

Business Plan



THE FOX INN, GARBOLDISHAM



March 2024

www.garboldishamfox.co.uk

THE FOX INN

GARBOLDISHAM

The Next Chapter...

Executive Summary

The Fox in Garboldisham has been run entirely by volunteers since it re-opened in 2016. Most community pubs migrate relatively quickly from the volunteer model to either Tenant or Manager run operations, however they generally have premises which are fully setup for commercial food & drink enterprises. The Fox is a little bit different which is what gives the place its charm.

We are faced with the challenge of trying to develop the pub so that it is an attractive proposition whilst at the same time carrying out some significant building and restoration works on a Grade II listed property. How we do this will determine the future success and survival of our local so we need to ensure that we take shrewd and well considered decisions whilst at all times consulting our current shareholders and customers.

We would like to see The Fox open 5 days a week offering bar food on weekdays (Wed/Thu/Fri) with different food vans each weekend. The aim is to retain the aspects of our current operation which we know our customers enjoy whilst at the same time increasing our income from a more regular food service. We will still require volunteers to run the pub. We considered moving to a 7 day pub/restaurant establishment, but decided against it due to the level of investment required, high running costs and the ongoing difficulties experienced by the competition in the area.

We want to make some improvements to the building by providing new toilet facilities to make the pub more accessible for all. We are also planning to upgrade the kitchen to enable us to serve our own food on weekdays. In the longer term and if funds allow, we would like to renovate part of the first floor to provide some living accommodation. Alongside these plans, we also have a responsibility to maintain and restore the historic aspects of the building. All of this must be done whilst ensuring that the financial stability of the business is not jeopardised and we continue to provide a service for our local community.

The Fox has come a long way in a relatively short period of time and is now a well-established social hub for the village. We could decide to remain as we are, but the widely held view is that volunteer fatigue will eventually get the better of us resulting in reduced opening hours or worse still temporary or permanent closure. Therefore, we need to take some positive steps over the next 5-10 years to secure the future of our pub. This Business Plan is the first part of that process.

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Introduction

Garboldisham is a small village in the Breckland district of Norfolk close to the county boundary with Suffolk. It lies on the crossroads of the A1066 and the B1111 midway between the towns of Diss and Thetford. According to the 2011 census, the population of the parish was 969. The village is served by a Post Office with independent shop, a village hall, cricket club, church and primary school.

The Fox Inn has been operating as a volunteer run community pub for more than 7 years. During that time, it has become a popular meeting place for customers old and new offering local real ales four days a week with street food and Sunday lunches at weekends. We also host a variety of different activities including the history society, running club, live music, beer festivals and summer barbeques in the garden.

Having successfully setup and re-established The Fox as a going concern, it is time to consider what the future holds and set out a new business plan to help us get there.

In this document we have summarised our customers' needs based on the results of the original questionnaires circulated in 2016 when the community pub was first launched plus more recent customer feedback. We have assessed some of the other pubs in the local area and highlighted where we see ourselves fitting in to the competitive landscape. This has formed the basis of our vision for The Fox from which we have developed a proposed scheme for the next five to ten years.

Following consultation with The Plunkett Foundation, we are considering changing the ownership model from being a Community Interest Company (CIC) to a Community Benefit Society (CBS). The business will continue to be run for the benefit of the community at large, but the hope is that the ability to pay interest on members' share capital will create a stronger sense of engagement from current and future investors and will also encourage them to be active as customers, promoters and volunteers.

Our longer term aim is to appoint a manager to run the pub in accordance with our vision and community values. He or she will be paid a salary, but will still require regular support from our volunteer base to enable us to continue to offer the range of activities and events we know our customers enjoy. To give us the best chance of attracting the right candidate, we will need to make some further improvements to the fabric of the building. We will seek to raise funds for this through a mixture of grant-aid, share issues and our own savings to refurbish the toilets, kitchen and create some living quarters upstairs. Details of the proposed improvements are provided in this plan along with the associated cost estimates and potential impact on sales.

Above all, we want The Fox to be financially secure so that everyone in the community can continue to enjoy it and feel part of it for years to come. Our plan is designed to be modular so that it can be implemented in stages with minimum impact on the current operation.

Customer Needs

Before The Fox re-opened in 2016, we asked people what they were looking for in their local pub. The results of our original questionnaire indicated that they wanted somewhere that was open 7 days a week run by a tenant or manager with a restaurant providing high quality meals.

