



Greatham Community Hub

Café and Shop

Business Plan



April 2026

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VISION

Our vision is to create a community café and shop that becomes the heart of Greatham village. By providing essential local services and a central place to meet, this 'hub' will strengthen social connections and promote a sense of belonging in the village. Over 650 people have signed up to support the idea of a hub, with residents overwhelmingly in favour of it:

- *"We have lived in the village for 25 years, and this is the most exciting project to date!!"*
- *"It would make a village as opposed to somewhere we all just live".*
- *"We wouldn't have moved out of Greatham to Liss if there had been a shop to walk to."*

Our aim is to create a hub that meets the needs of Greatham residents, and enhances village life for all generations now, and into the future.



1. EXECUTIVE SUMMARY

Greatham is a small rural village with a population of approximately 800 people. Valued amenities include a primary school, Village Hall, recreation ground and public house. However, the village currently lacks a local shop, daytime café, and an informal place where people of all ages can meet socially. With limited public transport and the nearest retail facilities several miles away, this absence contributes to inconvenience, social isolation for some residents, and increased reliance on car travel.

Consulting the village

In January 2025 two consultation events were held to identify strength of support for a community hub and inform a survey, which was widely distributed in the village and surrounding areas. Those attending the consultation events were overwhelmingly in favour of the proposed plans and over 90% of the survey respondents considered a village shop and café as 'important' or 'very important'. This gave the Greatham Community Hub Committee (GCHC) a clear mandate to progress plans to develop a community hub, incorporating a shop and café for the village. The viability and sustainability of community shops was also researched, identifying 10 very successful community shop/café in and around Hampshire.

What are we proposing?

GCHC proposes the creation of a community-owned and community-run shop and café, centrally located near the Village Hall and playground. Over 80% of survey respondents requested this central location for the community hub. It will be owned and operated for the benefit of the community, increasing economic opportunities and ensuring that any surplus generated is reinvested locally.

What will the community hub provide?

The shop will provide affordable everyday essentials alongside locally sourced produce and crafts, reducing the need for residents to travel elsewhere for basic goods. The café will act as a much-needed social hub, offering a warm and welcoming place for residents of all ages to meet informally, reducing loneliness and strengthening community ties. Together, the shop and café will support everyday convenience while fostering a strong sense of belonging and connection.

Wider community benefits

Beyond retail and refreshment, the hub will deliver wider community benefits. It will act as a focal point for sharing local information, promoting village events and services. Volunteering opportunities will enable residents to contribute their time and skills, helping to reduce operating costs while strengthening community ownership and pride. Paid roles within the hub will create local employment, while training and work-experience opportunities will support young people and those seeking to build confidence and skills.

Environmental sustainability

Environmental sustainability is central to the project. By providing local access to goods and services, the hub will reduce car journeys and associated emissions, support local producers, and encourage more sustainable shopping habits. The building itself will be designed to be energy-efficient and environmentally responsible, in keeping with its setting within the South Downs National Park.



Enhancing wider village infrastructure

The hub will also enhance the wider village infrastructure. Its proposed location near the Village Hall, nursery, playground and recreation ground will improve safety through regular use and create positive links between existing facilities. Café users will be encouraged to engage with Village Hall activities and events, strengthening the viability of both assets.

How will we operate?

Operated as a Community Benefit Society (CBS), the hub will be owned by its members on a one-member-one-vote basis, ensuring democratic control and long-term accountability to the community. This proven model of community enterprise is resilient and sustainable, with community businesses showing significantly higher survival rates (over 95%) than conventional small businesses (44%).

Funding

The project requires £850,000 in total funding. £495,000 is expected to come from grants and public funding, which does not need to be repaid. £355,000 would come from community investment, including a community share issue, fundraising events and donations. Our analysis indicates that the business will break even in its first year and will also start generating profit thereafter, leading to sustainable growth.

In conclusion

With the committed support of a dedicated management team, volunteers, and the invaluable expertise of local professionals, the Greatham Community Shop and Café will be far more than a retail outlet. It will be a shared village asset (funded largely through grants), that improves access to essentials, reduces isolation, supports local enterprise and strengthens environmental sustainability. At the heart of the village, it will create a warm, welcoming space where the community can meet, connect and thrive — now and for generations to come.

2. BACKGROUND TO THE PROPOSAL

Greatham is a small rural village within the South Downs National Park and East Hampshire District. It’s a great place to live - it has a well-utilised Village Hall with a sports field and a recently updated playground. Greatham also has an active Church community, an excellent primary school, nursery school and the Greatham Inn. More details are provided in the Market Research section of this plan.

“To have a place in the village where people can meet, would help them enormously to socialise especially in winter when no one wants to venture far. With buses being pretty much non-existent it would be great for them to have somewhere to go.”

The village has limited public transport for those who do not drive, resulting in social isolation for some groups and individuals in the community. The nearest shopping areas are in Petersfield, Bordon and Alton.

The village is currently without a day-time meeting place - somewhere that brings people together of all ages in a casual, relaxed setting. A village shop and café will be a commercial and social hub for the village, bringing together residents of all ages across the social spectrum and providing for everyday needs. During 2024, a coffee truck operated for 9 months in the Village Hall car park, and was very well-received. A woman from the army base said it had enabled her to mix with local people and resulted in her volunteering at the mother and toddler group. On Sunday mornings there was often a huge queue of cyclists, dog walkers, parents and local residents. However, with no facilities or shelter, it became unviable in winter and sadly closed. In the autumn of 2024, a petition to create a community shop/café was set up and has been signed by over 600 people: <https://www.change.org/GreathamCaféPetition>.

In response to this support, a Committee was set up consisting of 7 local people with a range of skills, with the aim of establishing a not-for-profit community-owned and run shop and café. The Committee carried out initial market research to review the success rate of community hubs. The Committee members visited 12 community-run shop/café in the area and received several offers of support from these businesses.

3. CONSULTATION PROCESS

3.1. Consultation Events

Two public consultation events were held in the Village Hall to share the Committee's findings from their research of other community hubs and to gain feedback from the local residents regarding what services they would want provided in a hub.



These events were attended by approx. 100 people who were supportive of the proposed hub and provided useful feedback and well-considered ideas, which formed the basis of the wider survey.



3.2 Survey

In April 2025 a survey was widely distributed and received 186 responses. With over 90% of respondents rating a community hub to be important, there is significant support from the local community. The survey indicated a high demand for a community shop and café in the proposed site next to the Village Hall, alongside the nursery, playground, recreation field and opposite the primary school. The village also commented that, if possible, they wanted their shop to provide post office services and other services were suggested including social meet-ups, prescription collections, book/toy exchange, visiting services and opportunities for volunteering.



The survey responses included over 40 offers of help with the project, from sharing skills, raising funds, donating money and 20 people saying that they would be prepared to volunteer to work in the hub. Other people offered practical support such as making a financial donation or sharing professional skills, including marketing, legal advice and fundraising. .

The results of the survey were shared widely to all stakeholders in a report from May 2025 along with confirmation from the Committee that the support that the Village had given towards the establishment of a community shop and café gave a clear endorsement to progress the project to the next stage. The survey results report can be accessed here: [Greatham hub survey results 2025](#)

3.3 Progressing the Project/Engaging stakeholders

The Committee has engaged with a range of key people and organisations, including the local MP, journalist, local business, District Councillors, Churches, Parish Council, and Village Hall trustees. Support was offered for the hub in principle from the latter two for the project, along with the offer of some land for the hub from the Village Hall trustees. At a site meeting in November 2025, the Village Hall trustees and Committee identified potential sites.

There are two building developments in the village, Vanguard Logistics Park and Cove Homes. The Committee has met with both developers, who are supportive of the hub project. The Vanguard developers have provided planning advice and support to the group. The Committee is being advised and supported by a mentor from the Plunkett Society, who specialises in and provides resources for setting up Community businesses such as hubs/shops/café/pubs.

The Committee keeps all stakeholders up to date through monthly updates to the Parish Council, Village Hall Committee, Village magazine, social media, petition updates, website and the hub mailing list.

During 2025, many activities have taken place to establish an operational structure and to build on the initial market research:

- The Committee visited other community shops in the area and further afield to understand why 97% of community owned shops are highly successful and commercially viable.
- The Committee joined the Plunkett Foundation (organisation that helps and supports rural communities to establish co-operatives & social enterprises). The Plunkett mentors have provided guidance and support to create a project plan, identify sources of grant funding and development of a business plan.
- The Committee applied for start-up funding from District and County Councillors, and were successful in gaining £1,750 to fund market research, planning advice etc.
- The Committee had informative meetings with members of East Hampshire District Council to advise on funding applications
- Planning advice and drawings obtained from a local developer.

- Building options such as turnkey modular buildings, versus building from scratch have been researched and advice received from PKL, a company specialising in cafés in rural areas. They provide fully equipped modular buildings, which reduces costs and carbon footprint – see appendix for details.
- Obtained estimates for capital costs for both building options (£550,000 plus ground-work costs for fully fitted modular building. £850,000 for building from scratch.)
- The Committee has researched the availability of financial grants and other assistance that we may be able to call upon and have used this research in building a funding plan for how the costs of the shop will be financed.
- Carried out a site meeting with the Village Hall trustees to explore and identify potential sites.
- Sought advice from professionals living in and around the village, e.g. people working in marketing, retail, planning

3.4 Other Community Shops

The Action group have visited a number of similar community businesses including:

- Milland hub and café
- Fittleworth hub and café
- Candover hub
- Hogmoor Café

All the community businesses, we visited are thriving and generating substantial income that enables them to successfully fund local projects.

3.5 Identifying the Optimum Location

The proposed location for the shop and café has been a key consideration. The survey responses were overwhelmingly (approx. 90%) in favour of it being sited in the Village Hall field, close to the new playground, with approx. 10% suggesting close to the pub.

Having reviewed the possibilities, the optimum location is considered to be at the heart of the community and within walking distance for the majority of village residents, close to the school, recreation ground and Village Hall. The Village Hall field was chosen as the best area, utilising land managed by the Village Hall trustees on behalf of the village and already accessed by the community.

A detailed review of the field was undertaken and the Local Developer's planner and architect's opinion was sought on the options. A site meeting was carried out by the Village Hall trustees and Committee members in December 2025 where a number of possible locations were identified. It was decided that a new purpose-built self-contained building alongside the playground would best meet the needs of the community.



