



# Business Plan

# The project

In 2017 Amberley found itself without a village shop and post office for the first time in over 100 years. A small group of local residents, in the belief that Amberley was the poorer without a village shop, decided to investigate whether it was feasible to establish a community run facility. There was a search for suitable premises, which culminated in this proposal to establish a shop, café and post office local at the rear of the nave in Holy Trinity Church. This is an idea that has been tried successfully in a few other churches in the land, and accords very well with the Church of England's stated policy of opening up its buildings to be shared with the wider community.

The concept has needed very careful consideration, respecting the needs of the congregation, the requirements of the Diocese, and the aspirations of local Amberley residents.

A suitable legal entity also needed to be established to manage the planning and implementation of the scheme. Amberley Shop on the Common Limited (ASOC) was incorporated as a community benefit society in April 2018 and the management committee of ASOC have been working with the church architect David Newton, the church community and other volunteers to bring the project forward to its present form. ASOC, with the support of Amberley Church Council, are now pleased to present this business plan to the local community, and to invite residents to support the venture by buying shares in ASOC, and maybe offering volunteer support.

The plan sets out: The vision, some background about Amberley, how community shops work, how we have consulted with the community, the design, the proposed services, how the shop will fit with the church's activities, how much it will cost, how we propose to raise the money and how the enterprise will be run for the benefit of all.

For further information, please contact a member of the management committee at [info@amberleyshoponthecommon.co.uk](mailto:info@amberleyshoponthecommon.co.uk)

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# The vision

This project seeks to be more than just a shop. The old post office was a focal point in the heart of the village where friends and neighbours would greet each other perhaps only fleetingly, but importantly, they felt a part of a community where residents could look out for each other, catch up with the news and help each other out if the need arose. This spirit of friendship continues in the village, but there is no question that there is now a greater sense of isolation particularly among more elderly residents.

The central vision for the shop, café and post office is to re-establish and grow the hub of the village, where people meet to chat and engage with their friends and neighbours, thereby enhancing the quality of life for all residents.

The community shop will provide good quality local produce, essential provisions, newspapers, soft drinks, stationery, greeting cards, some luxury items and locally produced wine and beer. Local businesses and local residents will have the benefit of a post office counter, providing the usual post office services, postal services and crucially, the ability to take out cash. The presence of a post office counter will also boost footfall to the shop.

A café will provide good quality tea, coffee, biscuits, cakes and soft drinks. The intention is to provide a peaceful meeting place at the back of the nave where friends can meet and converse, or can simply sit and read the paper.

The shop will be run by a paid member of staff and a team of volunteers some of whom have already put themselves forward to help. It is the intention of the management team to deploy these volunteers over a broad range of duties. The volunteers and paid staff will work under the direction of the management committee who are elected from within the membership of the community benefit society.

Apart from the obvious needs of running a shop and café, the plan is to send volunteers out to help members of the community who have particular needs; this may include those with mobility difficulties, the elderly, the lonely and those who are not well. Help may include delivering essential provisions, collecting a prescription or simply making a cup of tea and having a chat. It is a specific ambition to engage young members of the community in this volunteer scheme.

It is intended that the venture will earn a small surplus of revenue, so that once a reserve has been built up, ASOC will be able to put money back into community causes that need help. Funds would be allocated to a wide variety of such causes which could include the church, scouts, cubs, brownies and guides, maintaining and improving shared spaces in and around the village.



Yarpole Village Shop - Herefordshire

# About Amberley

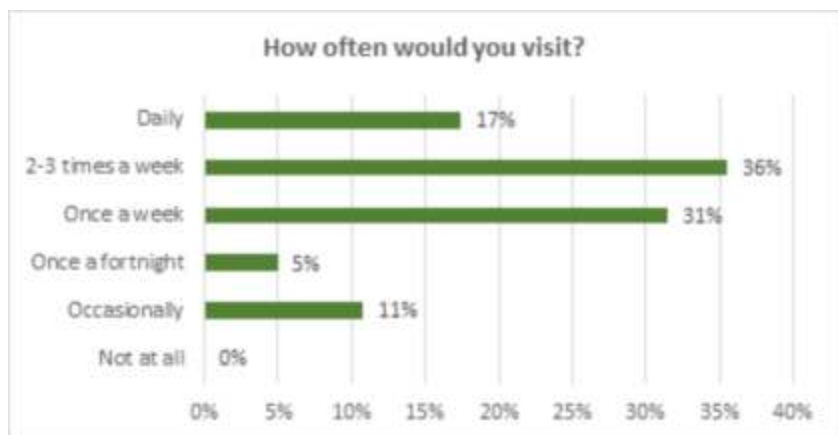
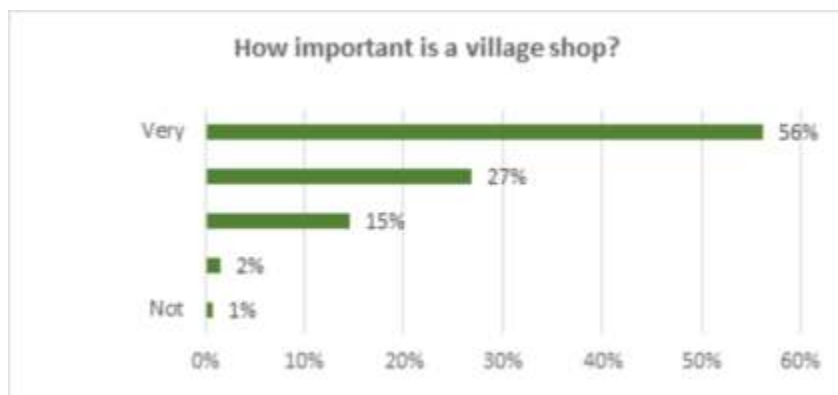
Amberley is a beautiful rural village at the south west corner of the Cotswolds, it has a population of around 1,900. Situated on Minchinhampton Common, and with stunning views down into the valleys of the nearest towns of Nailsworth and Stroud, it is a diverse community that attracts many visitors and passers-through.

The village has two popular local pubs, a hotel and a primary school.