Over the last 5 years, The Fox has traded very successfully led predominantly by wet-sales with regular food offerings at weekends provided by external suppliers. The fact that we are run entirely by volunteers strikes a chord with many customers both from the village and the surrounding areas and, consequently, a considerable amount of goodwill has been built up. However, it is clear that the current setup is somewhat different to the type of operation that was envisaged back in 2016 so we decided to carry out another customer survey to see if opinions had changed based on recent experiences of using the pub. A copy of the latest questionnaire is provided in Annex 1; the recurrent themes are summarised below;

Food; people like the variety offered by our food vendors, although some said the prices were on the high side,

Beers & ciders; most liked the variety of local real ales on offer. Some asked for a craft lager to be added which we have since introduced,

Events; general message was to keep on doing what we're doing,

Building; more heating in the Winter and new toilets,

The conclusion is that a destination pub & restaurant is no longer what our customers want. Instead, they would like a place which is very similar to the current setup where people of all age groups can continue to come and socialise. Amongst our most popular and successful events are the annual Summer Beer Festival, monthly quiz nights, various themed nights (e.g. Halloween) plus local band nights and our customers would like these to continue in the future.

Competition in the area

The Fox is the only pub in Garboldisham, although the Village Hall does have a bar which opens whenever they host an event. The nearest village pubs are in South Lopham and Hopton which are included in the list below along with a selection of others in the neighbouring villages;

White Horse, South Lopham

Privately owned supplying a range of beers and food from snacks to traditional pub food. It has been refurbished recently and has a large beer garden. They host regular events including quizzes, bingo, band nights etc.

The Vine, Hopton

Privately owned real ale pub with choice of up to 9 beers. Does sandwiches and snacks, but no hot food. Very much a locals pub.

Cross Keys, Redgrave

A CBS which has been under new management since January 2023. Open 6 days a week (Tuesday to Sunday) it is 'aiming to be a balance of destination dining and the local'. Lovely 17th century building has been fully renovated and has a commercial kitchen serving food from snacks to full meals. Seating area at front of pub with view of village green plus a small beer garden at the rear. Have some events of their own (e.g. live music, curry nights etc) and in December 2023 took over the Star Wings Events venue on the former brewery site just outside Redgrave village.

Star Wings, Redgrave

Was a privately owned brewery with tap room and kitchen offering burgers, pizza and gyros as well as breakfast on Fri/Sat. Hosted regular music events, beer festivals & car/bike rallies which attracted large numbers of people. Also hosted weddings and other private functions. Closed permanently in September'23, but the events side of the business was taken over by The Cross Keys in December'23 as mentioned above.

White Horse, Thelnetham

Re-opened in March'22. The iFarm CBS have a rolling 12 month tenancy to run the pub with a view to taking it into community ownership if they can raise sufficient funds. They are currently open Thu/Fri/Sat/Sun with food trucks visiting most weekends.

Kings Head, North Lopham

Privately owned 18th century Grade II listed thatched pub serving real ales and traditional bar food with three en-suite rooms plus owner's' accommodation. Recently changed hands; new owners offering lunches plus food trucks on weekend evenings.

The Grumpy Goat, Bardwell

Owned & run by Bardwell Sports & Community Club in the Bardwell cricket pavilion. It appears to have hit on a successful formula of real ales, real coffee and tea, food ranging from snacks to light meals and homemade savouries and cakes. The ambience is pleasant being open, high with lots of windows. Appears to have a reasonable number of patrons at most opening times and can get very busy at weekends. Open 6 days a week from 9.00am to late.

What is evident from this exercise is that there is a lot of competition in the area so finding a position for ourselves in the market is not easy. If we look back at the years leading up to when The Fox became a community pub, there were three different licensees between 1993 and when it eventually closed in 1997. All tried & failed to make a success of the 7 days a week pub serving traditional food. We don't want to repeat past mistakes so our aim is to take some of the best ideas from our competitors and adapt them to suit our model whilst retaining the things we know our customers enjoy.

The Fox Vision

Our vision is for The Fox to become a fully restored and well used pub which the community feels belongs to them.

Our mission is to appoint a manager who will continue to offer an affordable variety of local beers along with different food options each week plus an events calendar throughout the year to ensure that there is always something different for our customers to enjoy.

