



Antwerp Arms Business Plan 2019 – 2022

Antwerp Arms Association Ltd

A Community Benefit Company

168 -170 Church Road
Tottenham
London N17 8AS

Company number 032358R

This plan sets out the business strategy of the company for the financial years
2019-2020, 2020-2021,2021-2022

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR / REVIEWER
1		1 January 2020	1 st draft of business plan	Nick Allaway
2		April 2020	COVID lockdown	Joann Yeung

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1. Executive Summary

A quarter of Britain's pubs have closed since 2000 and more seem destined to be lost in the next decade unless they transform. This could have included the Antwerp Arms had it not been saved by an inspired group of people. The Antwerp is now one of 95 pubs operating across the country as community businesses and is one of only three in London.

This plan sets out the operational and financial targets for the Antwerp Arms Association for the period to May 2022. The aim in this period is for the Antwerp to mature as a community hub as well as prospering as a pub.

The AAA expects to be profitable for the period of the plan and in this period it aims to :

- Provide a quality core offering by keeping the Antwerp open as pleasant place to drink, eat and meet
- Expand wider benefit to the community in the form of community events, lunches and other events which appeal to a wide cross section of the community.
- Provide jobs and staff development in the local area, particularly apprentice training to support the catering and the bar and by supporting local suppliers for drinks and food.
- Establish a reserve of three months of operating costs to reduce the need to borrow in the event of an unforeseen decline in turnover;
- Invest in interior and exterior improvements to the pub premises to improve the building as a pleasant destination for drinking, eating and meeting;

2. Company Details and Management

Company Details

Registered company number 032358R under the Co-operative and Community Benefit Societies Act 2014. Copies of our most recent annual return and accounts are filed with the FCA and can be viewed on their website.

The company registered address is the Antwerp Arms, 158-170 Church Road, London N17 8AS.

Our bankers are Barclays and our accountants are Neilsens.

Management

The object of the company is to operate the Antwerp Arms pub for the benefit of the community.

The Antwerp Arms Association was formed in 2013 and it purchased the pub in 2015.

The Association is registered under the Co-operative and Community Benefit Societies Act 2014 as a Community Benefit Company.

The company is run by a management committee elected by the members. We currently have c.415 members who have bought shares in the company at £50 each. Each member has a vote and the number of votes are not determined by the number of shares they hold. Interest can be payable on the shares at the rate of CPI inflation if the members agree.

The management committee employs a general manager to run the pub on a day to day basis. For the time being we have chosen the managed rather than tenanted route for the Antwerp. This model gives us a more direct relationship to the business. About 38% of community pubs have opted for the tenanted model whereby the tenant pays a monthly rent to the community enterprise. There are pros and cons of both business models and this is a matter the committee will keep under review in the period of this plan.

The current management committee was elected by the members in September 2019 and comprises:

Chair. Joanna Yeung. Joanna is active in the local community and works as a heritage manager involved with the regeneration of Tottenham.

Secretary. Michael Hodges. Michael is a former treasurer of the AAA and has been involved in supporting the development of the pub for many years.

Treasurer. Nick Allaway. Nick is an accountant with a regulatory and charity background. He can be slightly less dull after sampling some of the pub's brews.

Committee Members :

Martin Burrows. Martin was a prime mover in establishing the community company. As well as supporting the pub generally he leads on the community gardening and other community projects.

Martin Laheen. Martin leads on re-cycling, food waste and sustainability throughout the pub's activities and is an active volunteer.

Jeanie McTavish. As a member of the original management committee, local resident and musician, Jeanie's focus is on the success of the pub and events.

Sapphire Elliott. Sapphire has experience of managing and working in pubs in the local community and brings her experiences to the committee.

Elizabeth Glennie. Liz offers quality control for our pints and has experience as a micro brewer as well as working in public houses. She sometimes takes minutes of meetings and is active in promoting our drinks, events and going-ons on Facebook.

Catherine Cavanagh. Catherine is an archaeologist who works in communications in the heritage sector. She has a professional interest in pubs and is a CAMRA member.

Shani Kara. Shani leads on HR matters using her management experience and is active in the local community and music education.

The management committee has structured itself into sub committees as follows :

Trading, Building and Maintenance – the committee looking at overall management of the pub on a day to day basis. Nick, Shani and Jeannie.