The relationship of the new building to the existing buildings, the nursery, allotments, new housing development and local road network was carefully considered. Additionally, the interplay between the shop and the existing playground and safety of pedestrians and children accessing the playground and field were important factors. The Parish Council own and maintain the new playground, leasing the land from the Village Hall charity, as do the Allotment Association.

3.6 Parking

The Village Hall has a car park for users of the Hall, playground & field. Use of the car park includes people accessing:

- The Village Hall
- The nursery
- The playground
- The allotments
- The recreation field and basketball court
- Public footpaths across the field
- Parents dropping and picking up children from the school



Use of the Village Hall car park for users of the hub has been carefully considered. There are short periods of time when the car park is very busy e.g. school drop off times, although there are significant periods of time when there are very few cars using the park. Research into other community shops and cafés indicate the busiest times are lunchtimes and outside of the school parking times. It is also envisaged that those using the hub will either live in the village and walk, or if they are parents from school and nursery then their car will already be in the car park, neither would increase parking requirements.

It is possible that some additional parking may be required for the Community hub, but in order to clarify this, it is proposed that a Highways Consultant is engaged to carry out a parking stress survey which would identify the actual parking levels, rather than the perceived ones and identify potential capacity. A highways consultant can provide expert advice on parking matters as a part of their overall transport planning and infrastructure design services. They assist with planning applications, site access, and the creation of parking schemes by assessing local policies, evaluating parking needs, and providing technical reports that justify proposals. The local developer's planner considered that the layout of the car park could be improved, whilst continuing to ensure a safe walkway to access the field.

3.7 Planning Application

A planning application will be submitted for the shop and café following consultation with the Village Hall Charity and South Downs Planning Authority.

4. MARKET RESEARCH

This section highlights the viability of the Greatham Community Hub project, the current landscape and who our customer base will be. Greatham is a small rural village in East Hampshire with a population of c.800 residents, characterised by a strong sense of community and an attractive countryside setting. At the moment, Greatham has no café or shop, and has limited access to local amenities that offer a place to meet and socialise. Like many rural communities, Greatham also faces wider social and economic pressures, including the rising cost of living and increasing social isolation across both older and younger age groups. These challenges reinforce the importance of creating a community-led hub that combines economic sustainability with social value.

4.1 The Current Retail Landscape

Residents currently rely on the following retail options in the local area. With the exception of online ordering, these ALL require transport to access them:

- Tesco Superstore (Bordon) - 3.2 miles from Greatham - Large supermarket;
- Bordon Stores – 3.4 miles from Greatham - Small, convenient but limited range, chain supplied;
- Drift Stores, Blackmoor – 2.6 miles from Greatham - Small, convenient, closest to Greatham;
- Tesco Express (Liss) 2.4 miles from Greatham - Small, convenient, limited stock, higher price bracket, chain dominated;
- Sainsbury's (Liphook) - 4.7 miles from Greatham - Large supermarket;
- 6 + miles from Greatham in Petersfield are Waitrose, Aldi, Lidl and Tesco;
- Further afield (8+ miles) are various supermarkets and shops in Alton;
- Ocado, Sainsbury, Tesco and Waitrose (and others) all deliver online food shops locally.

Although prices of the hub's convenience items may cost slightly more than the chain supplied stores, this will be offset by the quality and local sourcing of produce, convenience and reduced need to travel.

4.2 Transport, Access and Travel patterns

Local residents are expected to form the majority of our customer base. The hub offers a convenient alternative to travelling by transport to Liss, Bordon or Petersfield for everyday items or informal social interaction. By appealing largely to local residents on foot and by bicycle, **the project supports sustainable travel**, reduces short car journeys, and reinforces the café/shop's role as a village-centred facility rather than a destination retail outlet.



Greatham village follows a linear layout along Petersfield Road, with a natural meeting point at the recreation grounds alongside the Village Hall, nursery and primary school. The village's position on the A3 and close proximity to Bordon, Liss and Selbourne means there will be some passing trade from drivers. The hub is not designed to rely on high-volume roadside passing trade, but rather to serve consistent, repeat use from the local community. Any passing custom will therefore be complementary rather than essential to the project's viability.

Greatham village bus services are infrequent and primarily scheduled around peak commuting or school travel times. Stagecoach bus services are available to Petersfield, Alton, Havant, Cowplain and Bordon, running approximately 1 - 3 times a day, with further limitations in school holidays. As a result, many residents rely heavily on cars for everyday journeys, to access shops, services, and social activities in neighbouring towns and villages. This lack of regular public transport can create barriers for older residents, young people, and those without access to a car, contributing to social isolation and reduced access to essential services.

The initial proposal guidance would be to operate within the existing parking provision to support locally accessible services by reducing travel demand and promote active travel. Ongoing monitoring and liaison with the Parish Council, Village Hall and local highways authority will ensure that any emerging issues regarding parking facilities can be addressed proportionately and collaboratively (Please refer to 3.6 for more information on this subject).

4.3 Who makes up our customer base?

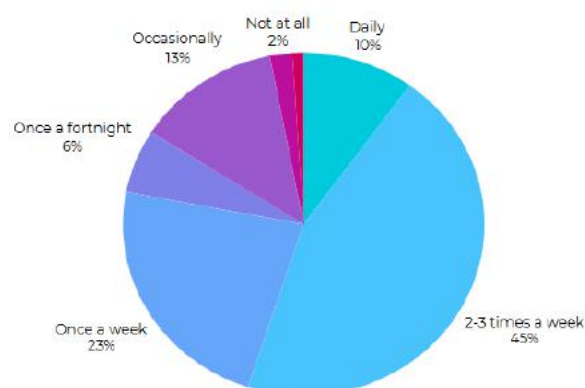
In terms of facilities, Greatham currently has the Village Hall - an important asset which hosts a variety of events and classes. The village is also home to St Johns church, which hosts a seasonal weekly tea/coffee morning, plus fundraising events and social gatherings. There is a strong dog walking community in the village, cycling group, allotment and an equestrian yard. A music and community event called G-Fest is held bi-annually on the recreation ground where a newly renovated children's play area is situated.

Our customer base would comprise:

- Greatham residents
- Parents, children and staff at Greatham Primary School
- Parents, children and staff at Greatham Nursery
- Visitors from surrounding areas to the renovated playground. (Largely during off peak times and weekends).
- Attendees of classes/events at Greatham Village Hall (including Pilates, Greenwave football club, Oaks Learning Ltd, Liss Forest Ballet school and various dog training sessions)
- Dog walkers and dog walking groups
- Cyclist groups and time trials
- Longmoor Army personnel
- Vanguard employees
- In the future, residents from the Cove development

4.4 Usage

We asked in the 2025 survey how often people would use the proposed hub and the results are shown clearly here.



Survey responses indicate strong potential for repeat use of the café and shop. A majority of respondents (45%) expect to visit **two to three times per week**, suggesting the hub will form part of regular routines rather than being used only occasionally. A further 23% anticipate visiting **once a week**, while 13% would use the facility **occasionally**. Taken together, these results point to a solid core of frequent users, supporting the case for consistent weekday opening.

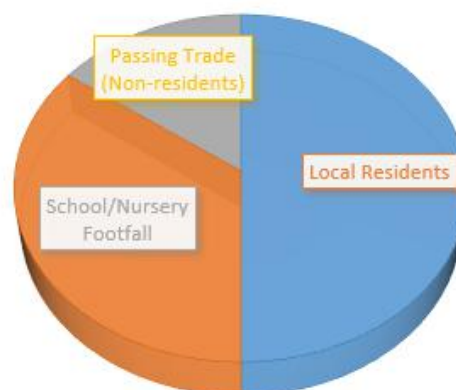
Greatham Primary School currently has approximately 205 pupils, and the Village Nursery School have approximately 53 children. While not all families live within the parish boundary, these figures indicate a substantial base of families with young children in and around Greatham. Many of these families engage in the regular morning and afternoon school runs, creating predictable local movement patterns that align with our proposed café opening hours.

It is anticipated that the majority of users of the proposed hub are expected to **access the hub on foot or by bicycle**, reflecting the village’s current compact parking layout. Most households fall within a 10–15 minute walking or short cycling distance of the proposed site. This is particularly true for local residents and families with children at Greatham Primary School and Greatham Nursery, many of whom are **already present in the immediate area** during school drop-off and pick-up times. These families represent a natural, repeat customer base, as they are already parked or moving through the site as part of their daily routine. Given these factors, the development of the hub is unlikely to result in a large increase in traffic generation, congestion or parking stress.



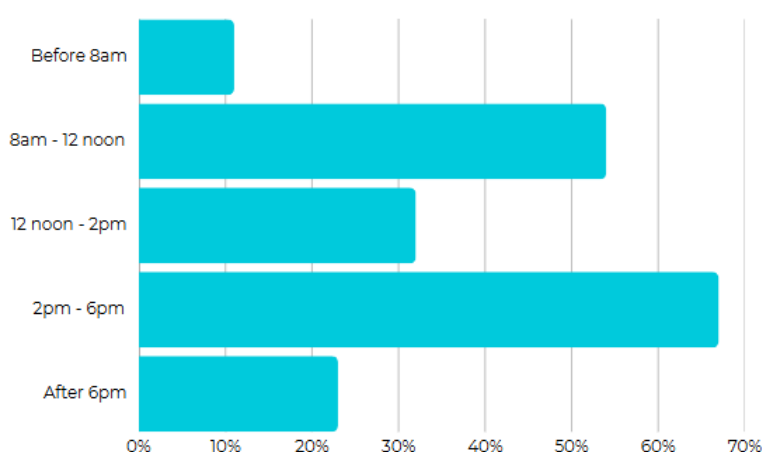
4.5 Estimated Projection of Customer Base

Based on the local demographic data we have collected from the 2021 census (please see Community Insights section below), and feedback gathered from the community, we have made the following conservative assumption in the diagram opposite showing the projected customer base for the hub.



4.6 Proposed opening hours

In our 2025 survey we asked people what time of day they would use a potential hub. Results can be found in the chart below:



The opening timings in the proposal below aim to align with our survey results, school drop-off and pick-up times, as well as mid-morning social activity among older residents and have been designed in direct response to Greatham’s age profile and daily activity patterns identified in the 2021 Census data. With approximately 47% of residents aged 50 and over, alongside 23% of the population under 20 and a large number of families with school/nursery related footfall, the café is expected to experience its strongest demand during weekday mornings and early afternoons.



