

The purchase and development of the Fountain Head Inn as a Community Asset



# Business Plan

**A Community Organisation**

**Business Name:**

**Fountain Community Organisation Limited**

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## Executive Summary

We intend to purchase and develop the Fountain Head Inn.

The current business turns over £200k per annum with a profit of £25k. Over the next 3 years we will grow our turnover to in excess of £400k annually, generating 12.5% profit making this business self funding.

We will use your investment to buy the building and enhance it to a level where the asset value will be in excess of £500,000 securing your investments

The building itself was listed as Fountain Head Farm (Brewery) built circa 1800. James Webster, father of the famous Samuel Webster is documented as Farmer and Brewer here in 1811. Samuel was born 1813 and went on to form the brewing enterprise Samuel Webster & Son in 1838. The Fountain Head Brewery name was kept and used right up to the closure of Websters Brewery in 1996.

Over the last few years the Management of the Fountain Head Inn have run the pub as a low cost, low priced good quality establishment which also uses its position in the community to provide help and assistance to the less advantaged in the community. They created an organisation called Big Change Halifax with over 200 members engaged in feeding and providing help for the homeless. This has included giving specialist advice on the complicated benefits application systems that many in our community have to cope with. We have done this whilst still running a commercially viable business.

Over the last few years 22 pubs within our area have closed. Now that the present owners the Fountain Head Inn need to realise their asset, we have set up a Community Organisation to stop The Fountain being number 23 and expand its services to enrich the community of Pellon. We intend to use the Websters branding to attract new customers and continue to provide low cost beverages and meals to attract a wider cross section of our community. By creating a membership and shareholder system we will enable our community to become even more involved in the businesses activities.

We will create new jobs as we build our themed extension to include, a craft bar, community café and Sam's Diner along with a retail area (crafts and merchandise).

We aim to provide for our existing locals by building a games room for them and provide large screen sports coverage as they asked for in our recent survey.

We will organise events and fares both cultural and fun based to keep the community involved with the pub, many of our customers have expressed an interest in getting involved. Sport has always featured as part of Websters marketing strategy and we will continue to support local schools with team sports and re-establish games, quiz and

competition leagues that have diminished in the locality. In the words of cricketer Freddie Truman, we aim to “.... drive out the northern thirst”.

The Society have been offered a substantial collection of breweriana and we will design the extension to provide a permanent home for these collections. A local craft brewer has also offered to brew Fountain Green Label following the tradition of Cask Ales. We will seek Cask Mark and support the local CAMRA group.

Section  
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## Mission, Values and Social Objectives

**Our Mission** is preserving the social and community hub provided by the Fountain Head Inn and to develop its amenities in such a way that it continues to do so for generations to come.

Our key objectives over the next three years are to:-

- *Buy the Pub*
- *Asset lock the business.*
- *Install a Modern Kitchen.*
- *Build new Male and Female conveniences.*
- *Create a Games room on site of present conveniences*
- *Extend the Pub to the front elevation to create a space for up to 70 covers ensuring extension includes energy generating facilities (Heat exchange and solar panels etc.)*
- *Ensure new and existing spaces allow for Disabled access.*
- *Ensure that new spaces are designed in such a way that we can make the business carbon neutral by the end of the program.*
- *Create a membership and shareholder scheme that is inclusive for the local residents of Pellon and surrounding areas and gives members and shareholders a voice in how the business is run and developed.*
- *Create a marketing program that promotes the events and services that the Pub provides and that its customers have requested..*
- *Create a business that is self-funding and delivers funds for local residents and local community events..*
- *Create committee management structure that enables all of the above.*
- *Deliver New and valued services for the community.*

- *Create an Arts and crafts outlet available for short term rent for local Craftspeople.*

Measurement of our success will be evident in the numbers of members and shareholders we attract and in the increase in numbers of customers and the related revenues. Our ability to fund the debt and invest in community projects will be the real measure of success.

