use by installing the necessary equipment (including free wifi, using the recently installed fibre broadband connection). The Templehall is just 7 miles from Kelso and 9 miles from the A68, and with its character and spacious parking could be attractive to a range of local businesses and some from further afield. We have already had enquiries from Kelso Rotary Club and other organisations who currently meet elsewhere.
- Providing year round accommodation in the five hotel rooms, bringing in those who used to use the hotel in 'the closed season' - including the shooting and fishing fraternity, who currently have to find accommodation elsewhere.
- Building up a reliable outdoor clientele, notably walkers and cyclists using the St Cuthbert's Way, Scottish National Trail and other local routes. For those staying we will modify the building set-up to allow locals and visitors to mix - seen by many as a very welcome part of their stay in other establishments.
- Establishing a Heritage Centre (including a previously assembled collection of articles and artefacts) situated in a room that is currently unused. A group of 12 interested individuals met recently and enthusiastically agreed to work on a plan for this, including a digital archive.

Other suggestions that have come from the three focus groups we have held include a whist club, yoga club (we have a resident instructor), Pilates sessions (again we have a resident instructor and sufficient prospective members to launch immediately), a jigsaw club, a youth club, 'knit and natter' sessions, local crafting skill shares and so on. Future options include a parcel and dry cleaning drop off and collection point, a mobile hairdressing facility, and a tea/coffee shop.



Image from fundraising night.

5. How the Business Will Be Run

The strategic direction of the venue will be overseen by a management committee, whose first members (previously the project steering group) are listed at the end of this document. At the first annual general meeting they will then be replaced by a management committee elected by the members (the holders of community shares) - though they will be able to offer themselves for re-election.

As required under the terms of our Scottish Land Fund award, a majority of the management committee must come from within Kalewater Ward, but there are also opportunities for those outwith the area both to purchase shares and to put themselves forward for the management committee.

Our preferred plan for day-to-day operation is to recruit a tenant couple in Spring 2025 who are both experienced in the industry and looking for a lifestyle commitment in our rural community. One would be a cook who could offer a range of traditional pub foods. This arrangement would vary from the traditional brewery tenancy in a number of key ways. We would anticipate them operating a community supported tenancy within an agreed lease, working with the management committee to ensure both their commercial success and the meeting of the community's requirements.

MCHPH as the owner would carry out all maintenance and improvement works to the building, and a group of volunteers (already identified) would maintain the basic state of the property, the garden area and the hanging baskets etc. Organisations using the Hub would be expected to meet their own staffing needs, and for larger village functions the management committee would assist the tenants by recruiting volunteer staff. There would still be an expectation however that the tenants would employ a number of local staff, if initially on a mainly part time basis.

But accepting that it may take time to recruit the ideal tenant, our Plan B is for the facility to be run initially by the management committee (and perhaps also later between tenancies). This would have to involve the employment of temporary staff and most likely a temporary part-time manager. In the funding and financial projection section, we have provided a five year projection of how the business would fare under this model of operation.

In either scenario we would anticipate the creation of six jobs and a number of opportunities for volunteering and training.

6. Building and Renovation

A survey of the building has been undertaken and the results of this have been incorporated into the costs. Work required prior to opening is minimal, and apart from routine maintenance mainly involves changes to reinstate the previous Snug Bar, including installation of a ramp for disabled access, and some changes to the toilets (also required in the function suite). Local tradesmen have offered to carry out this work at low or nil cost.

Subsequent to opening, grant funding will be sought in combination with volunteer input to further improve disabled access (including a toilet), repair/refurbish window sills, redecorate the bar area, and replace the flat roof area of the function suite.

The building has an Energy Performance Certificate (EPC) rating of G, as very little has been done in the way of improving the efficiency of energy use or heat retention. So a further priority in due course will be to address this by installing solar panels, batteries and bike charging points, along with replacement of the existing windows and full insulation of the property.