This approach prioritises consistent daytime trade, supports regular local use, and avoids unnecessary staffing and energy costs associated with low-demand evening opening.

Initial proposal for opening hours would be:

- **Monday to Friday 8.30am – 5pm (Café 8.30am – 3pm)**
- **Saturdays – 9am – 3pm**
- **Sundays – 10am – 2pm**

Opening hours will be reviewed after the first 6 months of operation and will be adjusted in response to observed customer demand.

4.7 Growth

A significant housing development is underway in Greatham, with 37 new homes introducing new households and increasing demand for everyday local services. Within this development context, a community owned and run café and shop is well aligned with both current and future local needs. It would provide essential services without the requirement for further large-scale development, support a growing and diversifying population, and help integrate new and existing residents.

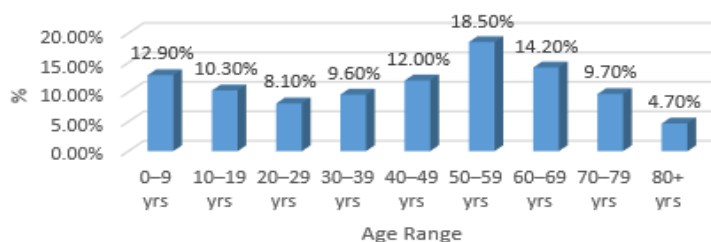
4.8 Community Insights

With a total village population of c.800 residents in 331 households. We can see from the bar chart opposite the age distribution of the residents in Greatham.

(based on the 2021 Census).

The largest proportion of residents are aged 50–59 (18.5%) and 60–69 (14.2%). Together, people aged 50 and over make up around 47% of the population, indicating a strong presence of older adults and retirees.

Age distribution for Greatham Parish (2021 Census)



Children and young people (under 20) account for just over 23% of residents, suggesting a steady number of families, while the 20–39 age groups are relatively smaller, indicating fewer young professionals and students compared with urban areas.

44% of the Greatham population work from home (2021 Census)

Home workers are likely to seek morning coffee breaks or a lunchtime meal close to home. These residents would be particularly responsive to reliable Wi-Fi and the presence of a café/shop would encourage regular, repeat visits throughout the week at off-peak times. The high proportion of home workers also presents opportunities in the hub for informal business use, such as remote working sessions, small meetings, and repeat weekday trade.

The age profile suggests a significant number of residents who are retired or semi-retired, contributing to regular weekday daytime footfall.

47% of the Greatham population are over 50 years old (2021 Census)

46% of the Greatham population drive to work in a car or van (2021 Census)

Commuters are likely to make use of the hub during early morning, lunchtimes and late evening. This reliance on private vehicle use indicates structured travel patterns and helps to reinforce the demand for predictable daytime opening hours rather than late evening hours. These residents we would expect would typically be using the hub for early morning and late afternoon during their commute and for top up convenience purchases.



These figures suggest we have approximately 85-100 dog owners in Greatham. From this, we can estimate that 30-50% of Greatham dog walkers will pass through the centre of the village during their dog walks. Dog walkers represent repeat daytime customers and strongly align with our proposed opening times (see below).

National data indicates that 25-30% of UK households are dog owners (UK Pet population report, March 2024)

Passing trade is expected to supplement, rather than drive overall demand to the hub

We define passing trade as **non-resident, occasional** users; Drivers passing through the village (non-residents), walkers, cyclists, and dog walkers from nearby areas and visitors to the countryside, footpaths, or neighbouring villages.

Based on local travel patterns, leisure activities and comparable rural community cafés, passing trade is conservatively estimated to account for approximately 20–30% of customers, with the majority of trade generated by local residents and repeat users.

945,301 vehicles pass through Greatham Village every year (Department for Transport)

No. of teenage residents - Aged 10-19 (Census 2021)
Greatham: 90
Liss: 770
Whitehill: 1820

Teenagers make up 12% of the population for Greatham. There is very limited everyday provision specifically aimed at children and teenagers in the village. National research shows that across rural England, millions of young people have little or no local access to youth services, increasing the risk of isolation and reducing opportunities for positive social engagement outside school hours.

4.8 Shopping habits

According to UK spending data:

- The gross disposable household income per head in Hampshire is £30,307. The national average is approx £23k (Office for National Statistics)
- Women have long held primary purchasing responsibility for everyday household items, but today, they control or influence 85% of consumer spending (TechCrunch).
- Middle-aged adults (approximately 25–54 years old) dominate consumer spending, because they have relatively high incomes and are active consumers (Office for National Statistics).
- Consumers aged 50-64 have been identified as having high average weekly spending, often peaking during these mid-life years. (Office for National Statistics).
- Research by the International Longevity Centre (ILC) indicates that the 50+ market in the UK is expected to grow, with their share of total consumer spending projected to rise from 54% (£319 billion) in 2018 to 63% (£550 billion) by 2040.

4.9 Community owned shops/cafés and the retail climate

There is no expectation that the proposed community shop and café will replace the weekly shop at one of the major food retailers for families with children or indeed for many other residents within the parish. However, the intention is to provide a store that responds fully to the needs and the desires of the community. The Committee believes that the new store would provide an opportunity to do “top up” shopping for many villagers or to purchase luxury items or locally sourced produce and crafts. The café will also attract customers providing an opportunity for local residents to catch up over a drink and/or a snack and cyclists and walkers driving revenue in the store.

According to the Association of Convenience Stores, convenience shopping is heavily driven by **accessibility and proximity** — consumers are far more likely to use a local store when it's within walking distance or nearby, especially in rural areas with limited transport.

A small community-based shop/café will provide a more personalised service and build strong customer relationships more than any larger shops are able to provide. Community shops are managed by local residents, not distant shareholders. Staff and volunteers personally know most of their customers by name, habits, and needs. This can lead to tailored product ranges reflecting local tastes and a 'Stop and Chat' culture to build connections.

Key points:

- 49% of rural shoppers said their local store “helps me feel more connected to my community” (Rural shop report 2025);
- 25% of over 65s visit their local shop every day, while 59% of all shoppers visit convenience stores more than once a week (Association of Convenience Stores)
- Community shops/café's have a long-term survival rate of 92-94%, significantly higher than the private sector (Plunkett UK).
- In 1992 there were 33 community-owned shops in the UK. Today there are well over 300. According to the Plunkett Foundation, there are approximately 460 community run shops in the UK.
- Approximately 80% of people who visit coffee shops go more than once a week. 16% visit daily (British Coffee Association).

5. COMMUNITY SHOP AND CAFÉ

5.1 Look and Feel of the Shop and Café



Illustrative version provided by PKL

The proposed shop and café will be approximately 7m x 18m. It will be in keeping with the Village Hall and have the most efficient, low-carbon and environmentally friendly approach including heating options. It will aim to provide:

- A welcoming and accessible environment which will meet the needs of the whole community including all ages and abilities.
- A meeting place, accessible for all.
- A well-designed building in a style sympathetic to the Village Hall location.

The layout is such that the building will overlook both the children's playground and the recreation ground. It will be sympathetic to the South Downs landscape.

External paved areas will allow café users to sit outside during good weather. Internally the shop and café are open plan with a counter that will serve the café and shop. Other rooms include a small kitchen area, a secure office, a stock room, baby change facilities and a wheelchair accessible toilet. This design is subject to change and alteration depending on grants received. We plan to apply for a ' Changing Places' grant to make our toilets more accessible.

5.2 Products and Services to be offered in the shop

The hub's offering will be primarily designed to meet the needs of the local community. The stock introduced will be carefully monitored and we will rely on the community to inform us of products they would regularly buy. The emphasis of the hub will be to provide produce that is locally sourced wherever possible e.g. local honey, together with a range of local crafts. Our local fruit and vegetable business has confirmed they could supply the hub. The inclusion of local produce and crafts will help to ensure a unique shopping environment which people will want to use and return to.

The range will include:

- Everyday essentials - the hub will sell the everyday basics at affordable prices, ranging from bread and milk to ambient goods and household items
- Fruit and vegetables
- Bakery
- Confectionery
- Some locally produced speciality foods



The hub hopes to provide the following ancillary services:

- Postal Services (recorded delivery and special delivery services, national and international post and parcels, parcel drop off and collection point)
- Information about local events, clubs and activities
- National Lottery
- Information about the local area and South Downs National Park
- Local notice board to advertise jobs, items for sale and wanted, information about local events and ticket sales
- Display for local artists, potters, etc.

We will also investigate the need and possibility of providing other services, such as the drop off and collection of prescriptions from the local surgery, dry cleaning drop-off and collection services, secondhand book exchange etc.

5.3 Café Area

- A café area where people can buy drinks and food will provide a much-needed social hub for the village, with the shop and café generally increasing social engagement between different age groups and social groupings within the village and reducing social isolation. This is a different type of space to the Village Hall which offers a space to rent for a range of groups and events e.g. exercise classes and party bookings.
- It is hoped the community area will be a welcoming space for residents, home workers, and the elderly to informally get together during the day and to exchange news and information.
- Parents with children at the local nursery and school will also be encouraged to use the café at drop off and pick up times.
- Parent and Baby coffee rates will be available at certain times.
- The café will also be important in attracting to the hub the many walkers and cyclists who visit our village and the South Downs National Park.
- Free Wi-Fi will be available to customers.

5.4 The Hub Benefits:

In addition to supplying goods and services, a **community hub** has other benefits for local people:

For the Village Hall

- The Community Hub will be situated on land managed by and close to the Village Hall. Therefore, this should be advantageous for the hall e.g. users of the hall will be able to purchase refreshments from the café;
- Users of the café will see what our Village Hall has to offer and the Hall hire arrangements available;
- The café and shop can support events at the Village Hall to enhance their current offer. Catering for events for example;
- The Nursery at the Village Hall will be able to use the café and shop, this will be beneficial to staff and parents. This maintains and could increase the number of children attending;
- The clubs that are held regularly e.g. cycle and dog walking will be able to meet afterwards and chat, making the clubs even more appealing;
- The regular opening hours of a café and shop will help to keep the area safe;
- These advantages should have a positive financial impact for the Village Hall.

