

**Imperial College Union
Board of Trustees / 16th September 2020**

Venues Reopening Plan (Commercially Sensitive)

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Purpose: To update Trustees on the current plans for opening Bar 568 in term one, subject to further Government or College announcements.

1. Reopening Bar 568

The recent Government guidance for higher education makes it clear that there is an expectation for both universities and students' unions to provide adequate social activities for students – largely to guard against the likelihood of house parties and other illegal gatherings. We have taken this guidance, alongside our four other tests, to make the decision to open Bar 568 ready for the Welcome Week period and beyond.

i. It is a mission-critical activity for the Union?

Reopening Bar 568 will provide a crucial social space for both new and returning students at Imperial – particularly those located in Halls of Residences close to the South Kensington campus. It will enable students to meet each other in a safe and controlled environment and help create some sense of community that we know will be crucial for the academic year. It is therefore considered mission-critical activity for the Union.

ii. Is it aligned with College's plans?

We have discussed this with the College, who have approved our approach and are supportive of us reopening. This has been confirmed by correspondence with the Chair of the College's Silver Group. We have also undertaken a full site visit with the Director of Estates and other key stakeholders.

iii. Is it safe for both students, customers and staff?

We have undertaken a full risk assessment of the space and operation with our third-party contractor and have developed an operational plan for the service to run under industry guidance. This includes actions such as:

- A fully managed Beit Quad site from 4pm – 11pm during Monday to Friday.
- Students are only sat at tables of six (maximum) and where these are full, students will be asked to leave.
- Groups of six will be met by a greeter on arrival, and randomly allocated seating within the venue.
- A one-way system and ordering process based on government guidelines will be in place, and clearly displayed House Rules will be enforced. Where behaviour does not comply, students will be warned once and then asked to leave.
- No large-scale party type events will be run, with limited low-key entertainment offered.
- A track and trace system will be in operation.

Given the nature of Beit Quad, we also think it is important that the site is managed to prevent large gatherings of students.

The Senior Management Team will monitor the service on a weekly basis. If the venue cannot operate safely, then a decision will be made to close it by the Leadership Group.

iv. Is it commercially viable?

We have produced a budget (appendix one), and a likely staffing model (appendix two) that demonstrates the venue can operate at a break-even proposition. This will be monitored on a weekly basis, with any changes to the service model made by the Senior Management Team and Leadership Group.

Appendix One: Budget

568 & Union	September	October	November	December	Total	Comments (Venue Operations Manager)
Income						
Wet sales	18,000	36,000	36,000	27,000	117,000	Revenue based on 70% of an average day from February with no events or external bookings
Welcome	4,000	2,000				Additional revenue for opening over welcome week period weekends
Subtotal	22,000	38,000	36,000	27,000	123,000	
Cost of Sales	(6,600)	(11,400)	(10,800)	(8,100)	(36,900)	
Gross Profit	15,400	26,600	25,200	18,900	86,100	
GP Margin %	70%	70%	70%	70%	70%	GP set at 70% which is roughly 5% below where we were hitting before, to allow for some margin of error and additional wastage
Dry sales	5,000	10,000	10,000	7,500	32,500	Dry sales based on 70% of a normal trading day allowing for Monday - Friday opening and reduced hours of service
Welcome	250	125			375	Additional dry sales revenue for opening for 3 welcome weekends
Subtotal	5,250	10,125	10,000	7,500	32,875	
Cost of Sales	(2,205)	(4,253)	(4,200)	(3,150)	(13,808)	
Gross Profit	3,045	5,873	5,800	4,350	19,068	
GP Margin %	58%	58%	58%	58%	58%	GP set at 58% roughly 5% below where we were hitting to allow for any additional waste when we are not open at weekends
Other Income						
Door Income		500	500	500	1,500	
Subtotal		500	500	500	1,500	
Total Income	18,445	32,973	31,500	23,750	106,668	
Expenditure						
Staff Costs						
Permanent Staff						

Temporary Staff	(2,810)	(5,621)	(5,621)	(4,215)	(18,267)	Staffing is based on the rota in Appendix Two.
Agency Staff	(3,875)	(7,750)	(7,750)	(5,812)	(25,187)	Agency costs factored in for bar and floor staff each day and for kitchen staff in case student staff are unavailable
Welcome	(2,674)	(1,337)			(4,011)	Additional staffing required to cover the three weekends over welcome before we will open Monday - Friday
Late Taxis	(300)	(300)	(300)	(300)	(1,200)	Staff working late
Subtotal	(9,659)	(15,008)	(13,671)	(10,327)	(48,665)	
Staff Costs/Revenue %	35%	31%	30%	30%	35%	
Premises & Equipment						
Cleaning	(575)	(687)	(465)	(273)	(2,000)	Costs based on 70% of previous budget
Depreciation	(2,583)	(2,583)	(2,360)	(2,360)	(9,886)	Has been left in full as a fixed cost
Equipment Hire	(200)	(200)	(200)	(200)	(800)	Cost based on 70% of previous budget
Maintenance	(336)	(401)	271)	(159)	(896)	Cost left in full in the event any of our equipment fails
Maintenance Contracts	(583)	(583)	(583)	(583)	(2,332)	Cost left in full in the event any of our equipment fails
Subtotal	(4,277)	(4,454)	(3,608)	(3,575)	(15,914)	
Consumables						
Consumables	(868)	(1,036)	(702)	(412)	(3,018)	Costs based on 70% of previous budget to allow for reduced occupation and reduced operating days and hours
Disposables	(1,273)	(1,519)	(1,029)	(605)	(4,426)	Costs based on 70% of previous budget to allow for reduced occupation and reduced operating days and hours
Subtotal	(2,141)	(2,555)	(1,730)	(1,017)	(7,443)	
Administration						
Credit Card Commission	(507)	(1,209)	(818)	(481)	(3,015)	Costs based on 70% of previous budget to allow for reduced occupation and reduced operating days and hours
Entertainment Acts	(250)	(250)	(250)	(250)	(1,000)	Budgeted costs for student DJ's for Saturday nights over welcome and Friday night post this
Health & Safety	(48)	(57)	(39)	(23)	(167)	Budgeted costs for any health and safety requirements
Irrecoverable VAT	(1,438)	(1,716)	(1,162)	(683)	(4,999)	Has been left in full as a fixed cost
Licences	(767)	(915)	(620)	(364)	(2,666)	Has been left in full as a fixed cost