7. Marketing Plan

The marketing plan for The Templehall is based on three fundamental aims:

- Increasing the number of people using the facilities (building the customer base).
- Increasing the frequency with which customers use the facilities (building customer loyalty).
- Increasing the value of each visit made (building customer value).

The primary target market segments that we hope to attract are local people (including families), young people, older people, and school parents – both from Morebattle and the wider Kalewater area. Additionally we will be looking to attract day visitors to the area from the rest of the Borders, the Lothians and The North East of England - particularly walkers, bikers and cyclists taking advantage of the spectacular views throughout the Scottish Borders countryside.

Proposed methods for achieving the marketing objectives in the early days of operation of the business are outlined below. The marketing plan will be updated regularly in conjunction with the management team as the business grows and develops.

Our goal is to raise awareness of the new community facility and its services through a comprehensive marketing campaign. Leading up to the launch, we will place articles in local print media, use local radio, and enhance our social media presence (our Facebook page already has 636 followers).

We'll collaborate with local businesses, groups, and clubs to promote the facility and engage with visitors to holiday lets in the village and wider Kalewater area. Local volunteers will support periodic leaflet drops to all 228 residences, sharing updates on events and activities.

The campaign will emphasize the community-focused nature of the project, similar to the well-supported Morebattle Community Shop, aiming to transform general awareness into active interest and increased usage of the facility.

Then having attracted customers initially through the door, our main marketing tool will be to create a great impression to spread our reputation, particularly through customer service and a regularly changing food menu and drinks offer - using locally sourced ingredients and real ales where possible.

8. Funding and Financial Forecasts

Funding of Initial Capital Costs

	£
Purchase of Building	230,000
Purchase of Fixtures and Fittings	30,000
Total	<u>260,000</u>

Source of Funds	£
Scottish Land Fund	149,500
South of Scotland Enterprise	80,500
Funds from share issue	30,000
Total	<u>260,000</u>

Share Issue funds remaining for working capital 45,000

PLAN A

As indicated above, our preferred scenario is to lease the venue to tenants, who would be responsible for running the business and paying a rent to the community benefit society. This would be set at a level to cover the society's costs (including depreciation) plus a small surplus.

PLAN B

However we have compiled a 5 year forecast as Plan B should this not be possible. These figures are based on current occupancy and usage levels for similar hospitality venues across the region. In addition we have had some access to the accounts of the operators prior to the current owners, who ran it for over two years on a more commercial basis.

5 Year Cashflow Forecast (no tenancy)

	Y/E Feb 26	Y/E Feb 27	Y/E Feb 28	Y/E Feb 29	Y/E Feb 30
Total					
Operating Profit	-20,661	20,177	17,247	20,432	22,941
Share capital raised	75,000	0	0	0	0
Scottish Land Fund	149,500	0	0	0	0
SOSE	80,500				
Purchase of fixed assets	-260,000	0	0	0	0
Tax	0	0	0	0	2,507
Cash b/f	0	24,339	44,517	61,764	82,196
Cash c/f	24,339	44,517	61,764	82,196	107,644

5 Year Balance Sheet forecast (no tenancy)

Fixed Assets	Y/E Feb 26	Y/E Feb 27	Y/E Feb 28	Y/E Feb 29	Y/E Feb 30
Building at cost	230000	230000	230000	230000	230000
Less depreciation	0	0	0	0	0
Fixtures and fittings at cost	30000	30000	30000	30000	30000
Less depreciation	-6,000	-12,000	-18,000	-24,000	-30,000
Total fixed assets	254,000	248,000	242,000	236,000	230,000
Current Assets					
Cash	24,338	44,517	61,764	82,196	102,630
Prepayments	0	0	0	0	0
Total Current Assets	24,338	44,517	61,764	82,196	102,630
Current Liabilities					
Tax owing	0	0	0	-2,507	-4,359
TOTAL ASSETS	278,338	292,517	303,764	315,689	328,271
Equity	75,000	75,000	75,000	75,000	75,000
SLF/SOSE grants	230,000	230,000	230,000	230,000	230,000
P&L account	-26,661	-12,483	-1,236	10,689	23,271
Total capital and reserves	278,339	292,517	303,764	315,689	328,271

