

BRIEFING NOTE – PITCHEROAK GOLF COURSE – KITCHEN REFURBISHMENT

In November 2019 Rubicon Leisure took over the responsibility for the operation of the Pitcheroak Golf Course food and beverage services from the previous contractor.

All catering equipment was removed from the site by the previous tenant and Rubicon officers have been working with colleagues in property services to undertake a full review of the site to ensure future service delivery can be achieved in the quality manner that it expected from the company.

The Food and Beverage service has been an extremely profitable and successful business venture since this opened to the public several years ago. The site at one point was Number 1 on trip advisor, gained a 5 star hygiene rating and became renowned for Breakfast and Sunday lunch.

There are major opportunities to invest into the facility to regain these successes thus making this a profitable, viable and sustainable element of Rubicon's overall portfolio of facilities.

However in order to achieve this it is absolutely essential to install high quality kitchen and bar equipment to be able to offer a variety of menu choices to be successful against other operators in a very competitive market place.

One success of this facility and an opportunity moving forward is its breakfast range which it is widely renowned for in the local area. In order to ensure that this is maintained and the facility can cope with the demand for this, high quality equipment is required.

The kitchen space is so small there is not an option to put in a regular range cooker, if this was to happen it would take away valuable space for any other equipment (e.g. fryers etc.), but would also create a need for salamander grills, steamers and other equipment to be fitted, but with no space to accommodate them.

The kitchen equipment has to be of a bespoke nature, the floor space and shape of the kitchen requires specific made to measure equipment and working areas. The items requested, such as induction hobs, are also essential if a cheaper gas alternative was used the Kitchen extraction would then need upgrading, at much greater cost to be compliant with health and safety law.

Rubicon would also like to reintroduce Sunday lunch menus which were provided successfully several years ago. Again in order to achieve this high quality equipment is required over and above standard kitchen fitting.

Rubicon has obtained quotes for kitchen and bar equipment and as such have received three detailed quotations ranging from **£47-£52k** excluding VAT. The facility also requires furniture and audio/ CCTV equipment which will amount to approximately **£17k**.

In addition a review by property services has identified the following works required to bring the venue to a standard that will meet the customer expectations whilst also addressing health and safety concerns that are evident on the site currently:

- Internal decoration throughout – these would form part of cyclical works programme;
- New carpets throughout the public area –some of the carpets are being cleaned, but the areas that are being replaced are in a poor, unhygienic condition; officers would also need

to check areas of the subfloor where we may need to replace boarding. This work would require uplift of the carpets.

- New flooring throughout the Kitchen and bar areas – the existing is in poor condition and the works will include the removal of Asbestos containing materials. To be replaced with floor covering of higher slip rating, for use in areas with cooking, oil etc.
- Kitchen - damaged areas of wall cladding to be replaced in the kitchen area; unhygienic. Similarly, replacement of suspended ceiling and grid due to evidence of rodents in the void; health and safety issue.
- New bar cellar to bring up to a decent standard – Existing area is damp and the ceiling falling down, evidence of rodent activity. Walls will be skimmed, ceiling replaced and slip resistant floor covering installed. Door damaged and in poor condition.
- Seal up Chimney – works required to retain would have attracted additional costs i.e. repair work required to hearth and stack; removed the carbon monoxide risk.
- Lighting up grade – recommended for energy savings and for EPC certs
- WC's – resealing and replacement or slip resistant flooring; a couple of replacement WC's and taps where damaged / old fitting with leaks etc
- Electrical and heating repairs £4k

The associated cost of the works would be approximately **£36k**

The total estimated cost is therefore **£103k**.

Profit estimations

Based on the projections made by the team in consideration of footfall into the site and potential additional custom following the proposed investment the table below shows the potential profit.

	2020/21 £'000
Estimated Expenditure	219
Estimated Income	-307
Net profit	-88

The Council as landlord would be funding the cost of the investment through borrowing with approximate costs of £10k per annum to be met from the General Fund. This cost is the responsibility of the Council to enable the Rubicon to provide the service as part of its contract with the Council.

It is anticipated that the surplus generated from the service will support the expansion of Rubicon Leisure and ultimately this will have an impact on the management fee paid by the Council to the company.