For the community

- Social interaction and reduced social isolation;
- Volunteering;
- Sharing local information;
- Encouraging spending within the village;
- Local access to essentials;
- Reduces the need for travel;
- Supporting local producers;
- Easy access to and information about the South Downs National Park;
- A meeting point and ‘hub’ for local people;
- Community spirit and community caring;
- Increased visitor and tourist spend in the community;
- The hub will comprise a shop and café that will together act as a central meeting point in the village;
- The opening times will be subject to demand and change. We will work with the community to provide opening times most convenient for all;
- As the hub will be a registered Community Benefit Society, we can offer shares, where the whole community can be invited to purchase shares at a price that will be as inclusive as possible. Shares will be a “membership ticket” allowing members a say on the running of the shop, with voting on a one-member-one-vote basis. Any trade profit will be reinvested back into community projects or used for charitable purposes;
- In time, we hope that the shop and café will provide a platform from which we can launch community outreach services;
- Accessibility will be a major focus aiming to create an inclusive environment for all customers, ensuring that our café is accessible to individuals of all ages and abilities. We recognise the importance of providing an inviting space for everyone, including people who use wheelchairs, double buggies, or have other mobility needs. See Appendix C for more details;
- The shop and café will provide employment as we will employ two members of staff. These paid roles will be supported by an army of volunteers who will carry out a wide range of duties. As such, the shop can offer training opportunities and work experience for members of the local community, which could help them enter paid employment afterwards (retail and customer service skills, communication and social skills, experience of a friendly, supportive and hard-working environment, teamwork skills and confidence and support in seeking work). The hub will also be able to support our youth undertaking Duke of Edinburgh





and similar award schemes, who need work experience volunteering for community enterprises to support those awards;

- Sustainability will be central to the project. By sourcing products locally, supporting small producers, and operating under strong environmental principles, the hub will help retain spending within the local economy, create local employment opportunities, and ensure the long-term social and economic vitality of Greatham and the surrounding area. In doing so, it will deliver tangible, lasting public benefits across East Hampshire and provide a hub that the whole village can be proud of. We intend to be a responsible business, see appendix C for more details;
- Environmentally, the hub will reduce the need for residents to travel (often by car) to access retail or café services outside the village, thereby lowering transport-emissions, encouraging local, sustainably sourced goods, and using the hub as a platform for community-based environmental education or initiatives (for example local food, composting, low-waste). This aligns with EHDC’s commitment to sustainability being “at the heart of the plan” for the district.

“Somewhere to meet up with family and friends during the day. To get supplies locally and save on fuel e.g. bread milk”

The hub will work in partnership with the Village Hall, pub, church, and other local businesses to strengthen village cohesion and create a space that is truly for everyone.

6. FUNDING STRATEGY

Funds for capital investment and working capital will be raised by a combination of grants, the issue of shares, donations, local fund-raising/crowdfunding and loans. Having a wide range of funding sources enhances financial stability, reduces the reliance on any single funding stream, encourages stakeholder engagement and increases the chances of securing the necessary resources.

The target amount is £850,000 for the shop & café, including fit-out, working capital and an appropriate contingency amount. The table opposite gives an indication of the target level for each of those funding sources. By phasing the project, any shortfalls in funding targets can be addressed through manageable stages, each with its own budget and timeline.

Source	Amount
Shares	£200,000
Crowdfunding	£100,000
Donations	£40,000
Fundraising Events	£15,000
CIL Funding	£295,000
Grants, Awards & Loans	£200,000
Total	£850,000

6.1 Grants and Loans

The Committee has identified various potential grant funders.

We have successfully secured seed funding from:

- Two East Hampshire District Councilors (EHDC) grants
- Hampshire County Councilor grant (HCC)

And planned funding applications include:

- HCC CIL funding
- South Downs National Park CIL funding
- National Lottery - Reaching Communities England Fund £20,000 - £20,000,000 for projects that strengthen communities and improve lives across England, (priority for people/places that need it most)
- National Lottery Awards for England £300-£20,000 fund projects in England that bring people together and improve communities.
- Changing Places Toilet Award (from £20,000)
- Big Society Capital Loan
- Trusts, Grants and Foundations available to CB Societies specialising in community engagement,



development and businesses. There are many such grant giving organisations such as:

- Tudor Trust, grants for community-led groups, (£5,000 and £150,000, average approx. £50,000)
- Wickes Foundation (*Community projects, buildings and renovation*)
- Lloyds Bank Foundation (*Average grants £75,000 aimed at local collaborative projects*)
- Esmée Fairburn Foundation fund community projects (*not capital funds, so for ongoing revenue*)

6.2 Issue of shares

The Committee aims to raise £200,000 of the total required through community shares.

Registering as a Community Benefit Society (CBS) will enable us to launch a share offer, with a formal document which will set out the benefits, rights and liabilities of share ownership. The share offer will be open for a set period which is designed to give “investors” (over the age of 18) the opportunity to contribute financially to the community hub. Most shareholders are expected to come from the local community but contributors from further afield will of course be welcomed. In the village survey conducted in 2025 a number of people indicated they would be interested in buying shares.

Each shareholder will become a member and will have one vote, irrespective of the value or number of the shares that they hold. Holding shares gives the shareholder the right to vote on decisions affecting the future of the shop at annual general meetings and the right to stand for election to the Management Committee.

Buying shares will be a long-term investment in the shop. Share prices are set low to make them affordable, encourage local participation, democratise ownership, and prioritise social impact over profit maximization. There will be no interest or dividend paid on shares and shares will not increase in value. The benefit of holding shares is a social investment – with a thriving community business and social hub for the village. Shares in the society are non-returnable, they will be seen as a non-returnable donation to the project. A CBS also means there is limited liability and an asset lock on the building to protect community assets.

We intend to register with the government schemes that offer tax relief to investors, government scheme devised to encourage investment in new enterprises and may offer 50% tax relief to investors. Examples include the Seed Enterprise Investment Scheme (SEIS). Details of the current schemes can be obtained from www.gov.uk/business-tax/investment-schemes.

6.3 Donations & crowdfunding

Some individuals may prefer to donate money rather than buy shares and some individuals may wish to donate money in addition to purchasing shares.

In-kind donations of time and professional services have been offered and taken up as required:

- architect
- planning
- legal
- branding/website design

The crowdfunding page has been created and will be activated for specific phases of the project.

7. MARKETING STRATEGY

7.1 Objective

To build strong community awareness, engagement, and loyalty for the new Greatham Community Shop & Café, ensuring it becomes a welcoming social hub and a sustainable local business that meets the daily needs of residents while attracting visitors from nearby villages.

7.2 Target Audience

- **Primary:** Residents of Greatham village
- **Secondary:** Residents of nearby villages (Liss, Selborne, Petersfield), visitors passing via the A3, and those using the Village Hall, nursery and primary school community.



7.3 Current Engagement

The Committee has endeavoured to achieve a high level of communication and engagement with the residents of Greatham throughout the lifespan of the hub project:

- Mailing list of petition signatories in support of a community hub
- A general mailing list of supporters from our consultations and via our website
- 2 x consultations of the village where we spoke face-to-face with residents to gauge need
- A village-wide survey, conducted in print and online to determine the need for a shop
- A regular article in the monthly Parish Magazine updating residents of our progress
- A dedicated Facebook page for the community hub, with regular updates of our progress and offers of support.
- Our own dedicated website: <https://greathamhub.com>
- Our own logo kindly designed by a local graphic designer
- Regular communications with primary school parents via WhatsApp, the school text messaging & email services

These existing channels have created strong local awareness, trust, and enthusiasm for the project.

7.4 Future marketing plans:

- Share option promotional materials, presentations and comms via social media, village magazine and fliers/posters etc.
- An Instagram account once launched, regularly posting updates of services at the shop & café e.g. new delicious bakes, reminders of our opening hours etc.
- A marketing strategy to promote the café, shop and the light lunch menu to the residents of Greatham and surrounding local areas.
- Continued comms via Facebook, our website, Next Door, the website, Parish Council, school comms channels (Whatsapp, text & email), fliers and handouts

7.5 Measurement of Success

- Growth of social media followers and engagement rates (Facebook, Instagram).
- Footfall and café/shop sales data.
- Number of customers and repeat customers.
- Positive local press coverage and residents' feedback.

7.6 Conclusion

The marketing approach for the Greatham Community Shop & Café combines digital outreach with strong community-based communication. By maintaining consistent, friendly engagement and showcasing community spirit, the hub will position itself as the beating heart of the village — a place to meet, eat, and connect.

8. ORGANISATION AND LEGAL STRUCTURE

8.1 Operational structure

The Committee is in the process of registering the hub as a Community Benefit Society (CBS) under the Co-operative and Communities Benefit Societies Act 2014. The purpose of a Community Benefit Society is to carry on business for the benefit of the community. Assets owned by the society are locked into the society and will be solely for community benefit. The society will be regulated by the Financial Conduct Authority.

GCH will be a not-for-profit organisation. It will therefore have share capital, but not made up of equity shares like those in a company limited by shares which appreciate or fall in value with the success of the enterprise that issues them. Shares in GCH cannot rise in value and may even decrease (if liabilities exceed assets). GCH does confer limited liability so, should the project fail, there is no further liability on shareholders. The share typically acts as a “membership ticket” and voting is on a one member one vote basis.

The key features of a registered Community Benefit Society under the Co-operative and Communities Benefit Societies Act 2014 are that the Society has:

- A written set of model rules which governs the way the Society has been set up and operates (available from the GCH website, <https://greathamhub.com/> or on request to the Management Committee)
- The ability to own property
- The ability to enter into contracts
- A more lightweight regulatory regime (as a Community Benefit Society is not subject to company law)
- Limited liability (i.e. members' liability is limited to the value of the shareholding)
- A profit-making ability, which under our rules is either put back into the organisation or to be used in community or charitable projects
- A recognised legal identity for community co-operatives

The Committee will be registering our CBS with the Financial Conduct Authority (FCA) using Plunkett Foundation Limited model rules adapted for GCH. The Plunkett Foundation promotes and supports community co-operatives with approved model rules for the establishment of community associations as Community Benefit Societies.

8.2 Other legal issues

GCH will be registered with the Information Commissioner's Office in respect of its use and handling of personal data. GCH will also need to enter into a legal arrangement with the Village Hall Charity to lease the land.