Proposed Scheme

The essential purpose of The Fox is to deliver positive social, economic and environmental benefits for the whole community. Therefore our focus is on financial sustainability together with the creation of community value and we are accountable to our shareholders to ensure we deliver on both of these aspects.

As a community pub in a rural area, our target market is wide ranging and includes real ale drinkers, skilled workers, higher management professionals, retired & semi-retired people and young people.

From a financial stability point of view, our aspiration is to generate a modest surplus each year to ensure the long-term survival of the pub, invest in the maintenance & restoration of the building, pay interest to our investors and make donations to good causes in our village and local area.

From a social value point of view, we want to help reduce rural isolation and improve general wellbeing in the village by strengthening and extending social networks, hosting local events, enhancing the heritage and cultural identity of the local area whilst at the same time providing employment opportunities for local businesses.

We plan to achieve this by;

- Providing a pub which is open 5 days a week (Wednesday to Sunday) from 10am to 10pm, accessible to all and run by a paid Manager (and staff) on behalf of the Management Committee supported by volunteers at weekends,
- Offering a selection of local beers & ciders each week at affordable prices,
- Providing different food vans each weekend to give customers a variety of hot food options,
- Introducing a small bar food menu on days when food trucks or Sunday Lunch aren't being provided,
- Introducing a weekday coffee & cake service in coordination with existing offerings available in the village,
- Giving friendly, personal service to customers to make them feel connected with the pub and local community,

- Raising the capital required (via share issues, savings and grant assistance) to build new toilet facilities including access for disabled customers,
- Raising the capital required to relocate the kitchen to the standard required for regular weekday bar food service,
- Raising the capital required to refurbish part of the upstairs area to provide living accommodation for a future Manager,
- Raising the capital required to carry out the renovations to the building including repairs to the West wall, removal of the existing concrete render & replacement with lime render to allow the building to 'breathe', renewal of the old sole plate, rewiring of the building throughout, updating the plumbing and adding central heating,

Work Done To Date

The Garboldisham Fox Community Interest Company (CIC) was formed in 2016 for the purpose of raising sufficient funds to purchase the pub and commence operations.

The pub re-opened in December 2016 and has been trading successfully since then.

The building has been significantly improved over the last five years and now comprises a main bar, two large seating areas and a pool room (all with real fires), two small snug areas, a small air-conditioned beer cellar and store, kitchen area and stock room plus a landscaped beer garden with covered seating areas.

We have an established group of volunteers who help with anything & everything from bar service to building maintenance.

A Board of Directors was appointed in 2016 three of whom are still active; the Board currently comprises seven members, four of whom were appointed in 2021.

We utilise a variety of different marketing tools to promote The Fox such as Facebook, Instagram, local radio & magazines, a website as well as the more traditional flyers and posters. We will continue with all of these, but will need to review & update them to reflect the transition to a Manager-run establishment.

The Fox has a newly refurbished website to promote events and share the latest news about the pub and we will consider extending its functionality to include online sales of merchandising etc.

We became members of The Plunkett Foundation in October 2021 and have had a series of discussions with their advisors regarding our future plans.

Profitability Objectives

At the moment, all our profit from operations is reinvested into the business. We have three bank accounts; one for day-to-day expenses; one for routine maintenance of the premises, new fixtures & fittings etc; and a third for larger building projects.

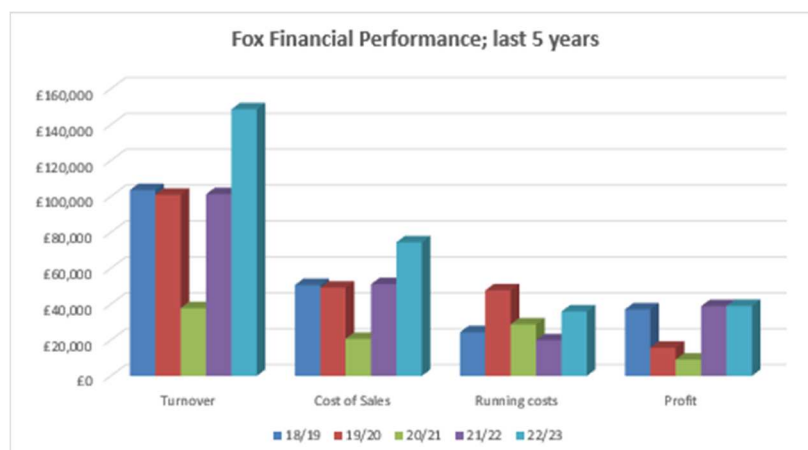
The intention is to carry on adding to our building fund until we reach an amount which enables us to carry out the refurbishment of the toilets whilst still retaining a sensible amount for future projects plus prudent reserves to cover unforeseen repairs.