Community and Fundraising – looking at the community activity and external fundraising. Joanna, Martin L and Martin B

Catering – this committee focuses on the food offering from the pub and training initiatives. Lizzie, Shani, Martin L, Michael, Joanna, Martin B.

Events and Communication – this committee focuses on the events offered by the pub and any community outreach activity. It includes art and gardening within the pub. It includes PR and communication so has responsibility for promoting the pub in various media including the web site. Jeannie, Catherine, Lizzie, Martin B.

HR – this committee looks at staff issues like recruitment, retention and training. Shani, Martin B.

As we operate the Antwerp Arms pub for the benefit of the community no remuneration is paid to the management committee.

The committee keeps in close touch with similar community pubs in London and elsewhere and shares learning with them. We have links with a number such as the Ivy House in Nunhead and The Bevy in Brighton.

The pub general manager is Pete Passam MBE. Pete joined in November 2018 and manages the pub on a day to day basis. He is an experienced and resourceful individual and can turn his hand to catering, DJ ing and pyrotechnics as well as ensuring the pub is well run. Pete runs a small dedicated team of full and part time bar staff (about 7 people in total).

In 2019 we introduced a more recognised accounting system to underpin the management of the pub. This should give us more real time information on the financial performance of the pub.

The company has the following policies and procedures in place:

Name of Policy/Procedure	Date of last revision
Conflicts of Interest	Feb 2020
Reserves Policy	Feb 2020

Equality and inclusion	Feb 2020
Health and Safety	Feb 2020
Data Protection	Feb 2020

3. Background, History and Achievements to Date

The “Annie” is the oldest working pub in N17. Tottenham Hotspur fans have been regulars ever since the club was founded in 1882 by a bible teacher from the local All Hallows church. The Antwerp is an asset of local value and is a significant building within the historic conservation area surrounding Bruce Castle, which John Betjeman described as “Constable and Cotman country in Tottenham”.

This area is the most historic in Tottenham and includes 16th century Bruce Castle House and park and the 12th century All Hallows Church. The pub itself dates back to 1856 but the present building is largely Victorian with modern additions. Most of the historic features of the pub have been lost in modernisations in the 60s and 70s.

Long standing landlords include the O’Brien family who owned the pub from 1896 into the 1940s. More recently the notorious Joan and John Walker welcomed customers through the 1960s to the 1980s followed by the more welcoming Ron and Lil up to the 1990s. Before it was bought by the community it had burnt in a fire and was run into the ground through poor management. It was struggling and on the brink of closure until in 2013 the pub was bought by a property developer and the site was going developed as residential block. A group of local residents formed the Association as a co-operative with the intention of saving the building as a pub. In 2013 the Antwerp was listed as an Asset of Community Value and the campaign to buy it from the developer gained momentum. In 2014 a Social Investment Business grant of £285,000 was secured together with the sale of shares this was sufficient to purchase the building from the developer. By March 2015 the purchase was complete and the pub began its new life as a Community Benefit Society. The Antwerp was the first (and only) community pub in north London.

After the pub re-opened as a community enterprise in 2015 it became clear that to be viable it needed investment in the facilities and the building itself. A further social enterprise grant was secured to complete a back extension and improve the kitchen and loos.

The Antwerp’s viability is heavily reliant on turnover from match days at Tottenham Hotspur FC. The new stadium is about half a mile from the pub. The redevelopment of the Spurs stadium and the club’s move to Wembley in 2017 had a huge impact on trading and cash flow. Consequently the pub lost money in the financial years 2017-18 and 2018-19. In this period it survived through careful management by the committee and loans from members to support cash flow. The status of the pub as a co-operative venture makes it difficult for banks to loan overdraft funds as no security can be provided.

Key achievements since becoming a community benefit company have been :

- The pub has been improved through the completion of the rear extension with a Power to Change grant in 2017
- The pub has remained open in very difficult trading conditions over the last few years
- The pub is debt free
- There have been many successful Community events since it opened but these have been restricted by the limited surplus funds available to support and promote these activities
- The Antwerp is being recognised as a community enterprise and is building its profile

4. Our Strategic Plan Activities for the period to 2022

4.1 Our Vision is to operate the Antwerp Arms for the benefit of the community and to progress from a pub to also being a community hub. In order to be sustainable, the pub must make a profit that can be used to create a reserve, provide funds to re-invest in the business and the use the surplus for community benefit.

