



## MINUTES OF MCBS COMMITTEE MEETING

Monday 3<sup>rd</sup> November 2025

**Present:**

Julian Stokes (JS)  
 Tony Kinsey (TK)  
 Lesley Bradford (LB)  
 Hedgie O'Brien (HB)

David Moore (DM)  
 Amanda Hordern (AH)

Dave Bradford (DB)

No.		Action
<b>1</b>	<b>APOLOGIES</b>	
1.1	Tom Rogers (TR). Tony Dawson (TD) no longer attends as not on Committee	
<b>2</b>	<b>MINUTES OF THE LAST MEETING 21/01/2025</b>	
2.1	Electricity supplier to change 26/11/25 to YU	
2.2	Minutes approved.	
<b>3</b>	<b>BUSINESS PLANNING</b>	
3.1	Sales targeted £14k, actual completed c. £19k. Good performance. Both Wet & Food sales increased. However margins (industry standard 70% on cost) are 10% down on target.	
3.2	Food to labour ratio should be circa 70%. Month on month since high of 135% in April the ratio is stepping down well. 69% October (82% September). May also be due to non-Chef 10% reduction on events (wakes). Between Sept and Oct labour costs fairly static, however sales increased.	
3.3	Profitability – admin costs are generally consistent. Oct Profit £1316 (£2264 loss in Sept)	
	Dashboard – Plan to increase by 30% on 24/25 so we are on plan at 31% increase. Margins on bar & food at 64% and okay. However margin on food alone is too low at 60% (food stock is too high!). Have costs increased more than menu prices?	
3.5	Labour: food ratio in a good place.	
3.6	Bank Balance net £9000 (similar to last month).	
3.7	Send Fiona YPH events list to avoid clash with events	AH
3.8	Fish & Chip Monday night a success. Repeat it third Monday monthly. Check with Fiona that this is okay. Keep Quiz Night on a Thursday for the time being.	JS
<b>4</b>	<b>DECLARATION OF INTERESTS</b>	
4.1	DB Men's Shed. TR Storage	
<b>5</b>	<b>PUB ISSUES</b>	
5.1	Julian is now confirmed as DPS. Considering stepping down in Summer 2026. Need to update Age Verification Policy from Graham to JS	AH
5.2	Opening Hours – close Friday lunchtimes and keep Saturdays. Then review sales/times in Square. Discuss with Fiona when to start.	JS
5.3	Made in HR6 – DB organising. Lesley to set up Bell till to facilitate cash sales HB to sort WiFi extender for Cider Barn	DB LB HB
5.4	Christmas decorations. Bradfords to organise tree etc..	DB/LB
5.5	NYE – Brendan & Jo will sing again. Discuss with Fiona. Graham to provide music playlist. Mike may have lights. 19:00 - 3-course meal for 30 persons @ £39.50 in restaurant. 20:30 - Servants supper for £11.50 Run with volunteers, Mike and Fiona. Need Kitchen and Potwash help. Discuss	JS

	with Fiona beforehand.	JS
5.6	Xmas Eve, Xmas, Boxing, New Year – closures/openings discuss with Fiona Open Sat 27 and Sun 28 as normal Closed until NYE. Close NYD until evening of Friday 9 <sup>th</sup> January	JS
5.7	Christmas Shareholder comms – use email/mailchimp instead of card and include just Christmas wishes and Xmas opening times. Tell Tony D done)	JS
5.8	AMM update – correct in Report where Director’s Remuneration is entered. Approved.	LB
5.9	Fiona – consensus is Fiona is not yet meeting all the Job Description requirements for Pub Manager. AH to review JD splitting out what she can/cannot do and areas she can train to. Agree with JS, LB, DB Agree SPOC and process to collate feedback for Fiona so she does not receive mixed messages.	AH  All
<b>5</b>	<b>REGULATORY</b>	
5.1	Cellar to Glass – JS and LB to trial training and share learning points. Fiona not responded to request to do it despite chasing. LB to review Graham’s line cleaning doc to streamline it. Install Whiteboard in cellar for cellar messages. Prepare plan for Graham’s absence. Perhaps using ChatBPT. Laminated Opening & Closing Up schedules. Set out clear at Roles & Responsibilities – Fiona FOH and Mike food and fridges..? To be agreed with Mike and Fiona at meeting which both attend.	JS LB  LB DB  tbc
5.2	DB procure CO2 alarm for cellar. JS fit it	DB JS
5.3	H&S – the role of the Manager is unclear. Review to Bar Supervisor and/or Committee whichever appropriate External emergency Lighting needs sorting out	AH  AH
5.4	Training – review training needs Staff v. Volunteers Up to 9/1/26 in close down period (DB knows ex-fireman) Emergency Action Plan – needs sharing with Bell Staff & Volunteers again	AH  AH
5.5	Switchboard Free contract ends February. Renewal?	JS?
<b>6</b>	<b>FINANCIAL</b>	
6.1	Current combined balances £22,251 at end October. 3 November 2025 Co-Op £20654.15. Unity £4250.80	
6.2	Remove Graham from bank account. Keep TD because of payroll	LB
<b>7</b>	<b>SECRETARIAL</b>	
7.1	Successful handover to DM by TD. DM checking record of deceased members.	
7.2	Advise FCA formally about Financial Year change. 01/07/25- 31/12/26	DM
7.3	Men’s Shed contract needs updating. DB sent copy to DM who will review it.	DM
7.4	List of shareholders should be available at registered office (shop). DM to consider how/what should be available.	DM
<b>9</b>	<b>MAINTENANCE</b>	
9.1	January closure – deep clean cellar, cold store, freezers and stables.	JS
9.2	Cider Barn – look at carpet cleaning after HR6 when furniture is out	HB
9.3	Cellar ACU – needs investigation on Min/Max temperatures. DM has Min/Max thermometer	DM
9.4	Digital rad valves – 4xTADO £180. Requires thermostat relocated to flat. Agreed to proceed with changeover	JS HB
9.5	Fire door installation to flat entrance. Imminent Phil Welch.	
<b>10</b>	<b>AOB</b>	
10.1	TD and TR farewell. Drink at the Bell.	JS

10. 2	Add staff area to MCBS website, password protected.	JS
10. 3	Power to the Dutch Barn – water, drain and LV c. £3000. Speak to Jeff Woodfield	DB
<b>11</b>	<b>DATE OF NEXT MEETING</b>	
11. 1	13 January 2026. LB Minute taker.	