The nearest supermarket is 2.5 miles away, and the nearest useful shop is nearly two miles away. There is therefore an urgent need for a new shop in Amberley to provide essential goods and services for villagers and visitors alike, but perhaps even more important, serving as a community hub. The need is all the more pressing given the recent loss of bus services, and the increasing numbers of retired residents, home-workers and young parents who rely on doorstep amenities.



# Support for the shop



In 2017 a village wide consultation was undertaken. 123 households responded to the questionnaire.

- There was very strong support for a community shop: 56% of respondents said a shop is 'very important', 27% declared it 'important' and 15% 'quite important'.
- More than three-quarters of respondents would use the shop at least once a week; and
- Two-thirds of respondents - or 20% of the total local population - expressed an interest in contributing to the shop.
- Respondents most likely to visit from 8am to noon.
- Most popular goods would be: local produce and newspapers, and most popular services would be post office and catering facilities.

Public Consultation

Updated 25/07/2020

## Subsequent consultation

Since this initial questionnaire, villagers have waited patiently to hear of progress. A shop within a church brings with it an additional level of complexity: the design needs careful consideration; church members' concerns need to be addressed and consents need to be obtained from the Diocese. During this period, there have been a number of very well attended fund raising events, a public meeting and a series of drop in coffee mornings designed to explain the plans to members of the community.

More recently in December 2019 there was an exhibition of the current version of the plans within the Church. This was arranged specifically to receive feedback from members of the congregation. The feedback gathered at all of these consultations has helped the management committee and the Church Council understand and respond to local concerns, every comment has been carefully considered, and in many cases has led to a change of details or process.

It is understandable that much time has elapsed as the plans develop, but enthusiasm for the shop and café has grown through this period and anticipation is mounting as plans come closer to realisation. What matters now is that members of the community express their support for the scheme as now presented, this can be by purchasing shares in ASOC and better still by offering to volunteer.

The scheme can only proceed with the support of the village.





# Community-run shops

## *How do they work?*

- Owned by the membership
- Funded by donations, share issues and grants
- 350 in the UK, employing over 1,000 paid staff and around 10,000 volunteers
- £54m annual turnover across the UK, with profits reinvested into the wider community
- Survival rate of 95%, based on offering services the community wants and active local support



## *What are benefits for residents?*

- A focal point for the whole community
- Meeting place and coffee shop
- Convenient and time-saving location for everyday essentials
- Accessible fresh produce from local producers
- Postal Services supporting home businesses
- A life line for the less mobile and frail members of the community
- Access to local message boards and local news

## *What are the wider community benefits?*

- A social dividend - spirit of inclusion
- Reduced transport costs and food miles
- Support for local producers
- Enhanced property values
- New opportunities for employment
- Enhanced social integration
- A new village hub
- A greener option

Community shops are booming across the UK, with 350 in operation which are proving to be highly successful. They are a fantastic way to meet local needs and empower residents. They are generally more successful than privately run ventures because of their common ownership.

Nearby shops such as those in Uley, Chalford and Whiteshill are great examples of community run shops. Further afield, the popular community shop, post office and café in Yarpole, Herefordshire, is situated in the village church. Many cathedrals and large churches house shops and cafes, Malmesbury Abbey being another fine example. The experience of these shops has helped inform the thinking with this project.



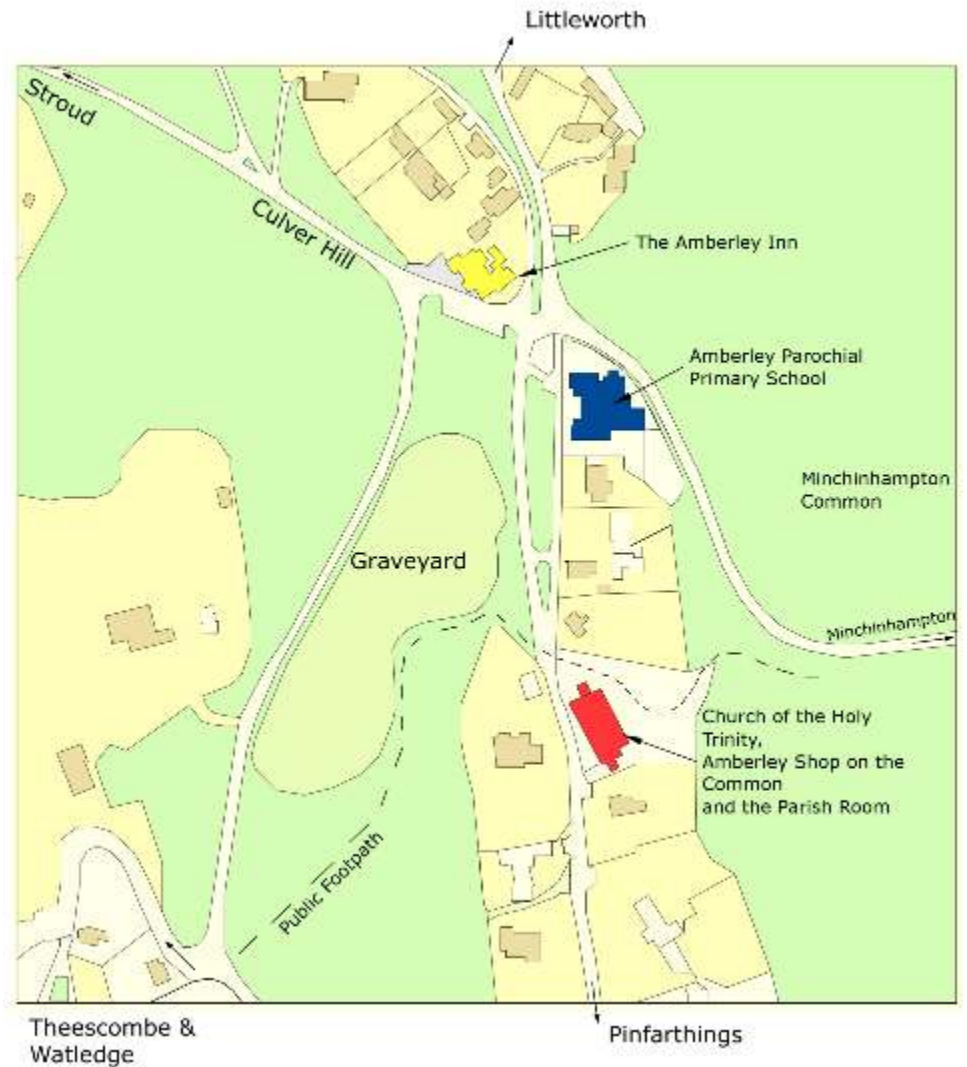
Yarpole Village Shop - Herefordshire

# The shop offer

- Staple products
- Local produce, comprising seasonal fresh fruit, vegetables and local farm produce (e.g. cheese and meat)
- Locally produced bread, milk, cakes and desserts
- A small range of beers, wines, and refrigerated drinks
- Newspapers, magazines and greetings cards
- Household essentials
- Confectionery and ice cream.
- Postal services via a 'Post Office Local'
- Parcel collection and delivery point for local residents who are away during the day.
- A café that will be open when church activity permits
- A showcase for featuring local artists
- An information exchange - a noticeboard flagging local events, local businesses and services
- A friendly meeting place