Another key measure of our success will be the numbers of people who donate their time and effort to the project either as Committee members, volunteers, provision of advice and services.

Section  
3

## Policy Context

### **Political**

The main political influences on the business are likely to be positive and based around the present political desire to drive society into a cleaner environmentally and socially motivated direction. Our intention to become a carbon neutral business fits in with the political vision for the future and is more likely than not to position us for any relevant grants that may be available. Similarly, our whole basis of existence i.e. to be a community hub and expand our services to and for the community will attract political support.

We are in the fortunate position that presently there is a political renaissance for Public houses. After all the recent closures there is a realisation that well-run public houses provide essential community services. A public house can be an environment where communication happens across all classes, a place where people can come together to add value to their own communities and this is exactly what we are trying to preserve and expand at the Fountain Head.

### **Economic**

Our policy of maintaining low prices and quality on existing and new products and services fits well with the present economic climate. Our planned alliances with Distributors and Craft Brewers will help us to expand our choice of offerings attracting an extra new customer base.

Our planned timings both for the purchase of the pub and for the completion of the renovations and extension should land at times of high demand. Having the new areas and revenue streams on line prior to the Christmas period will help us to maximise our economic opportunities.

## **Social**

Pellon is a semi industrial/residential area of Halifax with a high concentration of traditional Working Class, Emergent Service Workers and Precariat. An area that needs its social and cultural facilities and has a vested interest in preserving them. Over the last few years 22 public houses in the area have closed.

Many of the people on the Management Committee of the Fountain Community Organisation have been involved in Big Change Halifax for several years. An organisation set up to make an impact on the homeless and disadvantaged within Halifax and which is run from the Fountain Head Inn.

Funds have been raised to provide shelter and food for the homeless and disadvantaged through charity days Tombola's, working with local stores and supermarkets to distribute food destined for disposal etc. Furthermore, the team have given essential advice re benefits and social housing programmes for people who just don't have the wherewithal to plot their own routes through the present bureaucracy.

The Fountain Community Organisation by acquiring the pub will continue to provide and expand the social impact in Pellon as it will split the profits it earns between re-investment in the business, funding local charitable needs and events; and shareholder payments for its shareholders on a 50%, 25%,25% basis respectively.

## **Technological**

More and more the UK is becoming a cashless society but the readiness to take up Card only payments is still split by generation. The older generations preferring to use cash still whilst the younger ones are now expecting that they can get their goods services and entertainment without cash. At present we found through our recent survey that only 3% of FH's customer base are between 18 and 25 years old and the FH is a cash only business. It is clear that if we do want to attract a wider age range then we do need to upgrade technology for our point of sale takings This also ties into our need for a discount scheme for our regulars, The Green Label Club This will involve dual pricing systems and the need to take payment for our electric car charging systems.

There is a threat to our business in that if we don't respond to this issue we will lose custom by not keeping up, similarly we need an on-line payments system so that our customers can book tables and order meals on-line. Our business plan allows for both of these deficiencies in the present services.

## **Legal**

We have registered the Fountain Community Organisation limited as Community Benefits Company. This enables us to have members, sell shares and asset lock the

company assets to ensure it cannot be run for private gain as can be seen in our model rules.

## **Environmental**

There are negative environmental issues in Pellon at the moment and they are increasing. A lot of the commercial land in the surrounding area is being bought for used a car lots and manual carwashes etc. Businesses that set up and close with increasing regularity and which destroy all social value and any cultural value in the existing land use.

By buying and re-investing in the FH we will be halting the expansion of such issues and we will preserve the social and cultural heritage of the area.

Our Carbon Neutral intentions and the installation of Electric Car charging stations will set an example.

Our fun and cultural events will help to nurture Pellon society.

Our policy of running a carbon Neutral business will be of benefit to the environment.

Our redevelopment to allow disabled access will benefit a wider group of Pellon society.

The Beer garden and rest area that we plan for the front of the building will improve the aesthetic of the area too.