8.3 Management Committee

The present Committee consists of 6 Greatham residents who set up as the Community Hub Action Group. The committee members have a range of professional and business skills and experience. Profiles of the Committee are found in Appendix F. The committee is currently run according to its constitution which can be found on the website [here](#).



The Community Hub will be run by a Management Committee who will follow the Model Rules established as part of registering as a Community Benefit Society. CBS. In this way, the Management Committee will manage the affairs of the Society and be collectively responsible for everything done by or in the name of the Society. On that basis it may employ managers or any other staff it considers to be necessary and appropriate, make use of volunteers and delegate to any employee responsibility for day-to-day management of some or all of the Society's business. Identifying and managing risks in the set up and ongoing operations of the Society is a key function of the Management Committee. A report on risks will be made at each Annual Members' Meeting.

8.4 Staffing

We intend to recruit two salaried Shop and Café Managers who will be assisted by volunteers from the community. It is felt that by using this model it is possible for the Committee to retain control of the look and feel of the hub but benefit from the experience of the right managers. The managers' role would include management of stock (including ordering and stocktaking), volunteer training and rota scheduling, support and managing, daily cash flow, marketing and initiatives and local supplier relations.

8.5 Volunteers

The role of volunteers is crucial in the success of the hub as a community venture. They will be highly visible in demonstrating that the business is community owned and supported. Their presence will give a sense of ownership and contribution to the business.

The volunteers will support the business by carrying out a number of functions within the hub to assist the managers including operating the tills and stacking shelves, serving in the shop and café and cleaning. Their wider role may cover community involvement, for example offering lifts to people who do not have cars or for delivering orders or collecting stock from the cash and carry. In addition, there will be opportunities for



volunteers who can offer practical skills such as in relation to basic maintenance of the building and equipment. All hub-based volunteers will be trained and supported by the paid managers and are requested to commit to between two and four hours on a regular basis. Work experience and students will also be encouraged to participate under supervision from the paid staff.

It is envisaged that initially 30 volunteers will be needed to cover the first 6 months of trading. If trading hours are increased, between 40 and 50 volunteers would enable double banked support for paid staff.

The 2025 hub survey showed a strong positive response to volunteering, with 20 people saying that they would consider volunteering in the shop and café. There have also been verbal offers to volunteer and once the project moves forward there will be a drive to recruit additional volunteers.

8.6 Membership strategy

Membership is available through purchase of 1 or more shares. Membership is the means by which the Community Benefit Society is owned by the community. It provides Members with access to information, a voice in the Society, and the opportunity to be elected to a representative role in its governance.

- Members are entitled to receive information about the Society and its business, as provided in the Rules.
- Members have a voice in the Society's affairs by attending, speaking and submitting motions to be considered at Members Meetings;
- Members can vote at Members Meetings on the basis of one vote per member (regardless of the number of shares held);
- Members can elect representatives to the Management Committee. Subject to qualification criteria, Members may stand for election to the Management Committee.

8.7 Plunkett Foundation Support

The Community Hub Committee has become a member of the Plunkett Foundation, the only national organisation supporting the development of community shops in the UK. Membership provides access to:

- Specialist support programmes, regional community advisers, mentors and experts, as well as online, telephone and email support
- A wide range of toolkits and resources ranging from legal structures, business planning, financial management, sourcing local food and marketing
- A bespoke community shops' website which hosts an online forum, providing a platform for enterprises to share best practice, gain inspiration and warn of common pitfalls.
- Appropriate model rules to undertake a community share issue and guidance and support on the share issue
- Press and media advice
- Specialist business support which is funded by its partners including the Co-operative Enterprise Hub, Big Lottery, and Department of Communities and Local Government
- The Plunkett Community Shop Network which provides access to a range of heavily discounted goods and services

9. FINANCIAL PLANNING

9.1 Financial Strategy and Objectives

The Community Shop & Café will operate from a purpose-built, community-owned facility funded through an £850,000 capital investment programme, with three phases for delivery. The project is structured to combine public funding and community investment to create a long-term, income-generating asset for the village. Should we be able to have a modular building these costs could be reduced.

It is expected that approximately £700,000 of the capital funding will be secured through Community Infrastructure Levy (CIL) allocations and other public or grant funding sources, with the balance raised through community investment, charitable grants, and ethical finance.



Ownership of the building removes exposure to rental inflation, provides long-term security, and ensures that trading surpluses are retained for community benefit rather than paid to a landlord.

The Community Shop & Café aims to be a non-profitmaking, community-benefit venture. Any operating surplus generated beyond agreed working reserves will be reinvested locally in accordance with the organisation's model rules, through community projects, social initiatives, facility improvements and rechargeable community services.

The Greatham Community Shop and Café has been modelled using conservative income assumptions and industry standard margins, supported by local survey data and benchmarking against comparable rural community hubs.

The financial forecasts demonstrate that the Hub:

- operates comfortably above breakeven;
- generates consistent operating surpluses;
- builds a strong positive cash position year on year;
- remains resilient under adverse trading scenarios; and
- relies on realistic customer visit numbers, primarily from local residents.

Taken together, the Profit & Loss forecasts, balance sheet projections and footfall analysis show that the Hub is commercially viable, cash generative and appropriately conservative for public funding.

9.2 Capital Investment

The £850,000 capital programme will deliver a high-quality community hub including café, retail space and flexible community facilities.

Category	Allocation
New-build community facility	£500,000
Professional fees, design & planning	£75,000
Café equipment	£95,000
Shop fittings, refrigeration & POS	£80,000
External works, signage & landscaping	£50,000
Contingency	£50,000
Total	£850,000

This investment creates a permanent, community-owned asset with no rental liability, enabling the hub to operate sustainably and retain any operating surplus for reinvestment in community benefit.

9.3 Capital Funding Structure

The capital requirement of £850,000 will be met through a blended funding model:

- CIL, charitable grants, public grant funding and loans: approximately £495,000
- Community share offer, crowdfunding, donations, events and local investment: approximately £355,000

This approach reduces financial risk, increases community ownership, and strengthens the case for public investment.

9.4 Operating Cost Base and Fixed Costs

The operating cost base for the Greatham Community Shop and Café has been derived directly from the detailed Profit & Loss forecasts contained within the financial model. Costs reflect a deliberately low risk structure, designed to balance financial resilience with the delivery of reliable community services.

Total annual fixed operating costs in the base year are forecast at **£76,960**, equivalent to approximately **£6,400 per month**. These are the costs required to operate the Hub on a day-to-day basis and exclude variable costs such as stock purchases, which scale in proportion to sales.



The fixed cost base has been carefully structured to remain modest relative to forecast turnover, ensuring the business can reach breakeven at realistic levels of trade and maintain resilience during periods of lower demand.

Staffing Costs

Staffing costs represent the largest single element of fixed expenditure. Annual salary costs are forecast at **£62,000** (approximately **£5,170 per month**), reflecting the employment of two parttime paid managers responsible for:

- overall operations and compliance;
- stock management and supplier relationships;
- volunteer coordination; and
- financial control and reporting.

The day-to-day operation of the café and shop will be supported by volunteers drawn from the local community. This mixed staffing model significantly reduces payroll exposure compared to a fully staffed commercial operation, while also strengthening community ownership and engagement.

Premises, Utilities and Insurance

Premises related costs are intentionally low, reflecting community ownership and the expectation of a minimal or peppercorn lease arrangement. Annual provision includes:

- rent / lease and rates: **£500**
- utilities: **£6,000**
- insurance: **£1,440**
- repairs and maintenance: **£800**

Together, these costs total approximately **£8,740 per year** (around **£730 per month**), materially contributing to the Hub's strong breakeven position and long-term sustainability.

There will be no business rates as the building will be community owned, but there will be additional costs for leasing the land. The cost of leasing the land is to be agreed with the Village Hall Charity, but it will be factored into the operating costs of the financial plan. As the building is for the community benefit, meeting the charitable objects of the Village Hall, it is hoped that the rental will be low level or even peppercorn rent.

Administration, Systems and Compliance

Provision has been made for essential administrative and system costs required for robust and compliant operation. These include:

- office supplies;
- phone and internet services;
- EPOS software support;
- bank charges; and
- accountancy fees.

These items total approximately **£4,220 per year** (around **£350 per month**). Additional modest provision has been included for licences, professional fees, recruitment and marketing, reflecting best practice for a well governed community enterprise.

Summary of Monthly Fixed Costs

- Staffing: c. **£5,170** per month
- Premises, utilities and insurance: c. **£730** per month
- Administration, systems and professional costs: c. **£500** per month

Total fixed operating cost: approximately £6,400 per month.

Crucially, the absence of high rental costs and the use of volunteers mean the Hub's performance is driven primarily by staffing efficiency and café throughput rather than exposure to high overheads. This materially reduces downside risk and limits reliance on ongoing revenue subsidy.

9.5 Profit and Loss Performance (Base Case)

Category	2,026	2,027	2,028	2,029
Sales growth forecast	5%	10%	5%	5%
Total Turnover	229,500	252,450	265,073	278,326
Turnover Shop 35%	80,325	88,358	92,775	97,414
Profit - Shop (26%)	20,885	22,973	24,122	25,328
Wastage - Shop (2%)	418	459	482	507
Cost of stock	59,441	65,385	68,654	72,086
Turnover Café 60%	137,700	151,470	159,044	166,996
Profit - Cafe (60%)	82,620	90,882	95,426	100,197
Wastage - Cafe (5%)	4,131	4,544	4,771	5,010
Cost of stock	55,080	60,588	63,617	66,798
Turnover events 5%	11,475	12,623	13,254	13,916
Event profit 60%	6,885	7,574	7,952	8,350
Cost of stock	4,590	5,049	5,301	5,567
Gross Profit	110,390	121,428	127,500	133,875
Gross profit minus wastage	105,841	116,425	122,246	128,358
Cost of stock	121,406	133,546	140,223	147,235
Expenditure				
Salaries	62,000	68,200	71,610	75,191
Rent/Lease & Rates	500	550	578	606
Licences	400	440	462	485
Utilities	6,000	6,600	6,930	7,277
Insurance	1,440	1,584	1,663	1,746
Office Supplies	1,100	1,210	1,271	1,334
Phone & Internet	800	880	924	970
Repairs	800	880	924	970
Depreciation	-	-	-	-
Promotions	200	220	231	243
Recruitment	200	220	231	243
EPOS Software support	200	220	231	243
Travel	600	660	693	728
Professional Fees	600	660	693	728
Accountancy	1,320	1,452	1,525	1,601
Bank Charges	800	880	924	970
Total Expenditure	76,960	84,656	88,889	93,333
Operating P/L	28,881	31,769	33,357	35,025

The base case Profit & Loss forecast reflects a full year trading equivalent.

