



Bamford Community Society

Business Plan for The Anglers Rest

February 2019

## Table of Contents

Background .....	2
Our Business Model.....	3
The Business Plan .....	3
Our members & community .....	4
Our customers .....	5
Our offer .....	6
Our staff .....	7
Our building and infrastructure .....	8
Our money .....	9
Financial summary .....	10

## Background

The Anglers Rest lies in the centre of Bamford, a village at the heart of the most visited area of the Peak District National Park, with good road and rail links between Sheffield and Manchester.

The Anglers Rest was built as a staging Inn in the 19<sup>th</sup> Century progressing to become a well-known dining establishment in the middle of the 20<sup>th</sup> Century. At the end of the 20<sup>th</sup> Century its fortunes declined as it languished under the management of a PubCo, with little investment and a succession of short-term tenants.

In 2012 it's fortune changed when the Bamford Community Society (BCS) was formed to purchase the Anglers Rest. The Bamford Community Society is a not-for-profit co-operative formed to enable the people of Bamford to own and operate our village amenities for the long-term benefit of the village. (BCS is a registered society under Co-operative and Community Benefit Societies Act 2014, FCA registration number 31710R).

The Anglers Rest was purchased in October 2013 through a community share offer which raised £263,500, with 75% of members living in Bamford (including Thornhill, Shatton and Yorkshire Bridge) and included investment from the main village institutions (Bamford with Thornhill Parish Council, St John the Baptist Church, Bamford Primary School PTFA and Bamford Community Arts and Crafts).

The oldest part of the building was built in 1870, just under 150 years ago, and we intend to maintain and develop the business and building so that it will still be the village pub in another 150 years.

The vision for The Anglers Rest is: ***To develop a sustainable community business that is inclusive and with a reputation for good customer service, that contributes to a vibrant & thriving village.***

Or put another way:

***The Anglers Rest was bought by our community, supports our community and invests in our community.***

The Anglers Rest has now been trading as a community owned and run business since November 2013 and provides:

- A local village pub with a traditional ambience;
- A daytime café with a small retail area and art for sale by local artists;
- A Post Office with a service portfolio focused on meeting local needs.

We have developed a good reputation for our beer and were awarded Sheffield CAMRA District Pub of the Year 2017, a listing in The Good Pub Guide 2016, 2017, 2018 and 2019 and LocAle accreditation.

In 2017 we achieved the Peak District Environmental Quality Mark and won the Plunkett Foundation Rural Community Co-operative Award for the Midlands, while in 2018 we won the Accessible Derbyshire 'Heart of the Community' award.

## Our Business Model

### **Our core business objectives are to continue to:**

- Provide a range of facilities and services for locals and visitors based on a core pub-café-PO combination that are mutually complementary and enable the overhead costs to be spread;
- Support the local economy through local purchasing and procurement, providing employment to local people and promoting the local area;
- Run the business profitably and sustainably; and
- Explore opportunities to maximise revenue generation from our site and assets.

### **Our strategy is:**

- To provide high quality service and products from our local communities.
- Be affordable to locals and attractive to visitors.
- Create loyalty by providing an experience which customers want to repeat.

### **To achieve this, we will/continue to:**

- Improve our food sales to achieve a balance of food and drink income.
- Deliver good customer service through our well-trained workforce.
- Offer a well-publicised and varied programme of events, cognizant of those organised by other village organisations;
- Use a variety of channels to promote our business and the local area;
- Incrementally improve the building and site to maximise the revenue generated.
- Maintain close monitoring of costs and income.

## The Business Plan

Our initial years of operation have enabled the BCS to learn more about the business, our customers, and the building. In addition, we have undertaken three surveys of members, a week-long survey of customers across all parts of the business, and a survey of our staff.

Feedback from all these sources has been used to inform this business plan, which focuses on the short-term actions we plan to take over the next few years to provide a financially stable footing for future growth and realization of our longer-term vision for the business.

## Our members & community

### Where we want to be

- We should be more than just the Anglers Rest. We should be manifestly rooted in our community through actively engaging in joint events with other local organisations, and as a focal point for social and educational activities.
- A highly visible public face of our community through the ambiance we create in the Anglers Rest.
- Somewhere our members are proud of and act as ambassadors, promoting the business to potential new customers.
- Using the venue and activities we run to increase community cohesion and reduce social isolation.
- Being a major investor in our community should continue to be a defining principle, through the goods we purchase, the products we sell, and the people we employ.
- Seen as something to be part of; where people moving to the area would want to become members of The Society.
- Paying interest to our members on their shareholding and funding shares withdrawals in a timely manner.
- Returning a consistent annual net profit is as important to serving member and community interests as it is to developing the business.