If we decide to make the change from a CIC to a CBS, we will aim to pay interest to our members each year as a thank you for their continued support and create a greater sense of belonging to a successful community business. The maximum amount payable would be either 5% of share capital or 2% above bank base rates whichever is the greater.

Looking further ahead, once all the building & restoration works have been completed, we would like to use some of our surplus cash to make donations to local charities and other good causes.

Financial Data

The Fox has been trading successfully since 2016 and the graphs below summarise our results over the last five years. The impact of COVID in FY20/21 is clear to see, but in general our performance has been relatively consistent with an annual profit of just over £35k.



The running costs include building maintenance and repair expenses which were significantly higher in 2020 when the store room and kitchen were completed.

For our forecasts, we will consider three scenarios;

Scenario A; Business As Usual (4 days/week, with minimum scope building works),

Scenario B; Manager Appointed (5 days/week, with medium scope building works),

Scenario C; Live-In Manager Appointed (5 days/week, with maximum scope building works),

A breakdown of the building improvement estimates is provided in Annex 3 which includes a reasonable amount to cover for contingencies. Three scopes of work were considered; the minimum is based on improving the toilets to provide disabled access; the medium includes the toilet works plus relocation of the existing kitchen to enable midweek bar food service; and the maximum scope is the toilets, kitchen plus the conversion of an upstairs area to provide living quarters for a Manager.

Funding Requirements

In Scenario A, the building works would be paid for partly from savings and partly from grant awards.

In Scenario B, the same approach has been taken regarding the funding of the building works, but in this case we have also added the cost of a Manager's salary into our forecast. Advice has been taken from Plunkett Foundation regarding a typical salary for a Pub Manager and we have also checked some of the online recruitment websites before arriving at our estimated figure of £30k per annum increasing in subsequent years by 5%.

In Scenario C, we have assumed that a loan of £100k would be taken out to supplement the money from savings, grant awards and additional share capital to pay for the new toilets, kitchen and upstairs living quarters. We have planned to pay off the loan in full over 5 years at an assumed interest rate of 9%.

For all three scenarios, we have anticipated that external grants would be awarded to the sum of £20k and that we would match that figure from our own savings. A further £10k of funds has been forecast from an additional share offer. The general principle is that shares would be available, as now, in multiples of £100 and the interest payments on these additional shares has been reflected in our figures from Year 2 onwards.

We have used our trading data together with estimates of future works to produce the budget and cash flow projections in Annex 2.

(more words needed here once projections have been produced)

Ownership Model

The Fox is currently setup as a Community Interest Company (CIC) Schedule 2 which means that we are only permitted to pay dividends to specified asset locked bodies (e.g. The Village Hall) or other asset locked bodies with the consent of the Regulator. Profit maximisation will never be the primary focus of our pub since we are run for the benefit of the community at large rather than just for our shareholders, but it seems a little unfair that the people who helped us fund the purchase & operation of the pub aren't able to receive anything in return for its success.

The majority of community pubs up and down the country don't follow the CIC model. Instead, they are Community Benefit Societies (CBS) which have the power to pay interest on members' share capital. The shares are also withdrawable, subject to the rules of the society. Most of the other fundamentals of our operation would remain unchanged if we changed from CIC to CBS. We would still have a statutory asset lock to ensure that the community benefit of any retained surplus or residual value could not be appropriated for the private benefit of members. We would still have a one member one vote system to ensure democratic decision making. However, we believe that by changing to the CBS model it would encourage our members to engage more with the enterprise as customers, supporters and as volunteers since they will have vested interest in our long-term success.

In accordance with our Articles of Association, any proposed change of ownership model would need to be ratified by at least 75% of our existing shareholders.

