



SWOT, RISK ANALYSIS AND LETTER OF SUPPORT - APPENDICIES

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Strengths

- Piggybacking on a well-established village shop providing multi purpose visits
- Excellent location in the Test Valley central to the village.
- The village is on a main cycling route through the Test Way.
- A specifically designed building for a café with ample parking
- The only location in the village that will provide breakfasts
- Historical goodwill; a wide base of regular local customers who we anticipate will quickly return to a well-run café
- The commitment of the wide membership base to use the business and encourage friends and family to do so too.
- Proven financial model based on shop performance financial
- The Society has an experienced and proven manager to run the business.



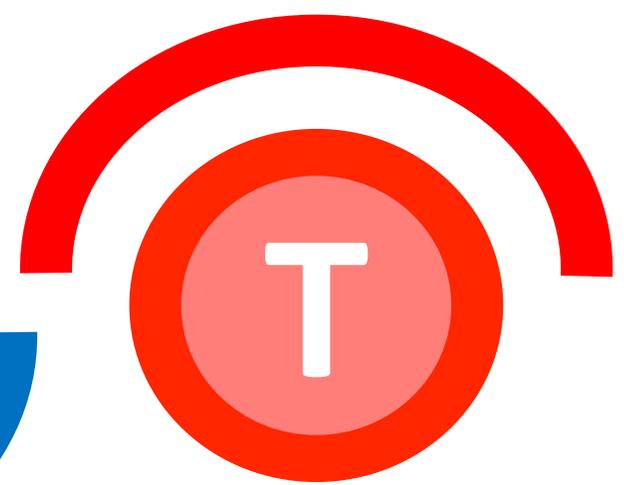
Weaknesses

- Possibly some variation in seasonal trade
- Dependency for capital funding from a share scheme in the short term
- Some dependency on continued volunteers to help run the shop and café economically



Opportunities

- Increasing population in the village and surrounding areas
- New playground and parking facilities planned in the same time frame as this development
- Build on enhancement to the shop (eco goods) for increased footfall
- Strengthen community ties and commitment to support the facilities within the village
- provide additional community amenities and make full use of the café space and grounds to support community groups and other initiatives



Threats

- Replication of our model
- Impact of COVID-19
- Inability to raise the minimum share funding and or secure enough other finance required to proceed with purchase.
- Inability to find or retain good managers.
- Unexpected repair costs.
- Loss of key staff
- Poor service impacting reputation

Risk Analysis for SMB Café:

Risk Area	Specific Risk	Mitigation Actions
Project Financing and Build	Failure to secure initial funding	<ul style="list-style-type: none"> ▪ Mirror share scheme successful in similar project in nearby village ▪ Tax benefit will help attract investors ▪ Multiple funding sources being sought in parallel ▪ Strong community messaging to mobilise local participation ▪ Careful costing to limit funding requirement ▪ Historic positive performance of the current shop a proof point for potential investors
	Overrun on build Cost	<ul style="list-style-type: none"> ▪ Multiple quotes solicited ▪ Fixed price contract agreed with builder ▪ Clear plans and scope for the build ▪ On-going tracking of build costs
	Overrun on fitting costs	<ul style="list-style-type: none"> ▪ Multiple quotes solicited for equipment ▪ Overall costs established and reviewed ▪ Affordability incorporated into overall business plan
	Unforeseen legal/statutory requirements	<ul style="list-style-type: none"> ▪ Taken advice from multiple sources ▪ Reviewed requirements for similar project in nearby village ▪ Included legal expertise within the management team
Financial Status	Drop in Revenues	<ul style="list-style-type: none"> ▪ Careful analysis of likely café usage and average spend undertaken ▪ Village expanding rather than diminishing ▪ Should have a positive impact on adjoining shop incomes, which will act as a financial buffer
	Increase in Costs	<ul style="list-style-type: none"> ▪ Pricing will reflect changes to maintain margins ▪ Cost control by looking for alternate suppliers will be on going
	Increased Capital Expenditure	<ul style="list-style-type: none"> ▪ No expenditure planned ▪ Reserves will be put in place to provide for unforeseen events ▪ Management committee will consider future expenditure on a regular basis
Loss of Key Staff	Loss of Manager	<ul style="list-style-type: none"> ▪ Maintain a close working relationship with both the manager and the team ▪ Capture knowledge of operations for hand overs as required ▪ Employ multiple staff to retain institutional knowledge ▪ Ensure pay and conditions remain competitive and aligned to work undertaken
	Insufficient Volunteers	<ul style="list-style-type: none"> ▪ Build reputation of the shop/café entity as a place to work in ▪ Maintain a robust volunteer support program to make the role as rewarding as possible ▪ Market the benefits of giving back to the community
	Covid-19	<ul style="list-style-type: none"> ▪ Key safety measure in place and operational ▪ Follow government guidelines as they change
Business Continuity	Act of God	<ul style="list-style-type: none"> ▪ Ensure relevant Insurance is in place ▪ Ensure compliance with Health and Safety and Safeguarding regulations
	IT system Failure	<ul style="list-style-type: none"> ▪ Plan for system resilience ▪ Reviewed cyber security status ▪ Maintain currency of systems to latest levels