## Business Model

### Legal Structure

We have registered the Fountain Community Organisation limited as Community Benefits Society Limited. This enables us to have members sell shares and asset lock the company to ensure it cannot be run or acquired for private gain as can be seen in our model rules.

### Board / Staffing Structure

Please refer to our Model rules and the profiles of our management team which are listed in the appendices

### Our Products and Services

Over and above the existing revenue streams we intend to create the following revenue streams to increase and secure our income

With the world in the grip of Corona Virus Covid 19 We have had to make certain assumptions about start dates for the purposes of this business plan. With Pubs being on lockdown at the moment there would be no point in any expenditure until we have a firm date for the end of the lockdown and the resumption of normal trading at the Pub. For the purposes of this business plan we have assumed that the lockdown will be lifted on the 4th of July and that we can complete the purchase of the Fountain Head Inn within 12 weeks of that date.

Presently the Fountain Head Inn earns revenue from the following sources

Wet sales	(sales of beers wines and spirits)	<b>£196,000 per annum</b>
	Food	<b>£ 6,000 per annum</b>

At present this produces a gross profit **of £25,000** per annum.

Food	Some food is sold but sales not regular nor are they recorded through the till. It is estimated that sales do not exceed £500 per month.	<b>£ 6,000 per annum</b>
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We expect these sales to increase by 10% year on year with a 5% increase in associated costs.

Our new extra revenue streams will be derived from:-

### **Community Kitchen**

Providing low cost breakfasts from 8:00 am until 11:30 am weekdays both onsite and to order and deliver to elderly and infirmed. We will budget for selling on average of 30 meals per day at an average selling price £3.00 and net profit of £1.20 per meal so an extra net profit of £180 per week. This service can start as soon as the building is purchased, and revenues can be earned from October 2020. The service will be interrupted for 2-3 weeks whilst the new Kitchen is being installed during September 2020.

<b>Annual Sales</b>	<b>£23,400</b>	<b>Gross Profit</b>	<b>£9,360</b>
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### **Sam's Diner**

An extension to the existing building to house up to 70 covers and provision of a first-class catering kitchen providing meals from 12:00 until 6:00. Evening meals will also be available on days when we do not have bookings for weddings and parties etc. We will budget to sell an average of 20 meals per day 7 days per week for 35 weeks per year at an average selling price of £5.99 per head. Assuming a 100% gross margin. Revenues will start upon completion of the extension end of October 2020 (subject to planning permission)

<b>Annual Sales</b>	<b>£29,351</b>	<b>Gross Profit</b>	<b>£14,651</b>
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### **Events**

We intend to create and revive community events such as A Pellon Peloton; A box car/pram race; A Mayday event. Craft Fairs etc. For each event we expect to attract 400 extra people throughout the day each spending on average £10 so an extra £4000 revenue for an extra £2000 cost We will provide at least 4 major events each year generating extra revenue of £16000 for £8000 of cost

<b>Annual Sales</b>	<b>£16,000</b>	<b>Gross Profit</b>	<b>£8,000</b>
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### **Themed Evenings**

In the new restaurant area provided by Sam's Diner we will organise themed evenings and take bookings in advance for Murder Mystery evenings; Fancy dress; rocky Horror; Tudor style Banquets; Chinese and Italian nights etc. These will happen once per month in the first year and we will target bookings of 36 per evening at £27.95 per head (35% margin) starting in November 2020.

<b>Annual Sales</b>	<b>£12,074</b>	<b>Gross Profit</b>	<b>£4,226</b>
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## **Funerals**

Also using the facility of Sam's Diner we will budget for three funerals per month for 35 people at an average charge of £5.00 per head costing £2.50 per head for 12 months.

<b>Annual Sales</b>	<b>£6,300</b>	<b>Gross Profit</b>	<b>£3,150</b>
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## **Private Parties/ Small Wedding Sales**

We will cater for Private Parties and small Wedding parties up to 60 guests (average of 40 guests). We will offer different packages from basic 2 course meal to 3 courses and champagne and wine, prices varying from £17.50 per head to £45 per head. Average price £30 per head and average margin £15. We will target one Party/ wedding every month in the first year of trading and rising to 1.5 per month in following years.

