



## Antwerp Arms Business Plan 2021 – 2023

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  
2021-2022 and 2022-23

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR / REVIEWER
1		1 January 2020	1 <sup>st</sup> draft of business plan	Nick Allaway
2		April 2020	COVID lockdown	Joann Yeung
3		September 2021	Post COVID Tenancy	Nick Allaway

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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 2023. 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 in 2022 and 2023 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 significant reserve to reduce the need to borrow to support future investment and reduce our debts;
- 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.420 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 from profits at the rate of CPI inflation if the committee recommends this and members agree.

The management committee appointed a tenant, Spur Associates, to run the operational side of the pub. Ben Abrahams its general manager, started to run the pub on a day to day basis from 28 June 2021. This change from direct management by the voluntary committee puts into place the resolution first agreed by members in 2018. It relieves the Committee of many of the day to day tasks they were struggling to carry out in their volunteer time.

The tenancy was agreed at a Special Members Meeting in June 2021 following a selection process and will run for five years. A comprehensive tenancy agreement is in place with Spur Associates that sets out the responsibilities of each party. The agreement provides for a fully operational pub to be returned to the AAA's direct control at the end of the agreement and if there is no extension. Ben and his team will look after management of the pub purchasing and serving drinks, menu and food preparation and managing events set up by the tenant. AAA remain responsible for the up keep of the building and essential fixtures as well as the community aspects.

The AAA now derives a monthly rent (and hopefully a quarterly profit share) which enables it to plan better for the investments it wishes to make in the pub and in the community and in paying down debt and building a reserve.

Spur Associates increased staff pay to the London Living Wage when they took over. All of the current staff team under Pete Passam MBE were TUPE'd to Spur Associates.

The current management committee was elected by the members in October 2021 and comprises:

Chair. Currently Martin Burrows but to be agreed after 2021 AMM.

Secretary. Jacquie Hibbert until 2023. Jacquie is a local resident who works for an international investment company. She has been involved in supporting the development of the pub for many years.

Treasurer. Nick Allaway until 2022. 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. He is the current Chair.

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.

Shannon Miller. Shannon works part time in the pub and full time in local government. She 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.

Mav Highsted. Mav has communications and marketing expertise as well as wisdom. Mav was one of the community founders of the pub.

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

Premises, Building and Maintenance – the committee looking at overall development of the fabric of the pub on a day to day basis. Nick, Martin and Jeannie.

Community and Fundraising – looking at the community activity and external fundraising. Martin L and 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, Lizzie, Mav.

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. We are also members of the Plunkett Foundation who give advice to social enterprises like ours.

The company has the following policies and procedures in place:

<b>Name of Policy/Procedure</b>	<b>Date of last revision</b>
Safeguarding	July2020
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 16<sup>th</sup> century Bruce Castle House and park and the 12<sup>th</sup> 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 to be developed as a 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. The 2019-20 year was profitable but ended with the pub’s closure as COVID lockdown was enforced and this reduced profit for the year. The 2020-21 year coincided with the pandemic and the pub was closed or trade was restricted for much of the year. The pub was only able to continue because of Government assistance in the form of grants, furlough and bounce back loans.

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 apart from a £20,000 bounce back loan at low rates
- There have been many successful Community events
- The pub won a COVID hero award for the free meals programme it provided in lockdown in 2020-21
- The Antwerp is being recognised as a community enterprise and is building its profile

**4.1 Our Vision is** to operate the Antwerp Arms for the benefit of the community and to continue to operate the pub as 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, clear our bounce back loan and then use the surplus for community benefit or to pay back shareholders.

#### **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 good 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 as a comfortable place that customers return to and is suitable for the activities planned as set out below. We'll do this by working with our tenant Spur Associates to:

- improve 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.