4.2 Our Values describe the way we will meet our vision

Our values can be summed up using the acronym C.A.R.E.

- **C**ommunity focus -supporting the local area through events and providing employment
- **A**le – locally brewed beers and locally sourced food at affordable prices
- **R**epresentative – run by members and frequented by the community
- **E**nterprise – making a profit and developing a range of original ways to sell our products and engage with the community

4.3 Our activities

Strategic activity 1 : Investing in and improving the pub

We want to keep the pub open 7 days a week as a comfortable place that customers return to and is suitable for the activities planned as set out below. We'll do this by:

- improving the drinks and food offering and keeping prices at a reasonable level;
- upgrading the website;
- improving internal decoration, facilities, kitchen and seating;
- improving the external appearance and restoring its traditional exterior;
- investing in staff development and training.

We have a serviceable website but technology moves on and decisions on investing in a new web site to promote the pub will need to be made in the plan period. The website is the key communication tool for letting the public know about what is going on at the pub. The penultimate aim is longer term and may be conditioned by the availability of grants to improve historic buildings. In terms of the final aim we plan to pay the London Living Wage - £10.75 an hour - to our staff from 1 May 2020 if our trading position permits.

Strategic activity 2 : Investing in community activities

We plan to undertake the following community activities at the pub :

Regular Activities

- *Live Music – once a month, partnership with local bands, DJs and musicians*
- *Book clubs – once a week, in the weekday evening, led by volunteers*
- *Quiz nights – once a week, partnership with charities*
- *Gardening – Spring, Summer, Autumn. Volunteers led*
- *Community lunches - for people in crisis, economically excluded people and people facing social isolation. We aim to run these at least weekly as well as at Christmas time. Our kitchen produced free meals for excluded people throughout the Covid lockdown period.*
- *Beer festivals – we will use festivals to promote a range of local small breweries such as Redemption, Pressure Drop, Beavertown, Bohem, Wood Green. We aim to complement this with local food offerings paired with the beer.*
- *Hang and Sell – partner with local artists to display art work on wall*

Annual Events

- *Antwerp's birthday – Sunday before the 1st May bank holiday*
- *Community fireworks display - 5 November*
- *Children's Christmas parties – 1st weekend after school breaks up for Christmas*
- *Burns Night – 25 January, celebration of Scottish culture in the community and the area's historic links to Scotland*
- *Jamaican Independence Day – 6 August, to celebrate the diversity of the local Tottenham community*
- *Christmas Carols by Tottenham New Singers – In 2nd or 3rd December*

Regular Meetings

- *Neighbourhood Engagement Quarterly Meetings – supporting Neighbourhood Watch, Bruce Castle Park Committee, Tottenham Tree group, Universal Credit Group*
- *Tottenham Hotspur Supporters Trust (THST) meetings – April quiz*

Potential activities in kitchen

- *Training and food education kitchen – we would aim to run courses to teach cost effective and healthy cooking skills. The aim would be to reduce obesity and help budget management by providing an alternative to ready meals and takeaways. We would engage someone to support this activity.*
- *Train a number of apprentices in catering and hospitality skills : as part of this we would produce popular and inexpensive food for our customers.*
- *Volunteer kitchen pop ups – allowing pop up nights to provide variety in our kitchen.*

5. Funding and Income Generation Strategy

Our strategy for raising income and obtaining funding is :

5.1. Selling drinks – we are primarily a ‘wet’ pub. Our “cash cow” is the sale of drinks particularly to football fans coming in before and after Spurs games. Match days will remain our key cash generator. We plan to optimise match sales and generate greater sales on nights when there are not matches. For this to happen there needs to be incentives to increase footfall in the form of events or a reasonable food offering.

5.2. Selling food.- food sales could contribute to increased turnover given the current low level of sales. Making the pub more of a food destination could also help drink sales at quiet times.

5.3. Running events – events are unlikely in themselves to be a significant income generator and should be seen both as an add on and a way of fulfilling our community commitments. Clearly they will also draw people into the pub to buy drinks or food so could be largely self funded from extra turnover on drinks. Our proximity to the Tottenham cemetery makes the pub a popular venue for wakes. Equally the adjacent park and church means the pub could be used for wedding events.