<b>Annual Sales</b>	<b>£14,400</b>	<b>Gross Profit</b>	<b>£7,200</b>
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## **Heritage tours**

We will be providing Heritage tours around Halifax and the surrounding areas with a driver and tour guide taking people to see the sites and have the history of our region explained. There is a wealth of sites of cultural value which are not really being exploited at present. Apart from the obvious places like the Piece Hall; Dean Clough; Hardcastle Craggs and Shibden Hall Park we have one of the oldest known Stone age settlements on Ovenden Moor, we'll identify the real track of the "Running Man" from the original site of the gibbet to the crossing of the beck.

We have the site of Halifax Racecourse at Norton Tower and the Union Cross Hotel the oldest in Halifax dating back to 1535. As well as being the oldest Inn in Halifax it is also the place where Daniel Defoe stayed whilst writing Robinson Crusoe.

We will lease a minibus (see appendix 1 for detailed costings) with the intention of doing at least 2 tours per week including lunch whilst on the tour for a cost of £27.50 for the day for pick up and drop off from the Fountain Head Inn and £35 for pick up and drop off from home for addresses within 5 miles of the Inn. There will be options for customers being picked up and dropped off at the Inn to pre-book Breakfasts and or evening meals for and extra £10. An average of 10 people per tour will generate an income of £2200 per month for a cost of £1,674. Tours to be booked at least 1 week in

advance. Our breakeven point being 8 people on the tour. If demand proves sufficient then we will put on extra tours and or lease/rent an extra minibus.

<b>Sales</b>	<b>£26,400</b>	<b>Gross Profit</b>	<b>£6312</b>
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## **Craft Beers**

We will have guest beers from microbreweries and their beers will be available for purchase on our website. We are already in discussions with one of our major suppliers who are very keen to work with us on this. The plan is as part of the extension we will build another craft beers bar where brewers will be invited to sell their wares each month. Our revenue will be purely based on an average margin of £2.00 for each bottle/Pint we sell of their products. Initial discussions have generated a lot of interest from local brewers.

We will promote each brewery both on our website and in our monthly magazine. From our website customers will be able to link to the brewer's website and order their products again generating income for the Fountain. We expect to sell the equivalent of 8 firkin's (9-gallon barrels) per week. There may be a negative effect on existing sales, but we expect this to be minimal as craft beers will be sold at premium prices and our existing customer base tend to be loyal to their existing brand and price.

<b>Sales</b>	<b>£ 65,520</b>	<b>Gross Profit</b>	<b>£ 37,440</b>
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## **Green Label Club**

Mindful of the cash handling implications as we develop the Fountain Head Inn and to make sure we retain the loyalty of our existing customers we intend to keep prices and the environment in the existing parts of the pub as they are as much as we can. In the area of Pellon where the community has lost over 50% of its pubs in the last 10 to 15 years every penny counts to our customers so we want to be able to keep the prices as low as possible for them. To do this we will manage a discount scheme (Green Label Club) so that our regulars can buy an annual membership that entitles them to a 10% discount on our published drinks price list. Membership will cost £10 per annum and we expect to get 300 members in our first year so a revenue of approx. £3000 in our first year £4000 in the second. Passing trade and functions pricing will be increased to approaching market rates. The cost of implementing a computerised system to manage both Epos and variable pricing and membership will be £10,000 in the first year and then £1500 to maintain each subsequent year. (details in appendix 2)

<b>Sales</b>	<b>£3,000</b>	<b>Gross Profit</b>	<b>-£1800 1<sup>st</sup> 3 years</b> <b>£1500 Year 4 onwards</b>
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## **Games Room**

The games room will be equipped with Darts; Pool table; television screens and 2 gaming machines.

The bandits will contribute £200 per month each and the Darts and Pool teams will contribute an extra £36 in takings on match nights so an extra £544 per month in profits.