## **Strategic activity 2 : Investing in community activities**

Working with Spur Associates we plan to undertake community activities at the pub. Some of these activities are designed to draw customers in and to increase sales whereas others are purely for the benefit of the community:

### ***Regular Activities***

- *Live Music –*
- *Book clubs –*
- *Quiz nights –*
- *Gardening –*
- *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 1<sup>st</sup> May bank holiday*
- *Community fireworks display - 5 November*
- *Children's Christmas parties – 1<sup>st</sup> 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 2<sup>nd</sup> or 3<sup>rd</sup> 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***

- *Operate a community café in the daytime serving coffee and providing a range of interesting community themed events e.g. Yoga Café, Baby Group, Advice Group, Repairs Group, Food Education Group*

- *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 such as Belgian themed night.*

## 5. Funding and Income Generation Strategy

Our strategy for raising income and obtaining funding is :

5.1. Selling drinks – we are traditionally a ‘wet’ pub but our aim is to generate more sales from food. 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 and offer a more reliable and 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 to support our community effort as the opportunities arise but our non charitable status can limit opportunities. 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 were successful in gaining small grants to support our community kitchen in the lockdown.

5.5. Selling shares and crowdfunding – 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.

5.6. Bank and social funding loans – We have borrowed for investment and core costs with the bounce back loan scheme. 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 further investment purposes.

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 2021-22 and in 2022-23

To increase food sales by 50% in 2021-22 and improve this in 2022-23

To increase the number of community events by 50% in 2021-22 and maintain this in 2022-23

To increase web and social media contacts by 50% in 2021-22 and maintain this in 2022-23

### **6.2 Measurement and reporting of KPIs**

KPI performance will be tracked quarterly and reported and discussed at management committee meetings. Spur Associates will attend these 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 but is not updated as regularly as it should. 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.

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

8.1 We are now reliant on Spur Associates successfully running the pub. They provided a business plan as part of their bid to run the pub. In the last full trading year 2019/20 that the AAA directly ran the pub the turnover would have been around £320,000 (had lockdown not occurred in mid March 2020). Spur Associates believe they can increase this to £463,000 and potentially as far as £500,000 depending on their success.

8.2 Spur Associates annual sales forecast once the pub investment has been completed and it is running the way they want, is as follows:

### **Turnover £463,000**

Comprising

*Drinks sales £210,000*

*Match/event day revenue £125,000*

*Food sales £105,000*

*Events revenue £24,000*

### **Expenditure £433,000**

Comprising

*Drinks/food costs £187,000*

*Wages costs £112,000*

*Operating costs £45,000*

*Premises costs £44,000*

*Finance admin costs £39,000*

*Promotion costs £6,000*

### **Gross profit £30,000**

8.3 AAA will derive £30,000 in rent plus a share of profits (possibly £9000 under the above).

It intends to apply these sums in the following way:

(i) The replacement cost of the property is set at £300,000. Using an amortisation rate of 3% (to include repairs and maintenance) this would require £9,000 pa.

(ii) The furniture and fittings (excluding the kitchen) might be valued at about £10,000. Funding for this might be 20% or £2,000 pa.

(iii) Shareholders' Capital is about £170,000. We want to be able to buy back some shares as requests arise and to pay dividends. A reasonable return on this might be 2% or £3,500 pa.

(iv) The contribution of the pub to community activities is of the order of £100 a week, or £5,000 pa.

(v) We also have a £20k bounce back loan to service which requires £4,000 pa

(vi) Expenses also arise £ 4,000 pa

Any balance would go to the reserve and building this up progressively from 2022 or to paying back the £20,000 bounce back loan more quickly. We would like the pub to be debt free again as soon as possible.