5.4. Getting Grants- We will apply for various grants as the opportunities arise. The advantage of a grant is that it generally does not need to be repaid unless the conditions are broken. There may be some grants which could be jointly applied for with other organisations. We have recently been successful in gaining small grants to support our community kitchen in the lockdown.

5.5. Selling shares – We can from time to time raise funds from selling more shares. This practice also brings in new members so is a way of refreshing committee membership. Because we have adopted the managed model for the pub we can potentially register to give tax relief on shares (SITR – social investment tax relief) so make this form of fundraising more attractive.

5.6. Bank and social funding loans – We have so far avoided the need to borrow for investment. The legal status of the pub makes this difficult in terms of offering security for loans. But there is potential to investigate taking out loans for investment purposes and we are looking at Government backed “bounce back” loans available for those businesses impacted by Covid lockdown.

5.7. Partnerships – We will continue to reach out to companies (like our partnership with Accenture), the local authority Haringey and other agencies to work in partnership to deliver initiatives.

6. Performance Monitoring

6.1 Key Performance Indicators (KPIs)

To increase drinks sales by 10% in 2020-21 and 5% in 2021-22

To increase food sales by 50% in 2020-21 and maintain this in 2021-22

To increase the number of community events by 50% in 2020-21 and maintain this in 2021-22

To increase web and social media contacts by 50% in 2020-21 and maintain this in 2021-22

6.2 Measurement and reporting of KPIs

KPI performance will be tracked quarterly and Reported and discussed at management committee meetings.

7. Promotion & Advertising

Our targets for marketing activities:

7.1 Web site

We see the web site as being the main vehicle for communications. We have a presentable website that has been established for a number of years. At some point in the next five years the underlying technology will not be supported and we will need to upgrade it. For the time being the challenge is to keep it updated for events and other content with volunteer resources.

We are also linked to the MatchPint site which tells people which pubs are screening live sport like football and rugby. This may increase footfall to the pub.

The is scope for more SEO (search engine optimisation) to get our website to appear more prominently on web searches although this may have some financial costs attached to it.

7.2 Targeted Advertising

It is unlikely that we will have a significant budget for advertising so this would need to be targeted. For example, adverts in Spurs related publications.

7.3 Social Media

We have Twitter and Facebook accounts linked to our website. These are used to post details of events and live sporting events being shown on our screens.

7.4 Physical materials

We put up posters of events in the pub and distribute printed advertising (e.g. posters, leaflets, beer mats, etc) locally.

7.5 Events

We will organise our own events or exhibit at various events e.g. beer festivals to promote the pub.

8. Income and Expenditure Forecast

	Antwerp Arms Business Plan Forecasts					
	Actual	Actual	Original Forecast	Revised Forecast	Target	Target
	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2021-2022
Income						
Drink			£360,000	£295,000	£350,000	£380,000
Food			£10,000	£8,000	£20,000	£20,000
Grants/donations				£19,000	£20,000	
Total	£217,308	£285,935	£370,000	£322,000	£390,000	£400,000
Costs						
Direct costs	£68,528	£97,568	£215,000	£195,000	£219,000	£219,000
Overheads	£178,433	£190,402	£84,000	£90,000	£90,000	£87,000
Total	£246,961	£287,970	£299,000	£285,000	£309,000	£306,000
Net profit	£-29,653	£-2,035	£71,000	£37,000	£81,000	£94,000
Profit after tax	£-29,653	£-2,035	£57,510	£29,970	£65,610	£76,140
Reserve	£0	£0	£25,000	£10,000	£25,000	£25,000
Share buy back or interest	£0	£0	£3,400	£3,400	£3,400	£3,400
Reinvestment	£0	£0	£29,110	£16,570	£37,210	£47,740
Community distribution				TBC	TBC	TBC
Reserve balance			£25,000	£10,000	£35,000	£60,000