<b>Sales</b>	<b>£ 7856</b>	<b>Gross Profit</b>	<b>£ 6,528</b>
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### **Electric Car charging stations**

As part of the car park refurbishment, our intention to run Heritage Tours in an electric minibus and the installation of solar panels we intend to install 4 Car charging stations in the car park available for customers with electric vehicles. This being a service to our customers and in some way to contribute to our carbon neutral intentions. Cost of Electric is approx. 14.5p per Kwh we will charge 19.5p per Kwh. This would mean that for a 40W battery it would cost £8.80 +VAT to fully charge a 40W battery or approx. £5.17 + VAT to charge a 40W battery for 100 miles of travel. Commercial petrol stations presently charge around £10.50.

Cost of installation would be approx. £25,000 which could be written down over 10 years with a £1200 annual maintenance cost. Total cost per annum £3,700. This would mean that to cover costs we would need to sell charging for 1850 40W batteries. @ 45 mins per battery = 1387.5 hours per year or just under 1 hour per day per charging point.

The charging stations will be Card payments only to limit the temptation of theft and vandalism. 124,00 Kwh or charge 3100 40W batteries or £2,728 worth of charges. Time on the pumps would be 2775. This equates to less than 1 hours per machine per day to break even. As this is part of our ecological program we would be happy to just break even or make a loss. If we manage to sell just an extra hour per day this would equate to a profit of approximately £900 per annum. For the purposes of our budget and cashflow we will assume that we only recover 50% of costs. So we plan to make a loss of up to £1360 per annum on £5,304 in our first year and break even in our second year and a profit of £900 from the third year onwards.

There will be invisible revenue benefits anyway in the number of people who visit the Pub just because we have a charging station.

<b>Sales</b>	<b>£5,304</b>	<b>Gross Profit</b>	<b>-£ 1,360</b>
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### **Our Customer base**

Presently the majority our regular customers live within a 3 mile radius of the pub and are spread across social classes being from traditional Working Class, Emergent Service Workers and Precariat. Only 4% are from the 18 to 25 age range with 39% in age ranges 26 to 45 and 45% between 46 and 65. We have 12% that are over 65. 80% of our customers frequent the pub at least once per week so we have plenty of scope to increase our customer base at the younger and older end of the age ranges and we need to attract passing trade and people from outside the 3 mile radius by having well marketed services and events.

We recently asked our customers and people in the area to complete a questionnaire to get some demographics and some opinions about what service they would like us to provide and the following is the results we received. The results show that there is a demand for the services we already provide and that there is plenty of interest the new revenue streams we are planning

		%age
Total using Pub Daily	20	22.99
Total using Pub 2 to 3 times per week	44	50.57
Total using pub Once per week	16	18.39
Total using Pub Once per fortnight	1	1.15
Total using Pub Occasionally	6	6.90
Total not using Pub	0	0
Total wanting Community Functions	29	33.33333
Total wanting a function/meeting room	21	24.13793
Total wanting a Games room	40	45.97701
Total wanting Catering	44	50.57471
Total wanting Live Music	50	57.47126
Total wanting big Screen Sports	38	43.67816
Total wanting walking groups	20	22.98851
Total wanting to pick up groceries	16	18.3908
Total wanting Heritage group/tours	26	29.88506
Other	11	12.64368
Total not interested in food	20	22.98851
Total wanting Weekday lunches	29	33.33333
Total wanting Weekday evening meals	37	42.52874
Total wanting Saturday lunches	24	27.58621
Total wanting Saturday Evening meals	22	25.28736
Total wanting Sunday lunches	40	45.97701
Other	8	9.195402
Total 18-25's	3	3.658537
Total 26-45's	34	39.08046
Total 46-65's	38	43.67816
Total over 65	11	12.64368
Undeclared	1	1.149425
Total who want to join Steering Group	9	10.34483
Total who want to help with fundraising	25	28.73563

Total who want to provide advice/services	14	16.09195
Total who want to be involved in running the pub/volunteering	22	25.28736
Total who want to make a donation	11	12.64368
Total who would like to buy shares	18	20.68966
Total who would like to make a loan	1	1.149425

We feel this survey clearly demonstrates a high proportion of customers are prepared to volunteer and support this Community venture with their time and effort, and financially as well.