# Location

- Holy Trinity Church is located near the centre of the village, nearly 190 metres above sea level.
- The nearest large town, Nailsworth, is in the valley 2.5 miles to the south. Stroud is also in the valley, 3.5 miles to the north west.  
The church is at the southern end of the green, also bordered by the Amberley Inn, the Amberley Parochial School and the churchyard.
- This location is close to the intersection of Culver Hill and the Pinfarthings Road that follows the escarpment along the edge of Minchinhampton Common.
- There is no longer a regular bus service connecting the village with the surrounding area, and a walk to either Stroud or Nailsworth is a serious undertaking.
- Amberley's proximity to Minchinhampton Common means that the village is a popular destination for visitors, be they walkers, cyclists or motorists.
- The church is accessible from both the Pinfarthings Road and by foot via the public footpath that comes down from the common.



# The layout within the Church

Many locations for the shop have been considered, but it was concluded that the beautiful and practical interior of Holy Trinity Church is by far the best. It is the perfect place to create a new community hub. Much thought has been put into working out how the shop and church activities can co-exist, and these ideas have been coordinated carefully alongside the church's own longer term plans to improve its space. The drawings on subsequent pages illustrate the proposed general arrangement.

The main retail area will be contained within an expanded entrance foyer, beneath the balcony where the existing vestibule sits. A secure staff serving area will be formed to the southern end of the space. A new entrance lobby will be formed in the north west corner of the building at the top of the access ramp. From here visitors can gain access to both the shop and the nave.

The present glazed screen will be rebuilt to form a wider retail space, and the existing disused staircase serving the balcony will be relocated to the entrance lobby.

The raked seating to the balcony will be removed, and the balcony converted to a more usable space; light wells will be formed to improve the natural light to the shop area below.

The nave itself will house the café seating, allowing visitors to appreciate the interior of the Church and enjoy their teas, coffees and cakes. A servery will be integral with the new screen as indicated on the plans.

When a funeral, wedding or the main 10.00 am Sunday service is in progress, the shop will be closed and attendees will be able to arrive by the main door, and walk through the shop. A pull-down screen is proposed to conceal the shop from view as required.

The Church Council acknowledges the importance of the provision of accessible toilets at ground floor, so the plans include a proposal to create new accessible WCs in a re-purposed choir vestry at the east end of the nave. The plans also include the provision of improved accessible toilets in the Parish Rooms. This will provide a more suitable arrangement where the playgroup toilet facilities will be separate from the public access WCs.

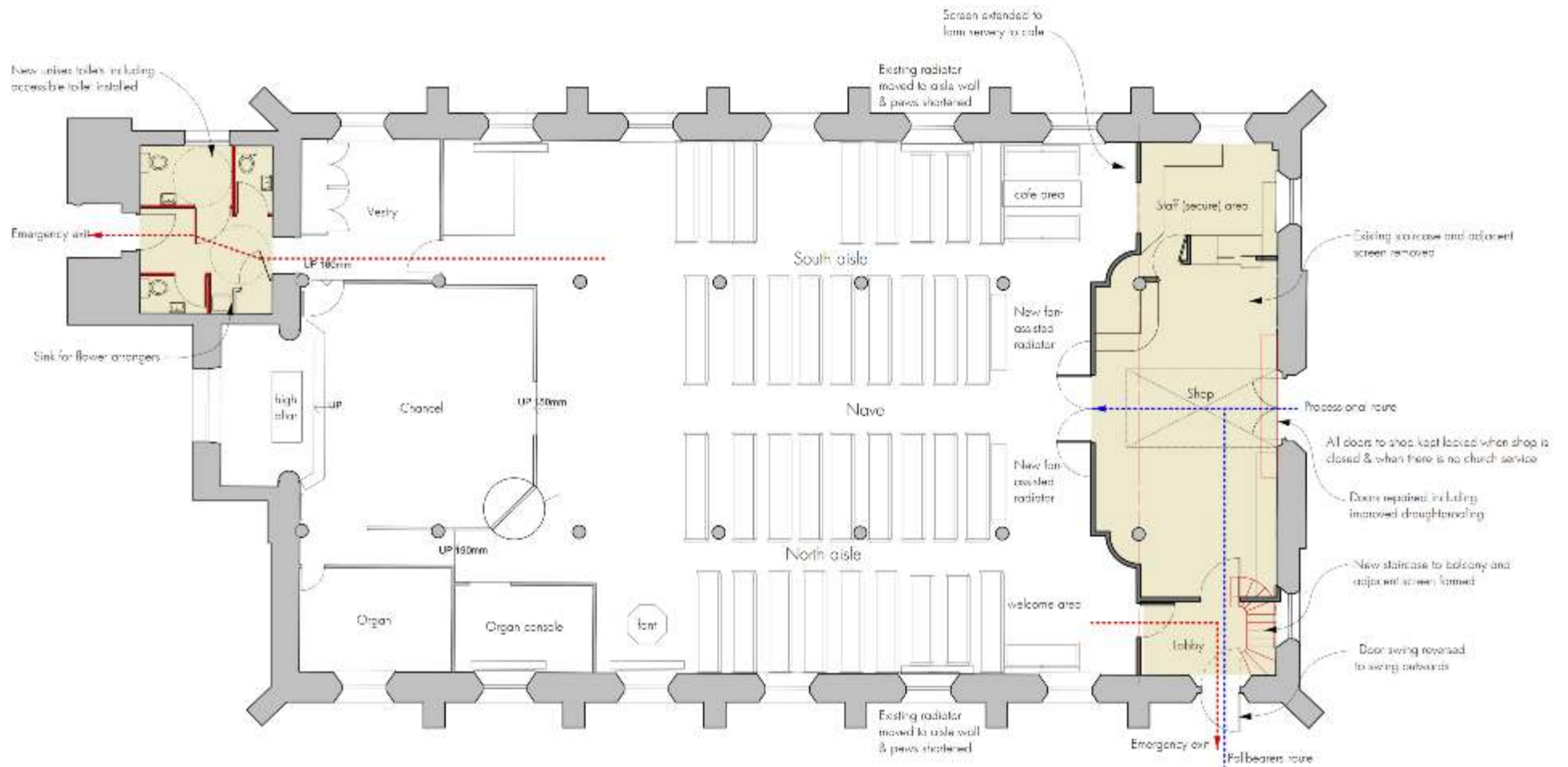
In the medium term the Church Council is considering some alterations of its own; these include rethinking the current seating arrangements and improvements to the chancel to provide space for quiet contemplation plus more flexible space for services, school productions and concerts. These plans are for the longer term, and the Church Council recognises that the priority now is to see the shop and post office open.