5 April 2022

Ref: St Mary Bourne Village Shop Association

I am writing in support of St Mary Bourne Village Shop Association, who are Community Business members of the Plunkett Foundation.

The Plunkett Foundation is a national charity who promote and support community-owned businesses as a means for tackling issues faced by those living and working in rural areas. We provide practical support to help communities to establish and run a wide range of community businesses throughout the UK, including shops, pubs, woodlands and many things in-between. We also carry out communications, research, policy and advocacy on behalf of our membership in order to raise the profile of the sector and to strengthen their operating environment.

Community shops, like St Mary Bourne, are an excellent example of how community-owned businesses can create inclusive and innovative spaces that make a real impact in their local communities. Community shops have an important role to play nationally and to the local people they serve. They act as a focal point for the community to bring people together, as well as improve the health and wellbeing of the local area (as shown by a [recent review](#) from Power to Change). Our recent [report](#): 'Community Shops: A Better Form of Business 2021', highlights how community shops were there, during the pandemic, when we needed them most – and why we need to keep supporting them going forward.

St Mary Bourne Village Shop Association have run a thriving community shop for 20 years. They have recently registered as a Community Benefit Society using Plunkett Foundation's Model Rules. Their constitution provides that no Trustee or member may derive any financial benefit from the society and any surpluses from its activities in the future are reinvested in the local community of St Mary Bourne. When community shops are run democratically like this, on the basis of one-member-one-vote, they show great resilience. There are approximately 400 successful community shops trading nationally, with a 94% survival rate.

Our experience of working with the St Mary Bourne Village Shop Association has always been positive, with good communication, feedback and milestones being met. They are now looking to diversify their services, which will enable them to provide even greater benefit to the village. Extending the shop, to incorporate environmentally-friendly products such as refillable wet and dry goods, demonstrates St Mary Bourne's commitment to helping the residents of the village to reduce their carbon footprint in a convenient way. In addition, establishing a community café, to bring people together, will enable them to become even more inclusive, involving people of all ages and backgrounds. Like many community shops, this project will ensure St Mary Bourne truly becomes a hive of community and voluntary activity, providing a focal point for community events and services as a real asset to the village. We are currently supporting St Mary Bourne Village Shop Association to achieve the Community Shares Standard Mark, a nationally-recognised award that demonstrates that a community share offer meets the national standard for good practice. We wish the community the best of luck in achieving their target in relation to their upcoming share issue, and will be on hand to provide further support as appropriate.

Yours Sincerely,

Claire Spendley
Head of Community Business



St. Mary Bourne Parish Council
www.stmarybourne-pc.gov.uk

The Chairman
SMB Shop and Café Management Committee
Bourne Meadow
St Mary Bourne
Andover SP11 6BE

2nd April 2022

To whom it may concern

On behalf of the St Mary Bourne Parish Council I am writing to you to support the Positive re-development of the village shop and post office to include a community cafe.

The parish council commend the project and the resulting improvements to the village and having a cafe at the centre of the village will be a huge asset to St. Mary Bourne and the surrounding parishes bringing the community together to meet, chat and offering hot drinks and food.

We also applaud the environmentally friendly new shop line of refillable dry and wet products helping to do our bit for the environment.

Good luck and we wish you every success with the venture.

Kind Regards

A handwritten signature in black ink, appearing to read "David Peart".

David Peart
Chairman
St Mary Bourne Parish Council