### **Marketing Approach**

According to Calderdale Council's recent demographics study there are 210,000 people live in the Calderdale area and the population is set to grow by about 1,000 people per year over the next 6 years. The highest level of growth coming in the 65+ age range. Our low-cost breakfasts and afternoon meals are specifically targeted at attracting this market. Similarly, this market will be particularly targeted for the Heritage tours being midweek events for people with time and an interest in local history which particularly appeals to the 65+ age range.

In terms of competition there are no pubs in the area offering these types of service and any Pubs serving meals tend to be in HX3 postcodes not HX2 and are catering for either business/corporate or more affluent customers. The only real competitors in the area are the working men's and social clubs which tend to cater for much larger numbers and tend to be less imaginative in what they do offer in terms of food.

We will be promoting our services via our own web site and our partners websites where we will exchange links. E.g. ABV who we will be using to promote Guest beers etc.

We will be publishing a monthly Newsletter that we will door drop to promote the following months events and talk about local issues. For major events we will do door drop leaflets and local radio advertisements as well as publicising them in our monthly newsletter

Our full Marketing plan is available in another document

### **Performance Management**

We will be performance managing existing trade via our membership scheme and then every one of our new proposed Revenue Streams to check that we are meeting our budgeted targets and that our marketing strategies are working. If needed, we will

review and correct either the Marketing strategy or revise the service/revenue stream accordingly.

Our new Membership epos system with structured cost centre codes and variable pricing and stock control will allow us to do this in real time. We will code all sales so that they can be grouped by the revenue streams specified in our development plans. This will enable us to monitor sales against budgeted sale by revenue stream in real time. We will then use our marketing budget to attract extra sales where needed.

Revenue streams will be reviewed at Steering group monthly meetings to make sure they are working towards budgeted levels and corrective action by either increasing investment or decreasing activity if not profitable and increasing activity if outperforming budgets We will analyse trends to make sure we further invest in the right areas. i.e. the most beneficial to the Community and or the most profitable for the business.

Section  
5

## Financial

The licensed trade is one where payment for goods and services is by its customers at the point of purchase whereas some of its purchases for services are monthly with 28-day payment terms. However, as we will need funds to purchase; renovate and develop the pub there will be initial cash flow issues that we need to accommodate within our financial plan.

We intend to raise the funds from the following sources

Bank	£ 177,000	Loan/Mortgage
Shareholdings	£ 355,000	
Membership	£ 2,000	
Total	£ 534,000	



## Risks and Relationships

The main risk to our business plan licensed presently is the uncertainty around how long the present Lockdown situation with the Coronavirus Pandemic will last. In a way this also does give us an advantage in that it gives us more scope to redevelop the site whilst we are not trading and hence get it finished sooner but it does prevent us from gaining much needed revenue. For the purposes of the plan we have assumed that the lockdown will be removed by the end of June but if this changes then we will need to revise the purchase date and schedule for the business plan.

We expect based on previous share issues in our market sector that our share offer will be oversubscribed and have limited the number of shares to 355,000 on this basis. If however we are undersubscribed we may have to look at other options re finance and adjust our business plan accordingly.

In the Pub trade Competition can be healthy prospect, in that if people have a choice in an area, they are more likely to visit the area. In our case the fact that we will be serving a completely different local market sector than our competition insulates us from direct competition for business. We will of course continue to monitor our competitions operations both to make sure we do not conflict and to promote collaboration with Community fayres etc.

There is a possibility that Covid 19, once under control, will encourage people to find their entertainment and social life closer to their own community, the financial pressures that will result from the lockdown's will mean that people will be looking for more for their money and will therefore be choosing the visit the cheaper providers which will be an opportunity for us.