### Where we are now

- 74% of our purchasing was from local suppliers in 2017-18.
- We hold joint community events (with BCAC, Carnival, local artists etc.).
- Members report they have got to know new people and feel more part of the community
- We have an Open Share offer, which has brought in several new members
- We have a share withdrawal process in place but currently have a log of requests waiting to be funded.
- Members' newsletter circa quarterly

### What we plan to do

- Continue to encourage the use of the venue for activities which increase community cohesion and reduce social isolation.
- Provide opportunities and encourage members to be engaged through volunteering, etc.
- Continue to produce members' newsletter circa quarterly
- Continue to promote the Open Share offer

## Our customers

### Where we want to be

- The pub and café of choice for local residents.
- A destination pub and café for visitors.
- A place that people come back to and recommend to family, friends and acquaintances.
- Consistently maintaining a TripAdvisor Certificate of Excellence.

### Where we are now

- We achieved TripAdvisor Certificate of Excellence in 2017 but lost it in 2018.
- We are developing several target markets:
  - a. Local residents and visitors, through local marketing channels
  - b. Real Ale enthusiasts, supported by CAMRA marketing channels
  - c. Food, including via Visit Peak District
  - d. Green/eco, as evidenced by the Peak District Environmental Quality Mark and via Green Tourism channels
  - e. Community with support from the Plunkett Foundation and Co-operatives UK media channels
  - f. Accessible, through Accessible Derbyshire and Euan's Guide, etc.
  - g. Cyclists through Pedal Peak District, etc.

### What we plan to do

- Regain and retain TripAdvisor Certificate of Excellence;
- Encourage customers to provide feedback via social media
- Promote our business, and in particular our food, across a range of channels.
- Promote our local purchasing and the local products we sell.
- Use our communications channels to tell our story, promote our impact, our community and the local area.

## Our offer

### Where we want to be

- Recognised for the quality of our beer offer (Good Pub Guide, CAMRA pub of the Month, Cask Marque, LocAle, etc.), at locally comparable prices.
- To have traditional pub type meals with an Anglers brand, using local, seasonal produce. For the food to be delivered with good service, at a price comparable with local (non-gastro) pubs.
- To have regular special food nights (bistro-style).
- To have café food that is reasonably priced, that includes great coffee, great cakes and an enticing range of light bites, with a reasonable speed of service.
- To have a Post Office providing a service to customers at times that are best for both customers and the business.
- To provide a retail offer including artwork which reflects the image, values etc. of the Anglers, which compliments the café space and generates income.

### Where we are now

- We have been awarded the Peak District Environmental Quality Mark
- We have been in the Good pub guide in 2016, 2017, 2018 and 2019. We have LocAle accreditation and were Sheffield CAMRA District pub of the Year 2017.
- We have earned a good reputation for our pub food, but our sales are below our capacity.
- We have a varied calendar of events which attract both local residents and visitors but mostly focused on music and the arts.

### What we plan to do

- Develop our food offer to be attractive to customers while maximising synergies across the whole business, informed by staffing levels and kitchen capability.
- Develop the events calendar aimed at: improving pub food sales, attracting our target markets and partnership working with other village organisations.
- Maintain external accreditations such as The Good Pub Guide, LocAle and Peak District Environmental Quality Mark
- Periodically review the offer based on customer feedback and sales volumes.

## Our staff

### Where we want to be:

- We want our working culture to be one of teamwork and delivering excellent food and customer service, as well as encouraging continuous improvement and learning
- We want to be a place where people want to come and work in the Hope Valley. We want our reputation as a good employer to be well known.
- We want to ensure our loyal and committed workforce know how to do their job and do it excellently and with pride.
- We want all our staff will be able to see opportunities to progress and develop across the business.
- Delivering services to EHO Level 5, compliant with Health and Safety and as inclusive as practical.

### Where we are now:

- All staff have a welcome to the business meet with a Director
- Regular meetings with all staff to 'check in'
- Appraisals are held for the managers.
- We have run one staff survey.
- Staff Training and Training Manual in place since 2017.
- Implemented cloud-based scheduling software to better manage rotas and control staff costs
- Competitive market and difficult to recruit to evening and weekends. Use Indeed, local networks and social media to recruit staff.
- Comparative pay rates locally
- Using a standard recruitment approach to employment and recruiting the best staff we can.
- All staff comply with safer foods better business.