### **Heating and services**

The plan is to provide separate heating from a renewable energy source to the shop area, and over the café seating area a suspended radiant heater unit will be installed. The alterations will necessitate some alterations to the church's existing radiators and the church is contemplating the installation of some fan coil units that will boost the warm up rate prior to a service.

The Church of England has recently brought forward its target date to become carbon neutral by 15 years to 2030, and so active consideration is being given to how the church in Amberley can respond to this call. It is proposed that such measures be implemented once the shop is up and running.

# Location within the Church

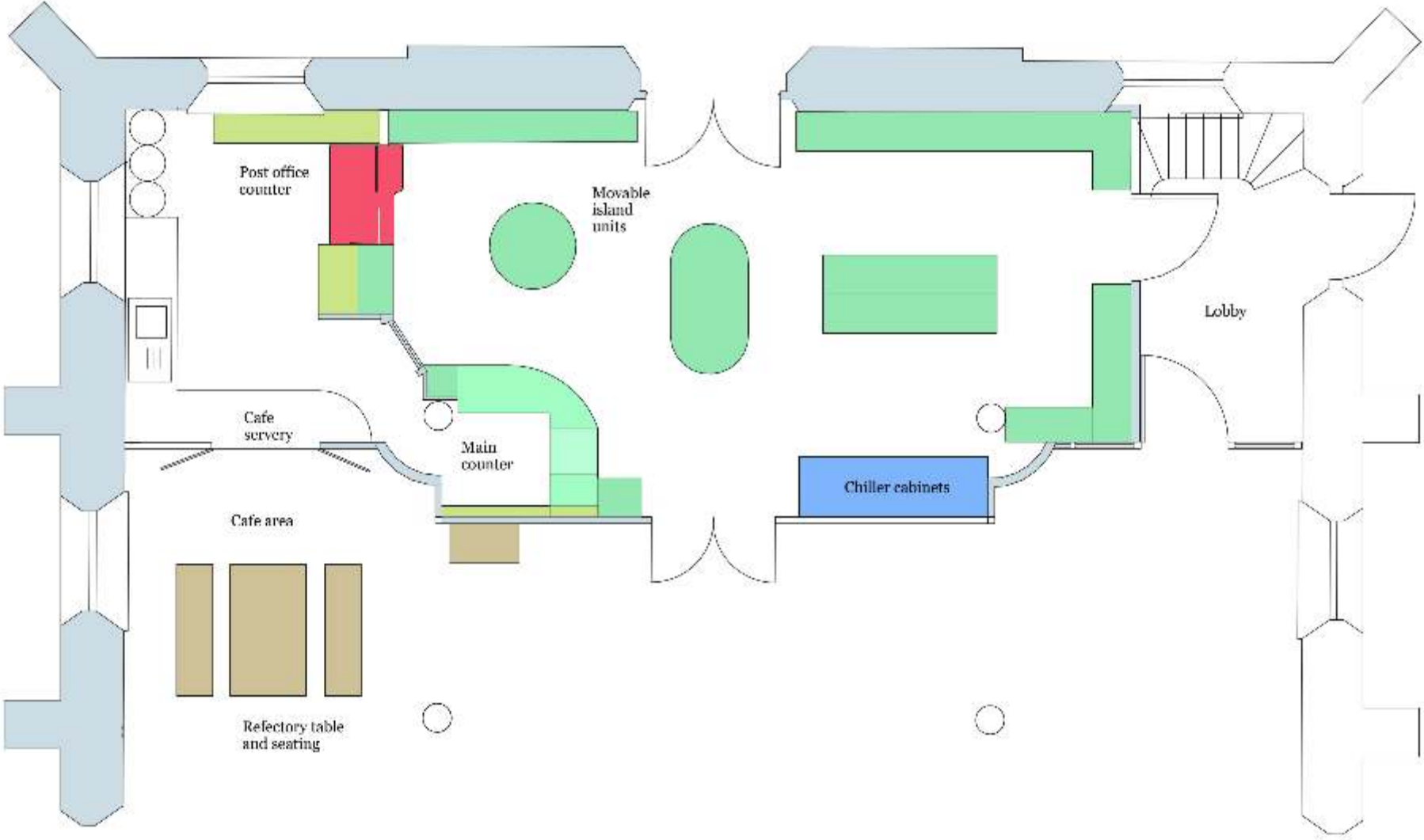


# Proposed screen and balcony





# Proposed shop layout



## External works

- The Church Council is planning to build a new accessible ramp from the churchyard down to the entrance to the Parish Room. This will greatly improve access for those with buggies and wheelchair users. Although not strictly part of the shop and café scheme, these measures have been included in the application to the Diocese.
- The plans include for the provision of a new crossover and two additional parking bays at the rear of the Church, these will provide parking for the shop staff, an area for delivery vans and a space to store waste bins
- A new sign board is included within the plans. This will be integral with a new noticeboard for the Church's use.