5-Year Profit & Loss Forecast (no tenancy)

	2025/26	2026/27	2027/28	2028/29	2029/30
INCOME					
Total Sales	226,268	318,911	338,170	355,000	372,670
Wet	97,000	115,000	130,500	137,025	143,876
Food	37,765	81,520	86,465	90,788	95,328
Rooms	82,403	118,591	117,291	123,156	129,314
Donations	5,600				
Fundraising	3,500	3,800	3,914	4,031	4,152

COSTS					
Cost of Sales	85,195	125,017	135,335	142,102	149,206
	48,500	57,500	65,250	68,513	71,938
Food	25,064	50,537	53,086	55,740	58,527
Accommodation: Laundry	3,391	5,121	5,270	5,533	5,810
Accommodation: Sales Commission	8,240	11,859	11,729	12,316	12,931

TOTAL OVERHEADS	161,734	173,717	185,588	192,467	200,523
Staff: Events	0	10,000	15,000	16,000	18,000
Staff: NI & Pension	8,410	10,172	11,025	11,066	11,107
Staff: Training Costs	750	788	827	868	912
Staff: Clothing Costs	300	315	331	347	365
Staff: Wages	80,114	88,927	92,131	95,336	98,540
Premises: Waste	1,900	1,995	2,095	2,199	2,309
Premises: Water	1,900	1,995	2,095	2,199	2,309
Premises: Insurance	3,600	3,780	3,969	4,167	4,376
Premises: Fuel (Electricity, Gas and Oil)	12,400	12,400	12,400	12,400	12,400
Telephone and Stationery	3,900	4,095	4,300	4,515	4,740
Legal and Professional	1,200	1,260	1,323	1,389	1,459
Accountancy	2,400	2,520	2,646	2,778	2,917
Bookkeeping	6,000	6,300	6,615	6,946	7,293
Equipment Maintenance	4,500	4,725	4,961	5,209	5,470
Cleaning Supplies	1,250	1,313	1,378	1,447	1,519
Premises Maintenance	6,850	6,668	7,001	7,351	7,718
Marketing	3,000	3,150	3,308	3,473	3,647
Bank (charges and interest)	300	315	331	347	365
Credit Card	3,258	4,727	5,014	5,265	5,528
Start-up costs	12,000	0	0	0	0
Contingencies + Miscellaneous	7,702	8,272	8,838	9,165	9,549

PROFIT/LOSS					
Operating Profit	-20,661	20,177	17,247	20,432	22,941
Depreciation	-6,000	-6,000	-6,000	-6,000	-6,000
Profit before tax	-26,661	14,177	11,247	14,432	16,941
Tax	0	0	0	-2,507	-4,359
Net Profit / (Loss)	-26,661	14,177	11,247	11,924	12,583

Appendix A

Information about the Management Committee



Chair - Roddy Murray

A former building society manager and Infantry Reserve Officer. A foster carer for over a decade, he is also a Community Shop Joint Manager, Alcohol Personal Licence Holder, and Vice Chair of Kalewater Community Council.



Vice Chair - Eric McNulty

Recently retired from the Health Board, chairs Morebattle Village Hall and Kalewater Community Company, securing funding for upgrades and projects. He is committed to community development.



Treasurer - Imogen Green

Moved to Morebattle in 2020 and has over 20 years of experience in the heritage and museum sector. She works for Royal Museums Greenwich, managing ticketing and visitor reporting.



Secretary - Louisa Douglas

A first-class honours graduate in Textile Design, has extensive experience in design, product development, e-commerce, and hospitality. She brings creativity, attention to detail, and organisational skills to the steering group, with a passion for community development.