Printing Costs	(144)	(172)	(116)	(68)	(500)	COVID-19 signage
Publicity						
Quiz Prizes		(61)	(61)	(61)	(183)	Budgeted costs for prize on Tuesday night quiz
Telephones	(54)	(54)	(54)	(54)	(216)	Has been left in full as a fixed cost
Subscriptions	(1,000)	(1,000)	(1,000)	(1,000)	(4,000)	Has been left in full as a fixed cost
Subtotal	(4,208)	(5,434)	(4,120)	(2,984)	(16,746)	
Total Expenditure	(20,285)	(27,451)	(23,129)	(17,903)	(88,767)	
Net Profit/(Loss)	(1,840)	5,522	8,371	5,847	17,900	Current profit projection which allows a buffer if we don't meet the projected sales.
NP Margin %	-8%	15%	23%	22%	6%	

Appendix Two: Likely Staffing Model

Day	Monday							
Venue	Role	Staff Member	Start	Finish	Break	Hours	Rate	Total
FiveSixEight	Agency		14:00	22:00	00:30	8.00	£13.95	£111.60
FiveSixEight	Manager Floor		15:00	23:00	00:30	7.50	£13.95	£104.63
FiveSixEight	Bar		15:30	23:00	00:30	7.00	£9.80	£68.60
FiveSixEight	Floor		15:30	21:30	00:30	5.50	£9.80	£53.90
FiveSixEight	Bar		17:00	23:30	00:30	5.50	£9.80	£53.90
FiveSixEight	Agency		17:30	23:30	00:30	5.50	£12.00	£66.00
568 Kitchen	Agency		15:00	22:30	00:30	7.00	£16.79	£117.53
568 Kitchen	Agency		15:00	20:30	00:30	5.50	£16.79	£92.35
							Total	£668.50
Day	Tuesday							
Venue	Role	Staff Member	Start	Finish	Break	Hours	Rate	Total
FiveSixEight	Agency		14:00	22:00	00:30	8.00	£13.95	£111.60
FiveSixEight	Manager Floor		15:00	23:00	00:30	7.50	£13.95	£104.63
FiveSixEight	Bar		15:30	23:00	00:30	7.00	£9.80	£68.60
FiveSixEight	Floor		15:30	21:30	00:30	5.50	£9.80	£53.90
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568 Kitchen	Agency		15:00	22:30	00:30	7.00	£16.79	£117.53
568 Kitchen	Agency		15:00	20:30	00:30	5.50	£16.79	£92.35
							Total	£668.50
Day	Wednesday							
Venue	Role	Staff Member	Start	Finish	Break	Hours	Rate	Total
FiveSixEight	Agency		14:00	22:00	00:30	8.00	£13.95	£111.60
FiveSixEight	Manager Floor		15:00	23:00	00:30	7.50	£13.95	£104.63
FiveSixEight	Bar		15:30	23:00	00:30	7.00	£9.80	£68.60
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568 Kitchen	Agency		15:00	22:30	00:30	7.00	£16.79	£117.53
568 Kitchen	Agency		15:00	20:30	00:30	5.50	£16.79	£92.35
							Total	£668.50
Day	Thursday							
Venue	Role	Staff Member	Start	Finish	Break	Hours	Rate	Total
FiveSixEight	Agency		14:00	22:00	00:30	8.00	£13.95	£111.60
FiveSixEight	Manager Floor		15:00	23:00	00:30	7.50	£13.95	£104.63
FiveSixEight	Bar		15:30	23:00	00:30	7.00	£9.80	£68.60
FiveSixEight	Floor		15:30	21:30	00:30	5.50	£9.80	£53.90
FiveSixEight	Bar		17:00	23:30	00:30	5.50	£9.80	£53.90
FiveSixEight	Agency		17:30	23:30	00:30	5.50	£12.00	£66.00

568 Kitchen	Agency		15:00	22:30	00:30	7.00	£16.79	£117.53
568 Kitchen	Agency		15:00	20:30	00:30	5.50	£16.79	£92.35
							Total	£668.50
Day	Friday							
Venue	Role	Staff Member	Start	Finish	Break	Hours	Rate	Total
FiveSixEight	Agency		14:00	22:00	00:30	8.00	£13.95	£111.60
FiveSixEight	Manager Floor		15:00	23:00	00:30	7.50	£13.95	£104.63
FiveSixEight	Bar		15:30	23:00	00:30	7.00	£9.80	£68.60
FiveSixEight	Floor		15:30	21:30	00:30	5.50	£9.80	£53.90
FiveSixEight	Bar		17:00	23:30	00:30	5.50	£9.80	£53.90
FiveSixEight	Agency		17:30	23:30	00:30	5.50	£12.00	£66.00
568 Kitchen	Agency		15:00	22:30	00:30	7.00	£16.79	£117.53
568 Kitchen	Agency		15:00	20:30	00:30	5.50	£16.79	£92.35
							Total	£668.50
							Total	£3,342.50