Year 1 operating position:

- Total turnover: **£229,500**
- Gross profit: **£110,389**
- Gross profit (after wastage): **£105,841**
- Total fixed costs: **£76,960**
- Operating surplus: **£28,881**

Key insight: The Hub operates at approximately **143% of breakeven turnover**, providing a buffer of approximately **£69,500** above breakeven in the base forecast.

Profit Growth Over Time

Forecasts show steady and sustainable growth over the five year period:

Year	Turnover	Gross Profit	Operating Surplus
2026	£229,500	£110,389	£28,881
2027	£252,450	£121,428	£31,769
2028	£265,073	£127,500	£33,357
2029	£278,326	£133,875	£35,025
2030	£292,242	£140,569	£36,776

Gross profit increases by 27% over five years, while fixed costs rise only modestly, demonstrating strong operational gearing.

9.6 Drivers of Profitability

Revenue Mix and Margin Strengths

The Hub benefits from a diversified revenue mix:

Business Stream	Share of Turnover	Margin	Profit Contribution
Café	60%	60%	£82,620
Shop	35%	26%	£20,885
Events	5%	60%	£6,885

Key insight: The café is the financial engine of the Hub, generating around four times the profit of the shop. Protecting café throughput and pricing is therefore critical to overall financial performance.

9.7 Break-even Analysis

Annual break-even modelling shows a strong margin of safety:

- Fixed costs: **£76,960**
- Contribution margin: **48.1%**
- Breakeven turnover: **£160,000**
- Forecast turnover: **£229,500**
- Surplus above breakeven: **£69,500**

The Hub reaches break-even well within expected trading levels, based on survey indicated usage and local demographics.

9.8 Customer Visits and Footfall Assumptions

At an average spend of **£7.50 per visit**, the combined café and shop require the following annual usage:

Unit	Annual Turnover	Required Visits (Annual)	Average Visits per Day
Café	£137,700	18,360	50
Shop	£80,300	10,707	29
Total	£218,000	29,067	79

Daily figures are based on a 365day trading equivalent.

Key insight: The Hub requires approximately **80 combined customer visits per day**, which is consistent with:

- survey evidence of high repeat use;
- strong weekday daytime footfall; and
- school, nursery, dog walking and homeworking patterns.

Customer Mix

Customer Type	Annual Visits	Share
Residents – regular	16,351	56%
Residents – occasional	6,387	22%
Tradespeople	4,258	15%
New development	1,504	5%
Day visitors	568	2%

Over **75% of visits** originate from local residents, confirming that viability does not depend on passing trade and reducing demand volatility.

9.9 Balance Sheet and Cash Position

The Hub is forecast to be cash positive from Year 1, with no periods of negative cashflow.

Year	Closing Cash Position
2026	£28,881
2027	£60,650
2028	£94,007
2029	£129,032
2030	£165,809

This increasing cash balance provides operational resilience and capacity to reinvest in the facility over time.

9.10 Scenario Resilience

Sensitivity testing demonstrates a low risk financial profile:

Scenario	Operating Surplus
Base case	£28,881
+10% turnover	£39,465
+20% turnover	£50,049
-20% turnover	£7,713 (still positive)

Even with a 20% reduction in turnover, the Hub remains profitable.

9.11 Overall Financial Assessment

In summary, the financial projections show that the Greatham Community Shop and Café is:

- commercially viable;
- sustainably cash generative;
- resilient to downturns;
- well aligned with local demand; and
- grounded in prudent, conservative assumptions appropriate for public funding.

The model reflects best practice in community enterprise finance and supports confidence that the Hub will operate as a sustainable, long-term community asset rather than a grant dependent facility.



9.12 Financial Resilience

The combination of a rent-free, community-owned building and a volunteer-supported staffing model creates a highly resilient enterprise. The business is able to:

- Operate financially sustainably at relatively low trading levels
- Absorb energy price and cost inflation
- Build reserves and reinvest in community priorities

A minimum £25,000 operating reserve will be maintained to protect against seasonal variation and unforeseen costs.

9.13 Volunteer Sensitivity

The operating model assumes significant volunteer involvement. To test resilience, a contingency allowance has been modelled equivalent to 10–15 additional paid staff hours per week if required, which would alter the staffing costs and reduce the profit. Even under this scenario, the enterprise remains operationally viable, with reduced but positive annual surpluses, demonstrating robustness against fluctuations in volunteer availability.

10. RISK MANAGEMENT

The Community Owned and Run Shop & Café will be managed using a proactive and structured approach to risk. The most significant risks relate to construction and fit-out of the new building, staffing and volunteer capacity, fluctuations in customer demand, and financial sustainability. These risks are mitigated through a combination of prudent financial planning, a low-cost operating model (with no rent and volunteer support), strong governance, and the use of experienced professional contractors for the build phase. The project also benefits from diversified income streams (café, retail and events), which reduces reliance on any single source of revenue.

Ongoing risk control will be achieved through regular financial monitoring, quarterly management reviews, clear responsibility for compliance and governance, and the maintenance of financial reserves. The business will operate to robust food safety, employment and health and safety standards, and will maintain insurance and contingency plans for operational disruption. This approach ensures that risks are identified early, managed effectively, and do not threaten the long-term sustainability of the community asset.

The Hub project is structured with a comprehensive risk management framework to identify, assess, mitigate, and monitor risks across all phases: planning, construction, and ongoing operations. This framework ensures the project remains financially viable, safe, compliant, and adaptable to change.

The risk register is shown in appendix D, which comprises of a standard RAG (red, amber, green) approach of categorising risks using a likelihood and impact scale and this ensures that extra attention is directed to the greatest (red) risks. A report on risks will be made at each Annual Members' Meeting going forward.

10.1. Risk Management Objectives

- Protect the project from financial, operational, and reputational harm.
- Ensure compliance with relevant legislation, industry standards, and local planning regulations.
- Promote a culture of safety, transparency, and proactive decision-making.
- Enable continuity of services for the community and long-term sustainability of the hub.

10.2 Risk Monitoring & Review Framework

- Quarterly risk assessments conducted by the management team.
- Annual audit of financial and operational performance.
- Risk register maintained and updated as part of governance structure.
- Key performance indicators (KPIs) tracked for financial health, usage levels, safety and community impact.
- Committee oversight for strategic risks.



11. BUSINESS PLANNING

11.1 Project Plan

A project plan has been developed. The current version is included in Appendix F. It is constantly reviewed and updated by the Committee.

The historic and forthcoming key target dates are shown below:

Key Tasks	Date(s)
Form Committee	December 2024
2 x Face to face consultation events	January 2025
Local Survey	April 2025
Results shared with stakeholders	May 2025
Start-up grants approved	September/October 2025
Market Research	July - December 2025
Engage with and obtain support from local developers	mid 2025
Join Plunkett	December 2025
Site meeting with Village Hall trustees	November 2025
Business Plan presented to key stakeholders and public	March - May 2026
Obtain formal agreement for the site	May-June 2026
Set up as a Community Benefit Society and apply to FCA	June 2026
Obtain Planning permission	September 2026
Submit Grant Applications	March 2026 onwards
Issue Share Prospectus	January 2027

11.2 Communication and Marketing

The Committee has endeavoured to achieve a high level of communication and engagement with the residents of the village and local stakeholders throughout the lifespan of the project.

Examples of early engagement include:

- Petition and consultation events to determine the need and appetite for a community hub
- Village survey
- A regular article in the monthly Village Magazine
- Frequent updates to people who signed up to the mailing list at the consultation event and survey respondents
- Developed a dedicated Facebook Page with regular updates
- Updates to key stakeholders including Village Hall trustees, Parish Council local MP, journalist, District and County Councillors
- Development of website with opportunity to sign up to the mailing list or to volunteer

Branding, logo and name for the community shop and café have been developed in consultation with a local resident who is a creative brand designer. The logo appears at the top of each page of this Business Plan.

Appendices

Appendix A - Summary of Survey Results

Appendix E - Letters of Support

Appendix B - Plans, Drawings and Images

Appendix F - Hub Committee

Appendix C - Sustainability and Environment

Appendix G - Project Plan & SWOT Analysis

Appendix D - Risk Register

Appendix A – Greatham Hub Survey Results

A1. The survey

In April 2025 a survey was widely shared, in the Parish Magazine, churches, schools, via mailing lists and social media. The purpose was to gain feedback on whether residents would support and use a community owned and run village shop and café. 186 responses were received, (electronic and hard copy).

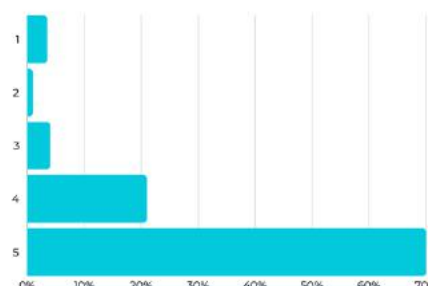


This section sets out some of the key findings from the survey. If you would like to see the full report of the results, they can be accessed via the website [here](#)

A2. How Important is it to have a shop and café

The survey showed that there is very strong demand for a shop and café. The survey asked residents to rate the importance of a shop and café, with 5 being most important and 1 not important. Over 90% gave a rating of 4 or 5.

We asked people to say why it is important and received many positive comments such as “I think it is very important that there’s a focal point for the village. Which I think is missing at the moment” and “Coffee and shopping on doorstep, social spot for retired, work experience for local children, bring a close village community closer”.



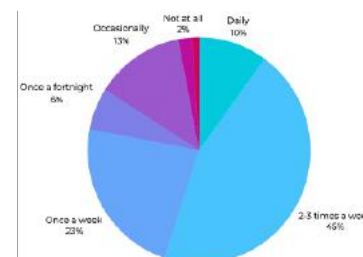
A3. Where should the hub be sited?

We asked people where they think the hub would be best located and over 80% said near the playground, while about 10% said near the pub.