# Shop operations

The proposed permitted opening hours are as set out below \*

Day of the Week	Shop	Post Office	Café
Monday - Friday	7.30 am - 6.00 pm	9.00 am - 4.00 pm	9.00 am - 5.00 pm
Saturday	7.30 am - 5.00 pm	10.00 am - 12 noon	9.00 am - 4.00 pm
Sunday	8.00 - 9.30 & 11.15 - 1.00 pm	Closed	11.15 am - 1.00 pm
Bank Holidays	8.00 am - 4.00 pm	Closed	9.00 am - 4.00 pm

\* These hours are indicative and may be changed by agreement with the Church Council and according to the level of demand, and the church's needs.

## How it will work when the Church is in use

- For Sunday morning's main 10.00 am service, weddings, funerals and special services the shop and café will be closed
- For early morning mid-week services, school assemblies and play school bible readings, the café will be closed, however the shop will be open, and a sign posted asking for customers to keep noise to a minimum. The importance of regular weekday opening hours is recognised, and so the church has kindly agreed to trial this arrangement.
- During other activities, the shop will generally remain open, but subject to the agreement of the event organiser

## Staffing

- The business plan allows for one permanent paid member of staff - or two people sharing the role
- The intention is also to provide some Saturday and Sunday jobs for young people
- The remaining roles will be undertaken by a network of volunteers. The volunteer rota will be overseen by a member of the management committee.
- Working as a volunteer should be an enjoyable and fulfilling experience and the culture will be geared to achieving this.

### ***What is the target market?***

- The shop is located within the heart of the community of Amberley, with Pinfarthings to the south, Theescombe and Watledge to the west, and St Chloe, Littleworth, Houndscroft to the north. These hamlets form a community of circa 1900 people,
- The shop is located next door to the Amberley Parochial School, where every day over 100 children are dropped off and collected. The school also employs over a dozen staff
- The Parish Room beneath the Church is used daily by a very well supported and highly regarded play group This adds further to a daily footfall of parents and carers dropping and collecting their children
- Amberley sits at the top of Culver Hill, a destination climb for many recreational cyclists. The shop will be well placed to serve this group.
- Many tourists, dog walkers and day trippers come to enjoy Minchinhampton Common, its protected ecological status and the glorious views.
- Opening a shop within a local church is itself an unusual and newsworthy item and will help to draw the attention of its future customers.

### ***What sort of suppliers will be used***

- The shop will work with a range of suppliers who share ASOC's values
- Key drivers will include value for money, local producers, quality, sustainable production, flexible and helpful staff.
- The shop will seek to source some foods that can be purchased loose without the need for packaging.

### ***What are the communications plans (website, signpost, marketing etc)***

- ASOC has a brand, indeed the popular logo featuring the cow mascot "Beryl Mae" (anag) features in all the shop's communications. Mailing is undertaken through a Google account, and Mailchimp enables subscribers to the newsletter to opt out should they wish.
- A website is under construction and this will evolve as the shop moves into the operational phase.
- This business plan forms a part of ASOC's invitation to subscribe and to join the community benefit society, a campaign which is promoted by regular newsletters and announcements via the local press, and parish magazine.
- The management committee is fortunate to be able to draw upon a wealth of experience in marketing and communications. The shop will need to promote itself through advertising, its social media presence and most importantly word of mouth. The experience of other community shops is that local people are keen to support what after all is their own enterprise.
- An attractive wrought iron sign has been designed to mark the presence of the shop, the Church and the Parish Room. This sign, which will be at the roadside, will be lit after sunset, and the details form a part of the 'Faculty application" and the planning application to the local planning authority. As part of the discussion with the National Trust, permission will be sought to mark the shop's presence to walkers on the common, with a discreet sign at the top gate, and an A frame.

### ***How will parking and deliveries be managed***

Being at the heart of the village is a major benefit, but the shop will generate additional vehicle movements, and the safety of the public must not be compromised. A management plan will be adopted to alleviate such issues as far as is practical:

- Staff and volunteers will be asked to park away from the shop
- A parking bay will be created at the rear of the church
- Customers will be encouraged to park remotely from the shop especially at school drop off time. It is anticipated that non-school customers will tend to time their visits to avoid such times.
- A shop volunteer will be on duty outside at drop off and pick up time, at least for the early weeks of trading
- Deliveries will be timed where possible to avoid school drop off and collection times
- It is noted that the Minchinhampton local development plan sets out an aspiration to introduce traffic calming measures at the Amberley Inn - by the construction of a footway at this dangerous location. The plan also sets out an intention to

restrict speed through this junction. The management committee have engaged with the parish and county councils to encourage these measures to be implemented.

- Negotiations have started with Highways and National Trust to improve parking on the lower common in front of the graveyard.
- Care is needed to make sure that as these measures are adopted, the location's charm is not compromised by an excess of restrictive signage and street lighting



# What is the cost and how is it to be paid for ?

Since the initial plan to fit out a shop in an outbuilding of the Black Horse, the scope of the project has grown. In the next section is a summary estimate of the capital cost required to achieve the necessary changes within the Church.

There are three categories of spending

1. The cost of the works required solely by ASOC to build and fit out the shop, café and post office
2. The cost of works which benefit both ASOC and the Church and which are agreed should be shared in the appropriate proportion
3. The cost of other works which are purely for the benefit of the Church, but which is best undertaken during the fitout period.

This business plan is concerned purely with items 1 and 2 , but it is important to note that the Church will be raising its share of 2 and all of 3 while ASOC raises the finance for the shop fitout. Needless to say, there have been detailed discussions between the Church Council and ASOC and an equitable split of these capital costs will be agreed. All of the figures that are set out below are net of VAT, as ASOC is registered for VAT and able to recover the VAT on the forthcoming capex. The capital expenditure budget has been reviewed by an independent quantity surveyor.