Year 1 Investments

Banquette seating – new pub seating for customer comfort and smarten up the interior (Completed)	£3500
Mobile beer pump and chiller plus cover for pop up bar protection– to allow beer to be poured at in the garden to increase capacity for match days and events. Storage of any equipment when not in use would be an issue.(Paused - may reconsider and carry over to next f.y)	(£1500)
Garden shelter /porch adjacent to bi-fold door (moved to Yr2)	£1000
Heater over bi-fold garden door entrance (moved to Yr2)	£300
Repaint of interior and resand floors (moved to Yr2)	£2500
Re upholstering of chairs to improve comfort (moved to Yr2)	£700
Blackout blinds will be installed in this year (as beer pump investment is paused) (moved to Yr2)	£1000
Total	£8,100

Year 2 Investments

We would aim to add a part time kitchen post (a “teaching cook”) to the payroll to devise a new simple kitchen menu that would be both affordable and popular. This person would also assist with community lunches and food teaching programmes, one off events catering, take away service via Deliveroo/Uber or similar. Estimated direct costs are £20,000 a year.

<i>Garden shelter /porch adjacent to bi-fold door (moved from Yr1)</i>	<i>£1000</i>
<i>Heater over bi-fold garden door entrance (moved from Yr1)</i>	<i>£300</i>
<i>Repaint of interior and resand floors (moved from Yr1)</i>	<i>£2500</i>
<i>Re upholstering of chairs to improve comfort (moved from Yr1)</i>	<i>£700</i>
<i>Blinds for skylights to improve use of back extension (moved from Yr1)</i>	<i>£1000</i>
<i>Introduce upgraded till software to improve financial management and control</i>	<i>£2000</i>
<i>Exterior redecoration to improve kerb appeal</i>	<i>£3500</i>
<i>Replace some interior light fittings</i>	<i>£500</i>
<i>Disability step free access to front (may be included in year 3 front elevation improvements)</i>	<i>£2000</i>
<i>Trip free door threshold to rear garden door</i>	<i>£3000</i>
<i>New outdoor furniture to improve outdoor comfort</i>	<i>£1000</i>
<i>Re-Paint garden wall and add garden heaters</i>	<i>£1000</i>
Total	£18,500

Total investment is therefore c £34,000 which would be affordable.

There may also be carry over expenditure from unfinished projects in Year 1

Year 3 Investments

We would continue to fund the part time kitchen role but this might increase to £25,000 if our programmes expand and pub food is more popular.

Restoring the Victorian frontage to bring back the heritage features and complement the look of the conservation area. This would also improve the kerb appeal of the pub and increase footfall. In this scheme we would incorporate double glazed windows to minimise heat loss and restrict sound to minimise disturbance to neighbours – we would aim to grant fund this with a matching contribution £5000. Total costs could be c. £20,000.

Investing in a new web site. Costs of designing and producing a web site that is informative, promotes the pub and is easy to update. It is thought the technology for the existing web site may become out dated and it will be difficult to maintain. £5,000

Total investment £35,000

9. Reserves

The company reserves policy is to hold about 3 months of core operating costs in cash to deal with inconsistencies in trading income and provide for investment. This amounts to c. £60,000. Whilst it will be challenging we will aim to establish this reserve over the plan period.

In the event that investment is needed for development opportunities then this will be funded from the reserve if current cash is insufficient.

10. SWOT Analysis

Strengths Several innovative, practical project ideas. Driven team with good networks and commercial experience. The business is debt free. The pub property is freehold. Strong community support. Good relationship developed with Spurs and the Haringey council. Realised as a model community pub by Plunket.	Weaknesses Limited experience of running pubs on the management committee. Lack of ambience in the pub is not seen as inclusive. Located in a corner of Church Road without much footfall.
Opportunities Collaborations and community partnerships with other bodies. Host events for sport fans and music event fans visiting the Spurs stadium. A fully operational kitchen to deliver a hot food service onsite and take away.	Threats Competition by other local pubs on prices and attractive ambience. An inconsistent offering particularly with food.

11. Managing Risks

1= low, 2= medium, 3 = high

Risk level = likelihood x impact

Identified Risk	Likelihood	Impact	Risk level	Mitigation
Low cash flow	3	3	9	Build up a reserve
Low profitability	2	2	4	Close monitoring of performance and stock usage
Lack of skilled management	2	3	6	Manage and review performance management Offer staff training
High staff turnover	2	3	6	Pay a competitive wage Nurture a good working environment Provide staff training opportunities
Reputation being damaged	2	2	4	Manage customers satisfaction Resolve customers complaints