Another risk is that some of our new revenue streams may not be as popular as we expect. If this is the case then the sooner we can react and remove or modify our offerings the better. This is why we are investing in the monitoring systems via epos that will allow us to review and react in real time to both market failures and opportunities.

## **Key Strategic relationships**

We work with and have taken advice from:-

The Plunkett Foundation

Keyfund

Community Shares Company Ltd.

ABV Ltd

Diageo

Farm Foods

To help us set up and run the project in the best possible way and going forward we are talking to Small local Brewers through their distributors for our Cask Beer services and a couple of Websters Brewery supporter organisations together with other local history societies and cultural societies for our Heritage tour offering.

We are opening up discussions with our local competition about running joint ventures and events to attract people into the area for mutual benefit.

Local charities and organisations about our outreach programmes.

Local Councillors about providing meeting rooms and surgeries

# SWOT

<b>Strengths</b>
Experienced Team Wide range of management skills Existing and loyal Customer Base. Strong Marketing Skills. Present and ready need for the proposed services provided by the new business. Access to the Websters Brand. Site with local cultural History. Existing reputation for excellent food (especially pies) and excellent value. Sound Development plans. Enthusiasm

<b>Weaknesses</b>
High level of borrowing requirement. Governmental restrictions.

<b>Opportunities</b>
Social reaction to the end of the present Pandemic. Demand for community and social services at the highest they have been in decades. Changing social attitudes. Lack of supply from other competition. Outlet for present social goodwill Need for external cultural and social stimuli. Development plans. Lack of competition

<b>Threats</b>
Lack of funds in the community. Continued high levels of unemployment. Being gazumped by property developers. Delays to development plan. Eg. Covid-19

# Notes

Use this section to add any notes.

## Appendices

### 1 Membership system

### 2 The Management Committee

**David Budgen** Chairman



David has been running the Fountain Head Inn for over 10 years. He has experience in Marketing, logistics; Brewing; Pub Management and has in the past been successful in sourcing community funds. This makes David the ideal person to lead us through the acquisition of the Fountain Head Inn and the subsequent development of the Fountain Community Organisation

**Gillian Tolley**



**Treasurer**

Currently is a civil servant working for the home office. Previous 8 years with CYPs local authority. 20 years warehousing and logistics. Gillian's Interests are local Heritage; History and Farming. Gillian is a volunteer for Big Change Halifax which provides food and respite for the homeless and needy. Gillian has a BA Hons in history, MRes. And has Business Administration NVQIII. She is a DBS Holder

**Guy Beech**



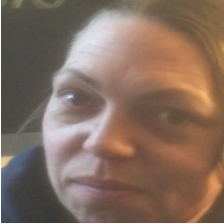
Guy works full time at Huddersfield University as a senior software integration specialist. He is a member of the Royal Astronomical Society and in his spare time a runs a small farm. Guy also has been involved with the community work carried out by the Fountain Head Inn for over two years, making and dishing out hot meals for the homeless, taking practical help to the needy in their own homes at our own expense and referring those in need for care and medical help.

**Sean Cunningham**



Sean is Managing Director of his Own Management Services Company IMRS. He has a wealth of experience in the construction industry. He is a specialist in Project Management and having led several companies through to completion of the BS14001 standard he will be a great asset to the team in our renovation and development plans.

**Sophie Askey Secretary**



A veteran of the administration of many Outreach projects. Sophie has been of particular help advising the vulnerable and needy on their welfare and benefits rights. Sophie has helped many to get the assistance that they greatly needed. The management team also benefits from Sophie having a lifetime of experience in the license trade.

**Liz Wade**



40 years experience in the licensed and catering trades Liz is also instrumental in our existing Outreach projects working with the homeless. She been involved in arranging shelter for the needy. She has organised and run many fundraising events. Liz also works with schools helping with welfare and fundraising programmes organising lunches breakfasts and Christmas presents for those who wouldn't have them.