A detailed capital expenditure break down is available in the appendices to this plan, however the headline figures (rounded up) are as follows:

Category 1 - ASOC's Capital expenditure

Construction work including fees, contractors overheads and contingency		£123,000
Purchase of equipment necessary for running a shop		£15,000
Purchase of initial stock		£9,000
Admin costs pre-start		£5,000
	Total	£152,000

Category 2 - Shared costs

ASOC's share of alterations to the balcony and staircase	included above	-
ASOC's contribution towards play ground up grade		£6,000

This represents a total outlay for ASOC of		£158,000
Initial cash reserve		£2,000
	Balance to raise	£160,000

ASOC will also be contributing towards the new WC

Category 3 - Church Council costs

These include the cost of forming a new ramp to the Parish Room, the cost of replacing existing main steps and handrails (badly deteriorated), the share of alterations including balcony and staircase and of new WC provision

Note - these figures are net and exclude VAT - ASOC is registered for VAT and anticipates recovering VAT on these input costs



# How will the funds be raised ?

There are four principal ways by which funds will be raised:

## **1. Sale of £10 shares**

Amberley Shop on the Common Limited is a community benefit society set up specifically for the local community. ASOC is owned and operated by the members and for the benefit of the whole community, and ownership of a single share gives the owner a right to vote at the AGM. It is hoped that we will be able to raise at least £60,000 through the sale of shares in ASOC and thus it is anticipated that people will invest in a number of shares; however all shareholders are entitled to one vote, irrespective of the number of shares held.

## **2. Fund raising events**

The management committee has organised a number of fund raising evenings and funds have been raised at various village events. The money so raised has enabled the early stages of planning and consultation.

## **3. Grants from sympathetic charitable trusts and foundations**

It is recognised that it would be hard for the village to raise all of the funds needed, and so approaches are now being made to specific funding bodies to seek grants towards the capital expenditure.

Different trusts and funding bodies have different targets for their funding, and so it is important that approaches are made to the right bodies for the right elements. This process is greatly helped when we can demonstrate the number of voluntary hours put in by our volunteers, funding bodies are often willing to offer match funding. The Church Council of Amberley Methodists have generously offered £40,000 to the project and the David Thomas Charitable Trust has already pledged £25,000 subject to seeing an acceptable business plan. An application is also being made to the Severn Trent Community Fund for which this project meets the criteria.

## **4. One off donations and bequests**

There may well be kind hearted people or companies who wish to donate to the fundraising effort but do not wish to take up membership of the Society.

# Revenue and expenditure forecasts

A detailed cash flow forecast has been modelled, and various scenarios examined. The figures are based upon published company accounts and the experience of several community shops both locally and further afield. The shop is most fortunate in that the premises have been offered by the Church Council for a nominal £1 per year, and by encouraging volunteer participation staff costs can be kept to a minimum. Clearly the more that staff costs can be kept down, the more can be raised for local good causes.

The management committee has taken a cautious approach to revenues and costs and think it is prudent to build a surplus before the first grants are made to the local community.

A conservative estimate of revenue for year 1 is £90,000 comprising £75,000 from shop sales, and £15,000 for the café  
year 2 is £111,000 comprising £95,000 from shop sales, and £16,000 for the café  
year 3 is £123,000 comprising £105,000 from shop sales, and £18,000 for the café

After deducting running costs staff costs and the cost of stock the projected surpluses for the next three years are as follows:

Year 1	-£2,488
Year 2	£2,145
Year 3	£5,115

## Notes:

A number of assumptions have been made in modelling these projections:

- A margin of 23% has been applied to the shop turnover in line with other community shops.
- Revenues will vary according to school term times, holiday periods and annual festivals.
- An allowance has been made for wastage (high for fruit and veg)
- Income from post office transactions is not especially good for generating profit, but the post office is a very good way of generating footfall to the shop and café. Such revenues are included within the shop sales above.

# Distribution of surplus revenues

ASOC is a not for profit body that is committed to helping deserving causes within the local community. Therefore, there will not be dividends paid to shareholders. Their reward will be a 'social dividend' derived from the presence of this shop, post office and café which it is anticipated will benefit the whole village.

It is anticipated that after 3 years of trading the enterprise will be in a position to make funds available for distribution to local worthy causes. It could be sooner, but the management committee would like to exercise caution, build up a reserve, and allow for unforeseen expenses in these early years of trading. The process of making grants, it is suggested, should be managed by a body independent of ASOC whose members will receive applications for grants, and allocate funds according to the rules set out in its constitution. For the avoidance of doubt, one such priority for the trustees will always be the Church which receives no rent but has ongoing maintenance needs.

ASOC is a legal entity registered with the FCA and is bound to work within the rules of a community benefit society adopted by ASOC.

# Profit and loss projections

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1	Year 2	Year 3
<b>Sales</b>															
Shop	5,625	4,688	5,000	5,313	5,625	5,938	6,250	6,875	7,188	7,500	7,500	7,500	75,000	95,000	105,000
Café	1,125	938	1,000	1,063	1,125	1,188	1,250	1,375	1,438	1,500	1,500	1,500	15,000	16,000	18,000
<b>Total sales</b>	<b>6,750</b>	<b>5,625</b>	<b>6,000</b>	<b>6,375</b>	<b>6,750</b>	<b>7,125</b>	<b>7,500</b>	<b>8,250</b>	<b>8,625</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>90,000</b>	<b>111,000</b>	<b>123,000</b>
<b>Stock purchases</b>	<b>4,725</b>	<b>3,938</b>	<b>4,200</b>	<b>4,463</b>	<b>4,725</b>	<b>4,988</b>	<b>5,250</b>	<b>5,775</b>	<b>6,038</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>	<b>63,000</b>	<b>78,750</b>	<b>87,150</b>
<b>Gross profit</b>	<b>2,025</b>	<b>1,688</b>	<b>1,800</b>	<b>1,913</b>	<b>2,025</b>	<b>2,138</b>	<b>2,250</b>	<b>2,475</b>	<b>2,588</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>27,000</b>	<b>32,250</b>	<b>35,850</b>
<b>Employment costs</b>															
Wages and salaries	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	19,000	19,380	19,768
Employers national insurance contributions	119	119	119	119	119	119	119	119	119	119	119	119	1,431	1,484	1,537
Pension costs	32	32	32	32	32	32	32	32	32	32	32	32	386	397	409
<b>Occupation/building cost</b>															
Rent/lease	1	-	-	-	-	-	-	-	-	-	-	-	1	1	1
Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Light and heat (electricity)	208	208	208	208	208	208	208	208	208	208	208	208	2,500	2,550	2,601
Insurance	500	-	-	-	-	-	-	-	-	-	-	-	500	510	520
Security	10	10	10	10	10	10	10	10	10	10	10	10	120	122	125
Repairs and maintenance	83	83	83	83	83	83	83	83	83	83	83	83	1,000	1,020	1,040
<b>Operating costs</b>															
Cleaning of premises	83	83	83	83	83	83	83	83	83	83	83	83	1,000	1,020	1,040
Telephone/communications	42	42	42	42	42	42	42	42	42	42	42	42	500	510	520
Computer software and website costs	300	-	-	-	-	-	-	-	-	-	-	-	300	306	312
Waste collection	21	21	21	21	21	21	21	21	21	21	21	21	250	255	260
Printing, stationery and postage	21	21	21	21	21	21	21	21	21	21	21	21	250	255	260
Advertising	21	21	21	21	21	21	21	21	21	21	21	21	250	255	260
Accountancy fees/professional fees	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000	1,020	1,040
Bank charges	67	67	67	67	67	67	67	67	67	67	67	67	800	816	832
Other sundry expenses	17	17	17	17	17	17	17	17	17	17	17	17	200	204	208
<b>Total operating costs</b>	<b>3,108</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>2,307</b>	<b>3,307</b>	<b>29,488</b>	<b>30,105</b>	<b>30,735</b>
<b>Profit &amp; loss for the month</b>	<b>- 1,083</b>	<b>- 620</b>	<b>- 507</b>	<b>- 395</b>	<b>- 282</b>	<b>- 170</b>	<b>- 57</b>	<b>168</b>	<b>280</b>	<b>393</b>	<b>393</b>	<b>- 607</b>	<b>- 2,488</b>	<b>2,145</b>	<b>5,115</b>