A4. Using the hub

We asked people how often they would use the hub and 45% said 2-3 times a week, with 23% saying once a week, 13% occasionally and 6% once a fortnight. A strong majority of respondents (68%) expect to use the shop on a daily or weekly basis.

More on usage is covered in the Market Research section of this plan.



A5. What services should be provided in the hub?

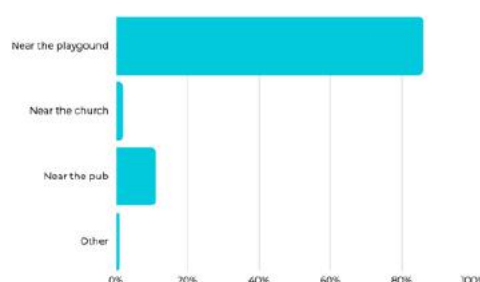
We asked people what services they would use most and **the café and shop were overwhelmingly ranked as most important to respondents**, with other suggestions of services ranked below, including toilets, Post Office, social meet ups/ clubs/ for a range of ages, book / toy exchange/library, prescriptions delivery /collection, volunteering/work experience opportunities, visiting services (advice/health etc and newspapers/ magazines).

A6. Location

The survey asked for comments and views on the location.

There was a clear preference for a new purpose-built facility alongside the playground in the Village Hall field.

Where do you think the hub would be best located?



A7. What people said about the hub

We invited people to make any comments about the proposed hub; the comments were all very supportive of the idea; here are a few -

With a young baby we would love to see somewhere for him to be able to go and spend time with his friends as he grows up.

"The village used to have a shop years ago, it was well used. As housing is being expanded new facilities would definitely be used, plus it would provide jobs and a sense of community"

"The hub will be a purpose and it's so desperately needed by all ages of residents in Greatham"

"A great idea to serve the community"

"I think this will be an amazing thing for the village"

"I have been wishing for more of a centre to Greatham for years, I love this idea"

"I think that it is a great idea and will bring the village together as a stronger community".

Coffee and shopping on doorstep, social spot for retired, work experience for local children, Bring a close village community closer.

A8. Offers of help and support

We were delighted with the numbers of people offering their support and offers of help. The survey asked if respondents might be able to offer professional or other relevant advice or support. We had responses from 43 people who said they would be prepared to help in a range of ways, including 20 people volunteering to work in the shop and café. Others offered their skills and expertise such as legal, marketing, planning, electrical, landscaping, website, branding and IT. Many (18) are prepared to financially support this project, making a donation, help with fundraising or both. We consider that this level of financial and professional support, combined with the grant funding we would apply for, gives us the confidence that we can take the project. We have followed up these offers, will be keeping in touch and as the project progresses.

A9. Next steps

We believe that there is sufficient support and demand for a village café and shop, so we will continue to develop plans for the hub, taking into account the feedback we have received from the survey and ongoing consultations. Our next step is to determine the exact location in collaboration with the Village Hall trustees and South Downs National Park planners. We are in the process of putting bids together for grants and funding.

The hub website will be regularly updated to show progress we are making and we will continue to share progress via our mailing list, Facebook group and village magazine. . If you have any questions or would like to discuss anything informally, please get in contact at greathamhub@gmail.com

Appendix B – Plans Drawings and Images

Plans provided by Equation Architect

Internal



External



Elevation A



Elevation C



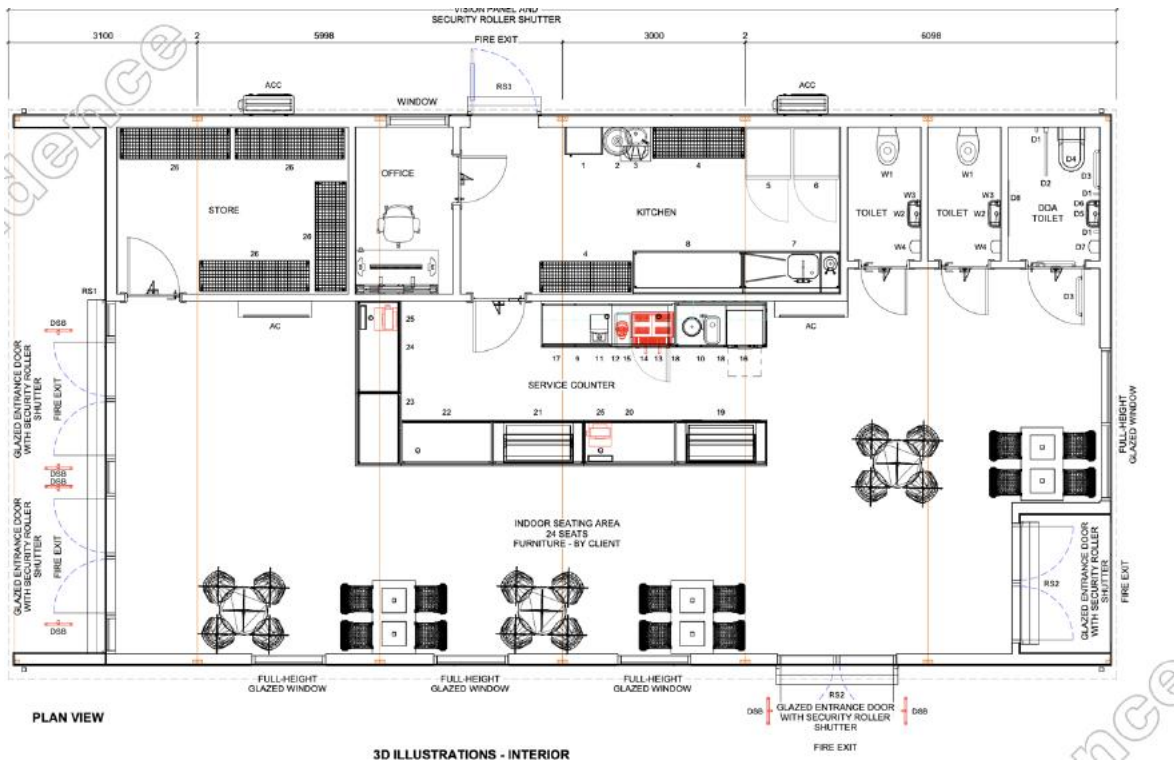
Elevation B



Elevation D

Plans and Illustrations Provided by PKL

Internal



PLAN VIEW

3D ILLUSTRATIONS - INTERIOR



Internal Illustration

External Illustration





Appendix C – Sustainability and Environment/Low-carbon approach

Sustainability: We will use locally sourced and sustainable materials and design that will minimise environmental impact and maintenance requirements. To keep our carbon footprint low we will aim to use a high insulation specification.

Sympathetic Design, Landscaping and Biodiversity: The building design will be designed to be in keeping with the look of the Village Hall and to sit naturally within the field and South Downs landscape, blending with the surrounding environment. We will ensure replacement of any plants and ensure sympathetic landscaping and native planting to enhance biodiversity, create habitats for wildlife, and soften the visual impact of any structure.

Accessibility: Accessibility will be a major focus aiming to create an inclusive environment for all customers, ensuring that our café is accessible to individuals of all ages and abilities. We recognize the importance of providing an inviting space for everyone, including people who use wheelchairs, double buggies, or have other mobility needs.

In our planning process, we will ensure compliance with the relevant accessibility legislation and guidelines, through consultation with the South Downs Planning Authority to identify their accessibility requirements, together with thorough evaluation of our premises to identify and implement any modifications such as entrances, ramps, door widths, and accessible toilets. Having consulted local wheelchair users we hope to include a 'changing places' toilet, which includes a hoist, which widens accessibility for wheelchair users.

We will work closely with architects and planners to ensure our building is a safe and welcoming space that represents our commitment to inclusivity. We will ensure that we follow the requirements of appropriate legislation including the Equality Act 2010, Disabled Persons (Accessibility) Regulations 2004, The Health and Safety at Work etc. Act 1974 5. British Standards (BS8300): These standards provide guidance on the design of buildings and their surroundings to be accessible and inclusive for people with disabilities. This includes recommendations for circulation spaces, signage, and facilities.

Key Accessibility Features:

1. Wheelchair Access:

- *The entrance will be designed to include level access, ensuring easy entry for wheelchair users and those with mobility challenges.*
- *The hub will feature wide pathways and seating areas to accommodate wheelchairs and double buggies comfortably.*

2. Ramps and Handrails:

- *Where applicable, we will include ramps with a gentle slope, meeting local building regulations to facilitate access. Handrails will be installed to provide additional support for those who may need it.*

3. Seating Arrangements:

- *Tables will be arranged to allow for easy maneuverability, ensuring that customers in wheelchairs can access all areas of the café. We'll offer a variety of seating options to accommodate different needs.*

4. Toilet Facilities:

- *Our toilets will comply with accessibility standards, featuring support bars, ample space for wheelchair turning, and easily accessible fixtures. we plan to apply for funding for a Changing Places Toilet which will enable those requiring greater assistance e.g. hoists to use the toilet.*

5. Staff Training:

- *All staff members will receive training on accessibility awareness and how to assist customers with diverse needs effectively, ensuring a welcoming experience for everyone.*

6. Continuous Feedback:

- *We will encourage ongoing feedback from our customers regarding accessibility measures, as we believe that adapting our services to meet community needs is vital to our mission.*

Low Carbon Approach: Energy efficiency and sustainability will be important, such as the use of natural materials, long-life fixtures, and environmentally friendly drainage and surfacing solutions. We plan to use local contractors and suppliers where possible to keep costs down.



Space Heating and Water Heating: Local expert Oliver Rook from kWh Engineering Ltd., recommends the use of a heat pump for heating. Using an air to air unit would heat the space in the winter and cool it in the summer, as well as heat water. Solar panels on the roof will reduce energy requirements and costs. For best annual generation in the UK a direct south facing roof pitched at 35 degrees or greater generates the most power.

Sustainability Advantages of Modular Buildings

- It is now possible to hand over an offsite constructed building as ‘operationally net zero’
- In June 2022, a change to building regulations will drive an average of 27% reduction in carbon production for new non-residential buildings
- A piece of research completed by Herriot Watt University found that a 1000sqm building built through modular construction produced 40% fewer emissions, which equated to 26,000 tonnes of CO2 saved, equivalent to 7,030 vehicles taken off the road for a whole year, or planting over 160,000 trees.