Member - Caroline Wightman

With 15 years' experience running a rural village pub, has a strong background in customer service. She is currently Assistant Manager at Fat Face in Kelso and enjoys connecting with people.



Member - Lt. Col. (Ret.) Neil Stevens

Retired to Morebattle in 2019 after 36 years in the Royal Corps of Signals. With expertise in military communications and HR, Secretary of the Borders SSAFA and Vice-President of Morebattle Angling Association.



Member - Pauline MacGillivray

Community Shop manager and retail buyer for over five years, oversees and co-ordinates 24 volunteers. Living in and around Morebattle for 28 years, she is a foster carer with a first-class honours degree in design.



Member - Nicky Stevens

With a degree in languages, has a background in tourism and administration. Active in the community, she volunteers as Secretary for the Morebattle Flower Show, Treasurer of the Angling Association, as well as several other local organisations.



Member - George Cessford

Built Cessford Motors into a successful business employing 12 people. Passionate about the Kalewater community, he was a key advocate for the bid to repurpose the Templehall as a community hub and pub.



Member - Aaron Hirtenstein

A Cooperative Business Advisor, moved to the area in 2021 with his young family. He co-founded Agile Collective, a worker cooperative, and has extensive experience in operations, strategy, and business development.

Member - Alan Sharpe

A retired Land Agent/Surveyor, worked with the Ministry of Defence managing accommodation and training facilities globally. Now retired, he is generally active in the community.

What our village has currently lost and might lose forever

Pals - Tam Wight Morebattle Poet

Bob Lowrie wi' his step so spry,
Though lang since three score passed him by.
Steps briskly ower the Whunney brae
At half past six each Saturday.

In Adam's bus he gauns a riding,
Tae meet his wee pal, Billy Brydon.
Bill's a happy, neat, wee chap,
Like his pal Bob he likes a drap.

So the Temple is their rendezvous,
Where many a shepherd lad got fu'.
For a while they'll nip and crack together,
Exchange hird views wi' yin another.

How they're progressing wi' the clippin',
And how the lamb's stood up tae the dippin'.
And when their een begin to shine,
They'll reminisce on old lang syne.

They'll speak the gither man tae man,
And try tae swallow all they can.
Their spirits then begin tae soar,
As loudly little Bill will roar,
"Is naebody gaun tae sing a sang?
He'll be shoutin' ten o'clock or lang."

When the singer rises on his feet,
And pours oot music owt but sweet.
Bill conducts as if entranced,
Or flings his legs oot in a dance.

They forget about the work on Monday,
As they hear the poems o' daft Tam Gundy.
The fun that follows, though maybe daft,
Prepares them for their next week's graft.

The graft they've done for many years,
Some joyful ones, some blurred wi' tears.
It's guid tae see them havin' fun,
The right tae dae it they've sweetly won.

And wat better way tae dae it, if ony,
Than drinking spirits wi' a crony.
Let them droon their ageing fears,
In a hundred thousand nips and beers.

Alas though, Mac shouts ten o'clock,
Cheerily Bill and Bob will rock.
Nae mair time have they tae speak,
So they say farewell until next week.

From - Tam Wight's Poems
Published by the Wight family

This share offer document has been prepared on behalf of the above named members of the Management Committee, and to the best of their knowledge all information it contains is correct. The full business plan it is based on can be supplied on request. We gratefully acknowledge the support of Democratic Finance Scotland and the Plunkett Foundation in helping us to develop the project over the past year.

Morebattle Community Hub and Public House Limited
St Aidan's Manse
Main Street
Morebattle
TD5 8QQ

Email : morebattlecommunitypub@gmail.com

Morebattle Community Hub and Public House Limited

APPLICATION TO PURCHASE SHARES

To buy shares and become a member of Morebattle Community Hub and Public House Limited, please complete this form and return it to

The Secretary, Morebattle Community Hub and Public House Limited, St Aidan's Manse, Main Street, Morebattle, TD5 8QQ or to morebattlecommunitypub@gmail.com

Note that the form is double-sided and both sides should be completed.