Other Options Considered

For the Proposed Scheme;

We spoke to Plunkett Foundation regarding the relative merits of the Tenant versus Manager operating model. A Tenant would take on the responsibility for all aspects of the business. With a supportive community focused landlord, the management committee would work in conjunction with the tenant to help make the pub successful. However, the tenant would have the right to run the business their way which means they would get to decide everything from the range of beers available, the type of events on offer to the interior décor and furnishings. We don't believe this would be in the best interests of the pub from a social value point of view. Our customers and volunteers like to have a say in how the pub is run which would be somewhat limited if we followed the Tenant operating model. Instead, we think a managed pub would be a better solution for us with the Management Committee retaining responsibility and accountability for everything carried out by the Manager on its behalf.

Having decided which operational model to go for, we turned our attention to the opening hours. We thought about extending them from 4 days a week to 7 days a week, but this would mean the Manager would need at least one other paid member of staff to share the hours to avoid any problems with working time regulations. By keeping to 5 days a week, the plan is for our volunteers to help the Manager during the busier periods without the need for additional paid staff.

Regarding the food offering, we contemplated doing all the catering ourselves instead of using the pop-up vans which would provide us with a potential increase in revenue. However, looking at the recent experiences of our competitors in the local area, the evidence suggests that a number of them are struggling for business due to the rising costs of energy, goods and labour. We would also have to factor in a chef's wages (£45k p.a.) plus the problem of recruiting & retaining someone not to mention the additional cost of equipping a full scale commercial kitchen.

Taking all this into account together with the recent feedback from our customers, we decided to continue with the food vans at weekends and supplement it with simple bar meals on weekdays which could be prepared by the Manager and/or a part-time paid member of staff. The benefit of offering such a service would be to encourage people stay at the pub for longer rather than going home early which is what they tend to do at the moment.

For the building;

Previously, we had talked about building a two-storey extension at the North end of pub comprising new toilets with public access to the first floor space and/or private access to the Manager's accommodation. In parallel with these works, it was planned to rebuild the Eastern side of the pub to create a new commercial kitchen and cellarage. We also discussed the restoration of the front of the building including works to the original timber

frame, replacement of existing windows and replacement of the existing entry porch. In the longer term, there was also an idea to demolish the single storey extension and garage to the rear of the pub and replace it with an enlarged extension to provide a number of business units for rent and/or bed & breakfast accommodation to provide an additional revenue stream. In 2018, the overall estimate for creating the two-storey extension plus the new commercial kitchen was £165k and the longer term plan for the extension to the rear was an additional £265k. Given the current economic climate and the number of businesses in the hospitality sector that are struggling to survive, we no longer believe that such ambitious development plans are in the best interests of the pub from a financial stability point of view. Access to grants is very competitive at the moment and the most we can realistically expect to receive is in the £10-25k range rather than the £100-250k required to complete the works as originally intended. We could raise some money through additional share issues, but with the ongoing cost of living crisis we don't expect to raise the large capital sums required to carry out such major works. We could consider a business loan, but the repayment of such a large sum could put the business at risk, particularly as we would have to consider closing the pub for an extended period whilst the extension works were carried out. After considering all of these points, we decided to scale down our ambitions and the proposals put forward in our new Business Plan are designed to be carried out in any order at any time whilst still enabling us to continue trading.

Qualifications of Management Team

A board of directors comprising not less than three and not more than seven members is responsible for managing the day-to-day business of the Company. They are accountable to the membership and report to them via a newsletter and general meeting. Directors serve for two years and stand down at the general meeting, but are eligible for re-election if they choose to put themselves forward.

Two of the original directors who were involved with The Fox from the beginning are still on the board together with three others who have been in post since May 2021 and two who were elected in September 2023. Together, they have a broad range of skills and experience to draw on including expertise in finance, management, legal matters and business development. Brief summaries are provided below;

Ash Harris, Finance

Ash is a qualified Tax Consultant and has been our Treasurer since 2017 dealing with day-to-day cash and transactions including; weekly cashing-up and preparing of till floats; banking; providing weekly takings summaries to the Board; recording financial activities on the accounts software; payment of supplier invoices and other expenses; and provision of information in connection with the preparation of the annual accounts.

Greig Morris, Volunteers & Marketing

Greig is a project manager for a structural glazing company. He is one of the Bar Managers at The Fox and has particular responsibility for our Facebook and Instagram content as well as managing the volunteer rota each week.

Wendy Johnstone, Premises

Wendy has run several successful businesses including a florists and a building company and is now a director of a large family company (although in theory retired). She has been a benefactor and longtime supporter of The Fox for over 10 years.