# Risks and mitigation

## ***Delays to the timetable for opening:***

There are a number of procedural hurdles to overcome, but now that the scheme has been defined, the management team can plan various tasks to run concurrently. For instance, training and recruitment can run in tandem with the fund raising effort.

## ***Failure to secure planning consent and DAC permissions***

On several levels this scheme has been welcomed as a positive initiative for the village of Amberley. Planning officers have expressed their support, the Diocese of Gloucester have also given strong verbal support - and at the highest level.

## ***Trading falling short of expectations***

Use of electronic point of sale software will help to flag up popular and less popular lines, thus the management team can adapt the offering. A strong marketing campaign will also be deployed. Some comfort is taken from the good location, footfall generated by the post office, proximity to the school and demand from tourist trade. Competition is always a threat, but it is the experience of other community shops that members tend to show loyalty to their own community asset

## ***Time and availability of volunteers and key committee members***

There is already a good number of willing volunteers, but it is recognised that over capacity will be needed to allow for volunteer 'turnover' - the experience of the team to date has been very positive. All skills are nonetheless welcome to the team. Volunteers will usually settle into a pattern and will derive great benefit from the social interaction that involvement brings.

# What happens now

- An application (known as a faculty) has been submitted to the Gloucester Diocesan Advisory Council. These details are based on the most recent set of plans, which have also been out for consultation.
- A planning application for a partial change of use of the church has been submitted
- Applications to funders are being made
- The Share Offer document will be distributed to local residents. It had been intended to hold a public meeting but that may not now be possible in the current circumstances. ASOC will be seeking answers to the following questions:
  1. Would you like to buy shares in Amberley Shop on the Common?
  2. How much are you prepared to invest? (this will remain confidential)
  3. Would you like to offer some time as a volunteer to help run the business - and if so, what specific role would you like to fill?
  4. Here are some of the roles that need taking on/ sharing:
    - a. Working behind the counter
    - b. Working in the café
    - c. Buying
    - d. Compliance
    - e. Book keeping
    - f. Post office counter (the post office will train volunteers)
    - g. Cleaning
    - h. Maintenance
    - i. Membership of the Management Committee ( new members are welcome)
- The share offer is proposed for summer 2020. Donations are always welcome

# Executive Summary

- This plan describes the details, background and reasons for a proposed community shop, post office local and café to be incorporated at the back of the nave of Holy Trinity Church, Amberley.
- The vision and aims of the project are described focusing on the need to re-establish a social hub within the heart of the village
- Extensive consultation has taken place, and this process has informed the design process.
- Community shops are thriving in over 300 locations around the country, relying on the support and goodwill of the local people
- The shop will offer good quality produce, household necessities, wine, beer, newspapers, post office services and a café.
- A detailed design has been developed in close consultation between the management committee and the Church Council, and an application (known as a "faculty") has now been presented to the diocese. The concept sits well with the Church of England's policy of opening the doors of its buildings for the benefit of the wider community.
- The shop will be owned by the community, for the benefit of the community. It will be able to use the space under a 25 year license granted by the Church Council, thereby providing long term security for the shop.
- £160,000 investment will be required to integrate the shop within the Church, and to buy stock. The Church Council will also be raising funds to carry out some improvements of its own and to contribute to specific shared assets.

- Funding will be raised through a combination of:
  - ❑ Share ownership by the local community
  - ❑ Grants from sympathetic funding bodies
  - ❑ Local fund raising activities,
  - ❑ Gifts and bequests
  
- A community share issue will be launched this year. This will allow local residents and organisations to contribute financially to a valuable community facility, one that will enrich the lives of villagers, whether they are customers, volunteers, or both.
  
- A business plan and projected cash flow has been modelled. The adopted model uses the data gathered from other community shops and the data gathered from the original village survey conducted in 2017.
  
- Having prepared the scheme, the next stage of the process is critical. ASOC's management committee must satisfy themselves that there is sufficient support for the shop, café and post office local, that the community is prepared to put their money behind the project, and that villagers will want to use the facility on a regular basis. Strong local support will kick start external funding bodies to donate funds, and so the village's response to this proposal and invitation is key.
  
- Those who would like to invest are asked to complete the application form accompanying the Share Offer document.

The information contained in this business plan was correct at the time of going to print, and will be subject to further updates; for further information please contact the management committee at [info@amberleyshoponthecommon.co.uk](mailto:info@amberleyshoponthecommon.co.uk)



# Conclusion

The plan to establish a shop post office and café in Amberley has taken a long time, but that is because there has been much to consider, views to gather and designs to develop. ASOC management committee and the Church Council have worked closely together to find a way of establishing this important facility within Amberley. People's views have been heard and these have informed the design and planning process. The scheme as set out in this plan represent a great opportunity to enrich the lives of all who live in or pass through the village, and it provides a mechanism for supporting worthwhile local causes.