### What we plan to do:

- Update training plan and manual and roll out training for all staff and protect time to take part.
- Create opportunities for training roles and grow our own Kitchen talent.
- Improve links through social media and other networks for recruitment and building profile as a good employer.
- Continue to recruit a balance of experience to roles.
- Continue to benchmark ourselves across the sector and locally.
- Host event(s) that enhance our profile for example - updating employment law & a sharing with other local businesses.
- Regain and retain EHO Level 5.

## Our building and infrastructure

### Where we want to be

For the building and site to be in a good state of repair and:

- Maximises the income generating potential.
- Has attractive front of house areas.
- A kitchen designed to match current requirements.
- A café that enables good speed of service and maximises upselling potential.
- Is compliant with health and safety requirements.
- Is compliant with a Food Hygiene Rating of 5 stars.
- Is as accessible as is reasonable for a building of this age.
- Is energy and water efficient.

### Where we are now

- We have established an annual maintenance programme (gutter cleaning, etc.)
- Several energy & water efficiency measures implemented including insulation, solar panels, PIR lights, etc.
- The kitchen was laid out for a different style of catering and is inefficient for current usage. The inherited kitchen equipment is old and prone to break down.
- A building with a range of issues including:
  - The bunkhouse roof needs to be replaced and structural issues with the bunkhouse wall resolved.
  - 20 windows need to be replaced.
  - No accessible toilet from the bar.
- The first floor flat has had a minimal upgrade to let out.
- Areas of the building (former café toilets, 1<sup>st</sup> & 2<sup>nd</sup> floors) are under-utilized.

### What we plan to do

- Continue to undertake incremental improvements with a focus on improving the kitchen.
- Develop a plan to address the structural issues associated with the bunkhouse and upgrade the bunkhouse to become lettable space.
- As funds allow repair/replace windows.

## Our money

### Where we want to be

- A stable and vibrant business returning around 5% net profit.
- Grow food sales to broadly maintain parity with drinks income.
- Consistent gross margin on both food and drinks of at least 65%.

### Where we are now

- We have a growing shareholding membership base, with an open share offer to increase shareholder equity further.
- We have a reasonably consistent and reproducible income base from the current sales mix, though we need to increase sales volume further in order to return the target net profit consistently.
- We are broadly managing to maintain the target gross margin on both food and drink sales.
- We have a good track record for funding capital projects.
- However, the need for large refurbishment capital projects (new roof and internal rebuild) has had a negative impact on the bottom line in the last couple of years.
- Staffing has also been a persistent cost pressure and difficult to get right, but we are now benefiting from rota software that is helping to match staffing to expected income much more consistently.
- We have invested in a cloud-based till system to provide detailed sales breakdown and enable analysis.
- We allocate a budget to fund a progressive equipment replacement plan.
- We monitor local benchmarking data to maintain competitive pricing.

### What we plan to do

- Grow pub food sales.
- Continue to maintain close monitoring of:
  1. Income against budget;
  2. Margins against target;
  3. Staff costs relative to turnover.
- Maintain a watching brief for opportunities to minimise overheads.
- Review pricing and margins on food and drink at least every six months.

## Financial summary

£000s	2013/14 Actuals	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals	2017/18 Actuals	2018/19+ Plan
<b>Income</b>						
Pub	201.6	253.4	249.0	279.6	251.3	283
Café	62.0	84.5	81.8	86.6	85.9	94
Post Office	9.1	15.4	16.1	17.4	16.5	16
Retail & other income	4.9	11.6	10.5	20.6	28.0	15
<b>Total Income</b>	<b>307.1</b>	<b>375.5</b>	<b>359.5</b>	<b>404.2</b>	<b>381.6</b>	<b>408.0</b>
<b>Costs</b>						
Direct costs	145.3	163.4	143.2	162.8	153.2	157
Wages	119.9	166.5	155.7	168.1	155.7	150
Overheads	70.6	61.9	54.3	70.1	75.3	86
<b>Total Costs</b>	<b>335.8</b>	<b>391.9</b>	<b>353.2</b>	<b>401.0</b>	<b>384.1</b>	<b>393.0</b>
<b>Net Profit</b>	<b>-28.6</b>	<b>-16.4</b>	<b>6.3</b>	<b>3.2</b>	<b>-2.5</b>	<b>15.0</b>
<b>Margins</b>						
Overall gross margin before wages	52.7%	56.5%	60.2%	59.7%	59.9%	61.5%
Wages as proportion of income	39.0%	44.3%	43.3%	41.6%	40.8%	36.8%
<b>Net margin</b>	<b>-9.3%</b>	<b>-4.4%</b>	<b>1.8%</b>	<b>0.8%</b>	<b>-0.6%</b>	<b>3.7%</b>