Each individual, family member or organisation must complete a separate form.

You must be 16 years of age or over to apply for shares.

SECTION A

I wish to apply for shares in Morebattle Community Hub and Public House Limited

Name

Address

.....Postcode

Email Telephone Mobile

I wish to buy shares @ £1 each making a total investment of £ (minimum £25)

SECTION B

This section should be completed if you would like purchase shares for somebody as a gift

I wish to apply for shares in Morebattle Community Hub and Public House Limited as a gift for the following person (must be aged 16 or over).

Name

Address

..... Postcode

Email Telephone Mobile

I wish to buy shares @ £1 each at a total cost of £ (minimum £25) on their behalf.

SECTION C

This section should be completed if you would like to nominate a person to receive your shares on your death.

I wish to nominate the following person as the recipient for my shares on my death. Alternatively, you can nominate Morebattle Community Hub and Public House Limited as the recipient. Your wishes will be respected as far as the law and our Rules permit, but any amount over £5,000 must be dealt with via probate.

Nominee's full name

Nominee's address Postcode

I understand that these instructions can only be revoked or amended if instruction is made in writing to the Secretary at the registered office.

PAYMENT DETAILS

Account name: Morebattle Community Hub and Public House Limited

Sort code: 08-92-99

Account number: 67352694

FORM OF PAYMENT

- ☐ Cheque payable to Morebattle Community Hub and Public House Limited
- ☐ Online bank transfer

Name of person making payment

Name of bank account

For online bank transfers please use a reference generated as follows. This will help us identify your payment:

First character of first name (e.g. M for Mary)
First 3 characters of surname (SMI for Smith)
Day and month of birth in 2 digit form (e.g. 01 05 for 1st May)
This example would generate the reference: M S M I 0 1 0 5

Therefore my payment reference is:

				d	d	m	m
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CONFIRMATIONS

- ☐ I have read and understood the share offer document.
- ☐ I understand that purchasing shares makes me a member of Morebattle Community Hub and Public House Limited.
- ☐ I understand that this is a long term investment and that I could lose part or the whole value of my investment if the business does not succeed. Shares are only withdrawable at the discretion of the Management Committee if the business can afford it.
- ☐ I agree that Morebattle Community Hub and Public House Limited may communicate with me electronically, by email and via its website, by post and by phone.
- ☐ I hereby confirm that all details on this form are correct to the best of my knowledge.
- ☐ I confirm that Morebattle Community Hub and Public House Limited may hold the personal data I have submitted in this application in accordance with the General Data Protection Regulation.

Signature of Applicant

Name (please print)Date

Data Protection Policy: The data provided by you on this form will be stored on a computerised database. Your data will only ever be used for Morebattle Community Hub and Public House Limited purposes and will never be shared with a third party.

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1998 (Department of Health 1999). The number of people in the public sector who are employed in health care has increased by 1.2 million, from 1.3 million in 1980 to 2.5 million in 1998 (Department of Health 1999).

There is a growing emphasis on the need to improve the quality of health care, and this has led to a number of initiatives to improve the quality of health care. The Department of Health has set up a number of committees to monitor the quality of health care, and has introduced a number of measures to improve the quality of health care. The National Patient Safety Agency (NPSA) was set up in 1999 to monitor and improve the quality of health care. The NPSA has a number of functions, including monitoring the quality of health care, investigating incidents, and promoting good practice.

The NPSA has a number of initiatives to improve the quality of health care. One of the main initiatives is the National Patient Safety Programme (NPSP). The NPSP is a programme of work to improve the quality of health care, and it includes a number of initiatives, including the development of national standards, the promotion of good practice, and the investigation of incidents. The NPSP also includes a number of initiatives to improve the quality of health care, including the development of national standards, the promotion of good practice, and the investigation of incidents.

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