It is now up to the residents without whose support the project cannot succeed.

We would love to help with any questions you may have. Please send an email with your questions to [info@amberleyshoponthecommon.co.uk](mailto:info@amberleyshoponthecommon.co.uk). Whichever member of the management committee is best placed to answer your question will reply. If you would prefer us to phone you then just let us know and include your telephone number in the message.

Amberley Shop on the Common Limited is a Community Benefit Society registered with the FCA under the Co-operative and Community Benefit Societies Act 2014

# Appendix I - Summary of initial costs

	£
<b>Building costs from Appendix 2</b>	
Balcony	14,250
Screen/enclosure/doors	22,000
Shop interior	18,500
External works	7,700
Services	19,590
Subtotal	<u>82,040</u>
Preliminaries - 10% of costs	8,204
Overheads - 15% of costs	<u>12,306</u>
<b>Total construction costs</b>	<b>102,550</b>
Contingencies - 10% of total	10,255
Fees and consultants - building work (Appendix 2)	<u>10,228</u>
<b>Overall construction costs</b>	<b>123,033</b>
From Appendix 3	
<b>Admin costs</b>	5,000
<b>Equipment</b>	15,000
<b>Initial stock</b>	9,000
<b>Grand total</b>	<b><u>152,033</u></b>

## Appendix 2 - Building costs

Building Costs	Total Net Cost	ASOC net	Church net
<b>Balcony</b>			
Form temporary screen/canopy to isolate the church	1,500	750	750
Take down raking seating and base	1,500	750	750
Take down staircase	750	375	375
Remedial structural works	3,000	1,500	1,500
Floor	4,000	2,000	2,000
Insulation	750	375	375
Laylights	2,000	1,000	1,000
New staircase	9,000	4,500	4,500
Alterations to/renewal of balustrading	5,000	2,500	2,500
Decorations	1,000	500	500
<b>Total balcony</b>	<b>28,500</b>	<b>14,250</b>	<b>14,250</b>

Screen/enclosure	Total Net Cost	ASOC net	Church net
Take down existing screen	500	500	
Remedial work to ceiling	500	500	
Install timber screen	12,000	12,000	
Curved features to screen and café servery hatch	2,000	2,000	
New doors	6,000	6,000	
Repairs/draughtproofing of external doors	3,000		3,000
Remedial work to floor	1,000	1,000	
<b>Total screen works and doors</b>	<b>25,000</b>	<b>22,000</b>	<b>3,000</b>

Shop interior	Total Net Cost	ASOC net	Church net
Plasterboard and skim to walls and ceilings - incl mak	2,800	2,800	
Fitted shop cabinets and shelving	4,000	4,000	
Kitchen fittings	2,500	2,500	
Main serving counter	2,000	2,000	
Floor finish - engineered oak floor boards T and G	4,500	3,900	600
Floor to café space	600	600	
Signage (internal)	1,100	700	400
Post office counter installation by PO			
Internal partition and door	1,000	1,000	
Decorations	2,000	1,000	1,000
<b>Shop interior</b>	<b>20,500</b>	<b>18,500</b>	<b>2,000</b>

All figures are net of VAT

The construction figures are based on architects original cost plan - with subsequent additions

Building Costs	Total Net Cost	ASOC net	Church net
<b>External works</b>			
New sign structure and repair to railings	5,000	2,500	2,500
Alterations to existing railings at rear	1,000	1,000	
Formation of hardstanding	3,000	3,000	
Bicycle rack	1,200	1,200	
Formation of wheelchair friendly access gate	1,000		1,000
<b>Total external works - (excl ramp and steps)</b>	<b>11,200</b>	<b>7,700</b>	<b>3,500</b>

Services	Total Net Cost	ASOC net	Church net
Works to upgrade foul drainage system	1,500		1,500
Alteration to power/light to balcony/vestibule	2,000	2,000	
Alterations to existing cast iron heating system	2,000	2,000	
New fancoil units to rear of nave	1,200		1,200
New lighting to shop and staff area	2,000	2,000	
New air-to-air heating	9,000	9,000	
New heating to café area	500	500	
New external lighting to sign	1,000	1,000	
Fire precautions	750	750	
Water and plumbing to staff area	1,500	1,500	
Induction loop	600	600	
New fibre connection, landline and broadband	240	240	
<b>Total services</b>	<b>22,290</b>	<b>19,590</b>	<b>2,700</b>

Fees and consultants for building work	Total Net Cost	ASOC net	Church net
ASOC share of architect fees planning	2,100	2,100	
Architect fees construction	2,100	2,100	
Architect fees management	1,800	1,800	
Structural engineer	1,200	600	600
Building Control	650	650	
Printing costs	200	200	
Asbestos Survey	500	250	250
Drains survey	500		500
Conditions survey pre - construction	350	350	
Planning fee to Stroud Council	228	228	
M and E survey and prep of specification	500	250	250
QS - services	1,500	1,000	500
Special insurance during building work	700	700	
<b>Total fees and consultants</b>	<b>12,328</b>	<b>10,228</b>	<b>2,100</b>

## Appendix 3 - Other costs

	Total Net Cost	ASOC net
<b>Admin costs pre-start</b>		
Legal fees	1,000	1,000
Accountant	300	300
Subscription to Plunkett (paid)	200	200
Web hosting	400	400
Marketing	500	500
Printing	800	800
Web site design	1,000	1,000
Insurance - PL and DO	800	800
<b>Subtotal admin pre- start -</b>	<b>5,000</b>	<b>5,000</b>

	Total Net Cost	ASOC net
<b>Equipment</b>		
Refrigerated cabinets and freezer	7,000	7,000
Café seating and table	750	750
IT and scales	2,000	2,000
Microwave - Buffalo GK643 ^	200	200
Dishwasher	700	700
Kitchen sink and taps	250	250
2.5 l Heatrae - water heater - over sink	600	600
Catering and retail accessories	2,300	2,300
Coffee machine	1,200	1,200
<b>Sub total equipment ex VAT</b>	<b>15,000</b>	<b>15,000</b>

<b>Cost of Initial Stock</b>	<b>9,000</b>	<b>9,000</b>
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All figures are net of VAT