Review of Sustainability Factors for Modular versus Traditional Factors

	Modular / Offsite	Traditional Construction
Speed	<ul style="list-style-type: none"> • Up to 50% faster • Up to 85% of construction can be completed offsite, reducing on-site time and disruption. 	Longer timelines, Design Issues during Construction Phase Delays from weather or site conditions.
Carbon Emissions	40% lower emissions; (see below case study) Relocatable modules retain embodied carbon, reducing environmental impact over multiple deployment.	Higher carbon footprint
Quality Control	Factory-controlled conditions, consistent quality and oversight.	Variable quality due to site conditions and design risk on-site.
Waste	Significantly reduced, Waste Management Systems in place.	Higher material waste.
Cost Predictability	More predictable due to standard procedures and reduced design change on-site.	Prone to overruns and unexpected Site Issues.
Flexibility	Relocatable modules; scalable	Fixed structures; limited adaptability
Regulatory Compliance	Aligned with net zero regulations and current building regulations	Requires adaptation
Collaboration Model	Early Client engagement and open communication to enable more accurate cost certainty and timelines	Traditional sequential tendering processes and procurement open to misalignment.
Innovation	Advanced manufacturing and energy solutions	Slower tech adoption

Key Aspects of Responsible Business Practices

- Environmental Protection: Minimising waste through circular models, reducing energy usage, and using sustainable materials. For example, not using one use cups, use recycled napkins and less plastic packaging.
- Social Impact and Labour Rights: Ensuring high-quality working conditions, fair wages, safety, and promoting diversity within the workforce.
- Ethical Supply Chain Management: Conducting due diligence to ensure suppliers uphold high standards, including human rights compliance.
- Corporate Governance: Maintaining transparency, combating corruption, and aligning business strategy with sustainable goals.
- Stakeholder Engagement: Actively consulting with employees, customers, and communities to address their needs.



Appendix D - Risk Register (RAG Rated)

Risk Category	Specific Risk	Likelihood	Impact	RAG Rating	Mitigation Measures	Responsible Role
Construction & Fit-Out	Delays to new-build or commissioning	Medium	High	Red	Contingency time; experienced contractors; regular progress reviews	Project Manager
Construction & Fit-Out	Cost overruns	Medium	High	Red	10–15% contingency; fixed-price contracts; competitive tendering	Treasurer / Project Lead
Construction & Fit-Out	Quality defects	Low–Medium	Medium	Amber	Stage inspections; warranties; retention of payments	Project Manager
Operations	Volunteer shortages	Medium	High	Red	Active volunteer recruitment; training; clear rotas	Manager
Operations	Equipment failure	Medium	High	Red	Maintenance contracts; contingency fund	Manager
Market	Lower than expected footfall	Medium	High	Red	Community marketing; events; flexible product mix	Manager
Financial	Cash flow shortfalls	Medium	High	Red	£25k reserve; weekly cash monitoring	Treasurer
Financial	Rising energy or stock costs	High	High	Red	Fixed-term energy contracts; margin reviews	Manager / Treasurer
Legal & Compliance	Food safety breach	Low	High	Amber	HACCP; staff training; hygiene audits	Food Safety Lead
Legal & Compliance	Licensing or regulatory lapses	Low	Medium	Green	Compliance calendar; named responsibility	Manager
External	Severe weather or service disruption	Medium	Medium	Amber	Emergency procedures; backup suppliers	Manager
Governance	Decline in community engagement	Medium	High	Red	Events; transparent reporting; volunteer programmes	Committee Chair



Appendix E - Letters of Support

We have received many letter of support from local organisational and businesses. Below is a list of letters received to date with excerpts from their letters:

- **Eurotech** - *“As a long established local business based in the village of Greatham, we are pleased to express our strong support for the proposed Community Hub, café and shop”*. Richard Warner, Finance HR Manager
- **The Village Nursey** - *“We believe this project will be a valuable addition to the village, offering a welcoming space for residents and visitors alike”*. Elaine Chiverton, Manager
- **Longmoor Army Camp** - *“As both a resident and employee located on Longmoor Camp, I am pleased to express strong support for the proposed Community Hub, café, and shop in Greatham”*. Ryan Ellis, Warrant officer
- **The Greatham Inn** - *“We see real potential for the Hub to attract new people to Greatham—whether as visitors, future residents, or prospective business partners”*. Alice Hunt, Bar Manager
- **Bryant Brothers** - *“We believe this project will be a valuable addition to the village, offering a welcoming space for residents and visitors alike; it would benefit the local economy and contribute to the long-term vitality of our village”*.
- **Greatham primary School** - *“We fully support this initiative and look forward to the positive impact it will have on our community”* Jo Goman, Head teacher.
- **Richard Barwick, Cove Construction** - *“As the developer of the former Liss Forest Nursery site along Petersfield Road, Greatham, we are pleased to express our support for the proposed Community Hub, café, and shop.*
- **L’Abri at the Manor** - *“L’Abri Fellowship has been operating as a charity in the village since 1971 - welcoming hundreds of short-term guests to the Manor House over the course of each year. We believe the Community Hub, café, and shop would be hugely beneficial to both long-term residents of Greatham (including the those who live & work here at the Manor) as well as visitors to the village. We The café and shop would absolutely be frequented weekly (if not daily!) by our guests. In addition, it would provide them with an opportunity contribute to the local economy and participate in the life in our beautiful village. We would like to express our strong support for the GCH initiative”*. Mr. Joel Barricklow
- **County Councillor** – *‘It is good to hear about the project and I offer you my strong support. Please keep me posted and invite me to your launch event.* Russell Oppenheimer, County Councillor
- **District Councillor** – (Kirsty Mitchell, Ward Councillor for Greatham) – *“ As a district councillor for the village of Greatham, I wholeheartedly endorse the proposed Community Hub, café, and shop.”*



Appendix F – Committee Profiles



Sue Godby, Chair is an Independent Occupational Therapist and business owner, working with employers and individuals to support people back to work after illness or injury. Sue takes a holistic, person-centred approach to support and empower people to achieve their aspirations, particularly in terms of meaningful occupation and those wanting to move into a different career. She is a resident of Greatham, a governor of the local Primary School and Trustee of the Village Hall.



Kay Henrie, Vice Chair Her background is forty years in education, in various teaching and leadership roles across several counties. She is still involved in teaching, now in the swimming profession and is a Greatham resident of 7 years.



Emily McCubbin, Secretary is an NHS Operating Department Practitioner (ODP) specialising in Anaesthetics. She has a wealth of experience working in busy and highly pressurised situations. As a personal assistant in her previous career, she brings professionalism, organisation and calm leadership to her work. She also has a background in acting, choreography and dance teaching, Emily is a resident of Greatham and a mum of 2 young boys, who attend the local school.



Sam Dinnis, Treasurer is an engineering manager delivering large-scale projects and leading teams with a practical, people-first approach. A resident of Greatham Village, he lives with his wife and two children and enjoys staying active, supporting local activities, and spending family time in the parks and forests around the community.



Helenka Bednar, Communications Lead is a food journalist and has written for a range of UK publications including The Times, the Guardian and the BBC. She's created content for the advertising departments of the Co-op, MSN and AOL and has managed Sainsbury's social media channels. With experience in the hospitality industry too, she is passionate about bringing people together over good food & drink. Helenka is a resident of Greatham with two young children who attend the local school.



Zoe Coltart, Fundraising Lead has worked in the Charity sector for over 15 years. This has included both sides of grant giving, applying for funding and also awarding grants to charities. She believes firmly in the power of community to drive social equality, and what communities are able to achieve when they pull together time, resources and passion-it can be life changing. She has lived and raised her family in Greatham for the past 13 years.



Helen Perry, Data Analysis Lead is Regeneration Communications Manager at Clarion Housing Group responsible for the management and delivery of professional, comprehensive projects and initiatives on both a local and national scale. Helen is a governor of Greatham school where her two boys attend. She has supported the project with survey and project management skills



Appendix G - Project Plan

The project plan is regularly reviewed and updated.

This is an example of the recent plan and progress to date

Greatham Community Hub Project Plan		
Activity	Jan-25	Feb-25
Finance		
Set up fundraising committee		
Prepare grant applications		
Submit grant applications		
Prepare Share prospectus		
Issue share prospectus		
Prepare information pack and letter for donors		
Issue donor letters/packs		
Launch community share offer		
Build		
Agree location with GVH trustees		
Pre-planning application		
Obtain planning permission		
Prepare tender spec		
Prepare building regs application		
Get quotes for build		
Build hub		
Fit hub		
Marketing and Communications		
Determine brand identity		
Engage with key stakeholders/organisations		
Monthly updates to stakeholders/residents		
Create website		
Set up Facebook page		
Set up mailing list (Mailchimp)		
Invite letters of support		
Hold events to obtain support and funding		
Legal		
Agree Model Rules (with Plunkett assistance)		
Apply for CBS (with Plunkett assistance)		
Register CBS with HMRC		
Draft employment contracts for staff		
Obtain licence for selling alcohol		
Operations		
Draft manager job description and advert		
Advertise for Managers		
Draft volunteer roles descriptions		
Recruit volunteers		
Identify and engage with suppliers		
Complete draft policies		
Identify and contact utility providers		
Apply for local post-office services		
Plan launch publicity and prepare for opening		
	Achieved	
	In progress	
	Planned	

Greatham Community Hub Project Plan		2025												2026											
Activity		Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Finance																									
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Identify and contact utility providers																									
Apply for local post-office services																									
Plan launch publicity and prepare for opening																									
	Achieved																								
	In progress																								
	Planned																								



SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> · Strong community support & local ownership · Volunteer support – reduced staffing costs · Local produce and sustainability · Social space combats isolation, supports wellbeing · Local partnerships – schools, councils, pub, church 	<p>Weaknesses</p> <ul style="list-style-type: none"> · Reliance on volunteers or limited staffing · Limited retail expertise within committee · Capital requirement · Competition from existing nearby retail outlets
<p>Opportunities</p> <ul style="list-style-type: none"> · Extend services (post office, prescription, changing places facilities) · Links with local school/charities/church · Demand for inclusive community spaces · Social gatherings/ events · Within South Downs National Park · Grant funding/sponsorships · Local Partnerships and suppliers 	<p>Threats</p> <ul style="list-style-type: none"> · Economic downturn · Volunteer drop-off over time · Regulatory requirements