Janet Hance, Communications

Janet is a retired Office Manager and has lived in Garboldisham for 47 years. She was Chairman of the Fox Committee who fought for ten years before it was successfully rescued. She is also involved with a number of other village organisations including the Church, Parish Council, W.I. and has been a Trustee of the local Recreation Ground for many years.

Louisa Evans, Events

Louisa is a practising private client solicitor of 18 years standing, working for a local multi office regional firm and has a great deal of experience dealing with the general public with a good head for figures and a working knowledge of how businesses run.

Chris Foulds, Bar & Cellar Director

Chris has a background in the food supply industry and before that in the brewing industry. His experience is useful in his role as Cellar Manager and purchaser of the food & beverages for The Fox.

Iain Entwistle, Business Development

Background in engineering, construction and project management with a Masters in Business Administration. Member of the Finance Committee. Current responsibilities include organising food vendors, updating the website, maintaining the new till system, arranging repairs/replacement of key equipment, overseeing plans for the new toilets and writing the content for The Fox page in the monthly village magazine.

We also have an independent Chairman, William Nunn, who oversees our monthly Board meetings.

Annex 1 – Results of Community Consultation

In the Autumn of 2022 we carried out a survey of our customers to find out what their likes and dislikes were. We decided to keep the questionnaire short and simple to encourage people to complete it and we offered hardcopies as well as online versions in an attempt to improve our response rate.

A copy of the survey is provided below;

The Future of The Fox

We'd like to know what you think of our community pub and what ideas you have for the future. Please help us by answering the following few questions...

1. What do you like/dislike about our current food offering?
2. What do you like/dislike about our beers & ciders?
3. What do you like/dislike about our events?
4. What do you like/dislike about our building?
5. What do you like/dislike about volunteering?

We received 42 completed forms in the pub and 16 online submissions making a total of 58 returns. That may not sound like many, but put into context it's around 50% of the customer numbers for a typical Saturday.

The top 3 areas for improvement were the return of the fish & chip van, addition of a premium lager and refurbishment of the toilets.

Annex 2 – Budget & Cash Flow Projections

To be completed once the result of the Go/NoGo for the new toilet project is known.

Annex 3 – Repairs & Improvements

In order to improve the accessibility of our pub, we wanted to provide new toilet facilities to enable wheelchair users and parents with prams to be able to visit us without feeling compromised. We considered a number of different plans for achieving this, but the one we initially recommended (Scenario A) was considered to be the most practical and best value for the reasons summarised below.

The reasons why we chose this option were;

- It satisfied one of the areas for improvement identified by our customers,
- It provided wheelchair access to make The Fox more accessible to all,
- It improved the overall look of the rear of the building,
- It kept the WCs away from any proposed new kitchen area,
- It allowed us to develop the opposite end of the building for other things e.g. new kitchen area,
- It could work out cheaper than providing a separate disabled toilet at the North end of the building,

The proposal was to refurbish the WC facilities by upgrading them to include the installation of a compliant unisex cubicle which could be accessed via a level floor surface through a new opening within the bar area which would greatly improve the ease of use of the pub and associated toilet facilities. Currently, the bar and existing toilets are at different levels with a step down into the main bar area access corridor from the toilet area and a step up into the individual female and male toilet facilities. The refurbishment project would provide an opportunity to remove the existing concrete floor slab within the toilet area and level the area through to the proposed new access point from the bar area. The bar could be accessed via a ramp from one of the existing front access doors therefore it was believed that the pub would be making best efforts to be inclusive to all customers and staff in the future.

Summary of progress to date:

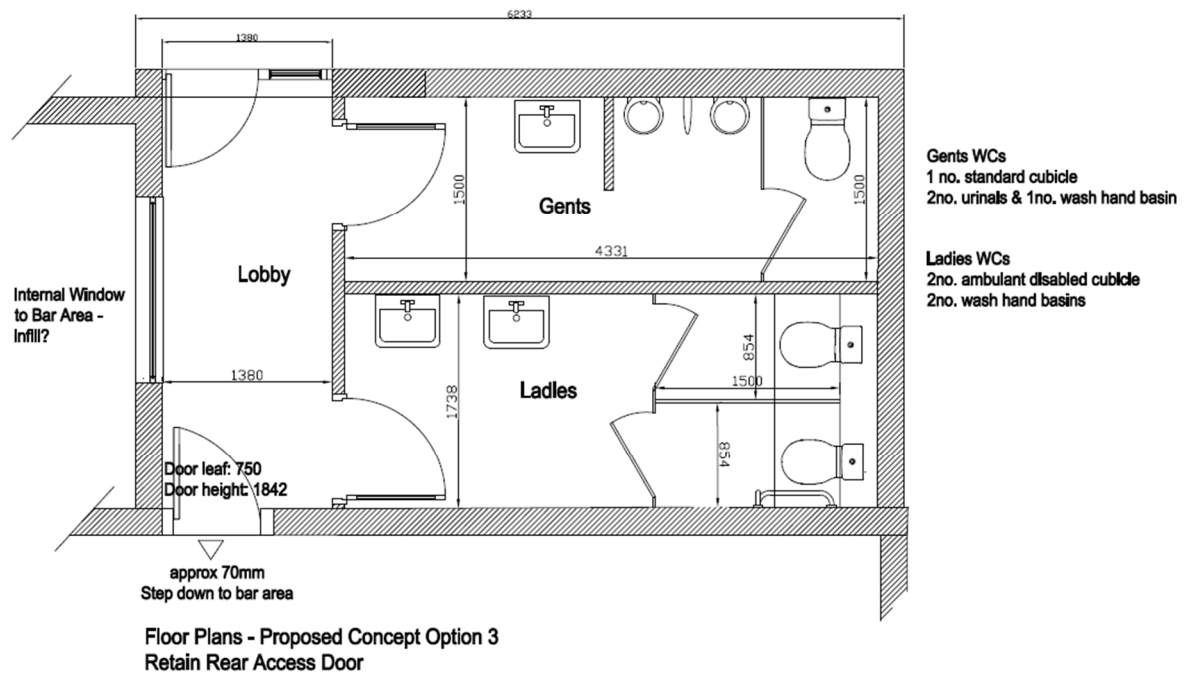
We submitted a request to Breckland District Council for Pre-Application Planning Advice in June'23 and at the end of July'23 were advised to amend the external finish from cladding to render to match the existing pub exterior. The drawings were revised accordingly and a planning application was submitted on 4th August 2023. Planning permission was received late September 2023. At the general meeting of shareholders on 28th September 2023, the Board was asked to prepare an Option Paper summarising all the options considered. The feedback from the meeting was that the proposed modification to the snug in Option A would not be well received therefore the Board decided to reconsider and went for Option B instead at an estimated cost of between £80-100k (see overleaf for details). The paper was circulated to shareholders on 17th December 2023 who were asked to vote for one of the four options by 31st January 2024.

Option B: New Toilet Block without Disabled Access

Summary

Retain the existing rear access door to car parking area but reduce the width of the lobby. This would enable us to reconfigure the Gents WC to provide 1no. standard cubicle, 2no. urinals & 1no. wash hand basin. Meanwhile, the Ladies WC would be modified to provide 2no. standard cubicles & 2 no. wash hand basins.

The plan showing the proposed layout is shown below.



Timeline

Approx 6 months

Estimated costs

£80-100k

Benefits

- ❖ Provides a second Ladies toilet which satisfies one of the areas for improvement identified by our customers,
- ❖ Retains back door and snug area,
- ❖ Improves the overall look of the rear of the building,

Disadvantages

- ❖ Wheelchair/disabled customers would not be able use the new toilet facilities,

A total of 104 shareholder votes were received by the January 31st closing date and the results were as follows; 18% for Option A; 36% for Option B; 44% for Option C; and 2% for Option D.

Option C will now be implemented which is based on Self-Build Refurbishment with minimal alteration to the existing toilets to provide an additional Ladies WC together with general tidying up of the existing floor, walls , ceiling etc. The budget for the work will be between £10-20k with completion by the end of 2024. The project will be managed by our Premises Committee overseen by two of our Directors (Wendy & Ash).

Longer Term Plans:

The next step in the development of the building will be to review the layout of the North and East elevations with a view to relocating the kitchen to a more accessible space adjacent to the main seating area; this is Scenario B.

Finally, in order to make The Fox a more attractive proposition for a future manager we will investigate the practicalities of refurbishing part of the upstairs area to create a one bedroom flat; this is Scenario C.