## 9. Investment Plans

Under the tenanted arrangements both the AAA and Spur Associates are committed to investing in the pub to make it a great venue. The current Year 1 investment plan from 2021 is :

### Antwerp Schedule of Works & Investment 2021

	Cost	Spur Assoc	AAA
<b>Kitchen</b>			
Pizza Oven	£3,000	£3,000	
Rational	£5,500	£5,500	
Fitting	£300	£450	
Community Fridge	£250		£250
Community Freezer	£250		£250
<b>Compliance</b>			
Fire/Emergency lights PAT tests			£500
Electrical Testing - TBC	£750		£750
Extract Clean - TBC	£500		£500
New sockets/dimmers	£910		£910
<b>Pub</b>			
Furniture	£2,500	£2,500	
Tills & Back office	£3,500	£3,500	
Ipad	£360	£360	
Mp3 player	£100	£100	
Misc - whiteboard, menus etc	£500	£400	
Glassware	£450	£450	
Uniforms	£300	£300	
Paint Internals	£2,700		£2,700
Resand - Polish Floors	£750		£500
Artwork	£500	£500	
Sign writer	£300	£300	
Handy Man	£250	£250	
Coffee Machine & Grinder	£1,500	£1,500	
Wages - Non AA staff	£1,500	£1,500	

Ice Machine	£1,500	£1,500
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#### Externals

Change fairy lights & Posters	£150	£150	
Front roof repairs			£4,000
Rear Doors	£10,000		£10,000
Pergola / roof covering	£2,500		£2,500
Heaters & Electrician	£1,200		£1,200
External TV Box	£2,500	£2,500	
	Cost	Spur	AAA
	£44,060	£24,760	£19,100

AAA Year 2 (2022) and Year 3 (2023) Investments are planned as follows :

(i) Full exterior redecoration c. £3500

(ii) Disability friendly ramp to left hand front door step. This will give the pub full disabled access c. £2000

(iii) 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 – the present Georgian style windows date from the 1970s and are leaky and rotten in many places so need replacing. We would aim to grant fund this with a matching contribution £5000. Total costs could be c. £20,000.

(iv) 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. C. £5,000

*Total investment £30,500*

## 10. Reserves

The company reserves policy is to hold at least £10,000 in cash to deal with emergencies and to provide for investment. Ideally we would like to double this and build a sinking fund. Whilst it will be challenging we will aim to establish this reserve over the plan period beginning in 2022. In 2021 all our spare cash will be deployed to support the investment plan agreed with Spur Associates.

In the event that investment in future is needed for major development opportunities then this will be funded from the reserve if current cash is insufficient. It is unlikely we will be able to borrow funds.

## 11. SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
Several innovative, practical project ideas for the community.	Limited experience of running pubs on the management committee.
New driven management team with good networks and commercial experience.	Lack of ambience in the pub is not seen as inclusive as it might be.
The business has a low level of debt.	Located in a corner of Church Road without much footfall. People need to be given a reason to come.
The pub property is freehold.	Small size of pub puts limitations on its use.
Property in generally good order.	
Strong community support. Good relationship developed with THFC and the Haringey council.	
Realised as a model community pub by Plunkett.	

<b>Opportunities</b>	<b>Threats</b>
<p>Improve the garden to make it useable in poor weather and winter.</p> <p>Collaborations and community partnerships with other bodies.</p> <p>Host events for sport fans and music event fans visiting the Spurs stadium.</p> <p>A fully operational kitchen to deliver a hot food service onsite and take away.</p> <p>Possibility of extending opening hours through daytime community café idea.</p>	<p>Competition by other local pubs on prices and attractive ambience. Cornerpost has reopened under Beavertown.</p> <p>In the past an inconsistent offering particularly with food and not seen as a destination for food.</p> <p>Outside seating area on park established in 2021 is not guaranteed.</p> <p>Post COVID drinking may not return to levels experienced before as more people drink at home or economic conditions means there is less disposable income.</p>

## 12. Managing Risks

1= low, 2= medium, 3 = high

Risk level = likelihood x impact

Identified Risk	Likelihood	Impact	Risk level	Mitigation
Low sales and cash flow	3	3	6	Make the pub more attractive to customers
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/inability to recruit	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