Much Marcle Community Shop Ltd	
Re estimated figures: possible extended weekend opening hours at special events, possible rent of pop up shop and Post Office fees are <b>NOT</b> included	
Figures are based on figures from the closed shop, recent figures of three local Herefordshire Community shops, a local Worcestershire community shop and 6 years turnover figures from a West Sussex community shop	
The Plunkett UK Community Ownership Report 2024 also provides some averages for community shops: £202000. Our estimated income figures are <b>below</b> those averages in the first two years.	
Business Development Manager from Co-operative & Community Finance who in July 2025 had a look at our 3 year Cashflow forecast said: "from my experience I think your financial assumptions look pretty good. () there is an opportunity to be a bit more bullish about the turnover"	

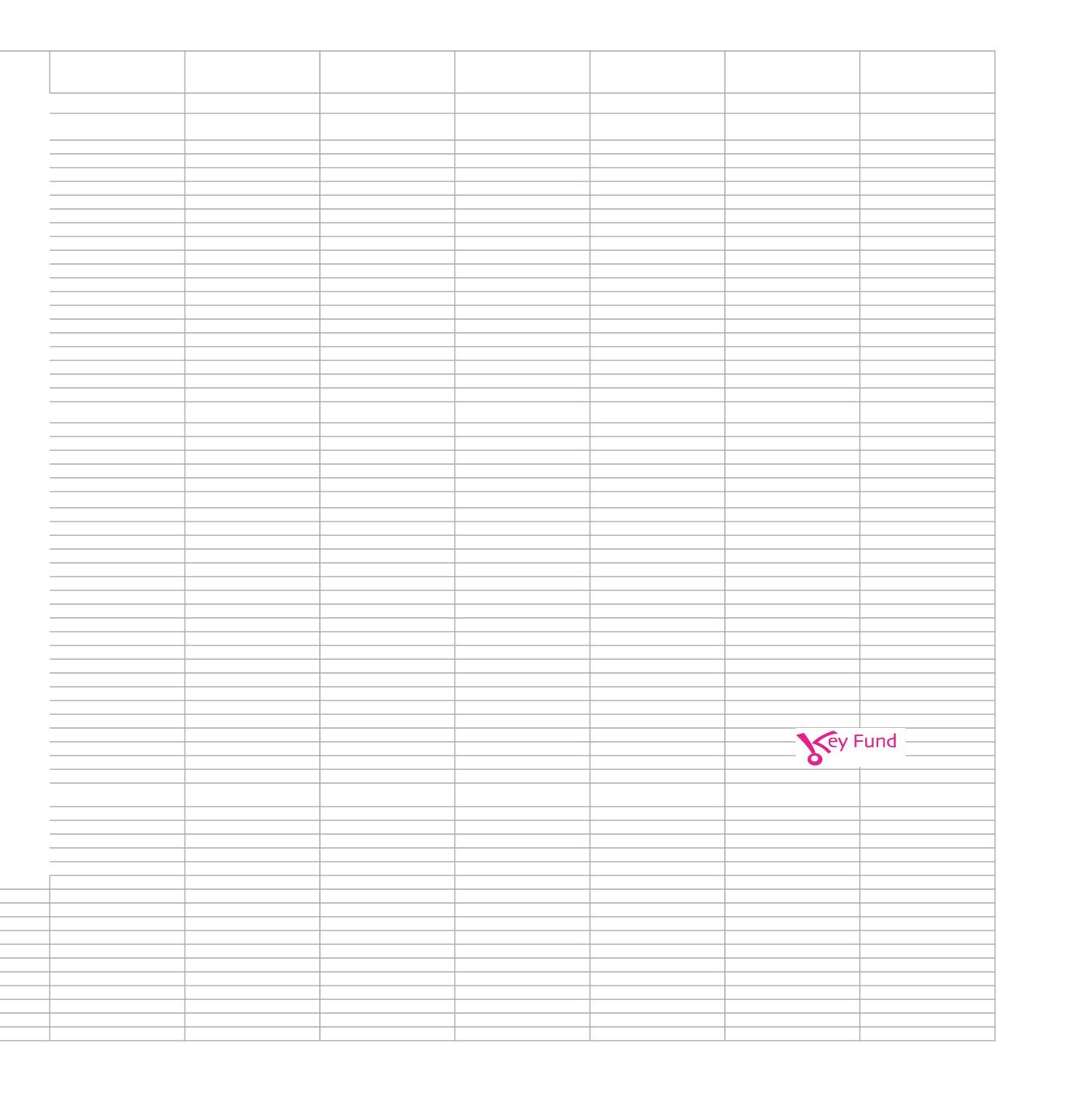
Cash flow Forecast	Give details of the assumptions used	d in constructing the forecast	
tc. refer to separate sheet 'K	(ey operational facts'		
INCOME	Year 1	Year 2	Year 3
	Year 1 £60; Year 2 £70; Year 3 £75 [West Sussex Year 1 £95 - Year 5 £160/		
	Worcestershire, including Café currently £87/One Herefordshire Community Shop with very limited stock, around £120000 per annum; the other over		
	£500000 per annum/Our Year 1 £60 is based on roughly 12 customers per		
	hour with average spent of £5] Steam Rally in July 1 weekend double takings,		
Shop (2805 hrs per year)	Model Air Show in September 1 weekend double takings		
	Year 1 Sales per hour £25 [West Sussex Year 1 £55 - Year 5 £100/	Year 2 sales per hour £28 [West Sussex Year 1 £55 - Year 5 £100/	Year 3 sales per hour £30 [West Sussex Year 1 £55 - Year 5 £100/
	Worcestershire see above//Our Year 1 £25 is based on roughly 8 customers		Worcestershire see above] Summer school holidays in July and
	per hour with average spent of £3] Summer school holidays in July and August	August half takings	August half takings
Café (2473.5 hrs per year)	half takings		
Community shares	Steam Rally 5 for £10, Model Air Show 5 for £10	Steam Rally 5 for £10, Model Air Show 5 for £10	Steam Rally 5 for £10, Model Air Show 5 for £10
EXPENDITURE	Year 1	Year 2	Year 3
Ground Lease	Peppercorn lease per lease agreement	Peppercorn lease per lease agreement	Peppercorn lease per lease agreement
		Peppercorn lease per lease agreement  1 full time shop manager	Peppercorn lease per lease agreement  1 full time shop manager
Ground Lease	Peppercorn lease per lease agreement  1 full time shop manager	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located
Ground Lease	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%,
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Shop purchases  Café purchases  IT Maintenance Equipment rental Tax	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/ West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on Profit, but no profit in the previous non trading year  Assumed to be low in the first couple of years due to new equipment and installation + help from local tradespeople	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on profit, but no profit in year 1  Assumed to be low in the first couple of years due to new equipment	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/ Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/ Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on profit  Assumed to be low in the first couple of years due to new equipment
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Shop purchases  Café purchases  IT Maintenance Equipment rental Tax  Repairs and Maintenance	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/ West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on Profit, but no profit in the previous non trading year  Assumed to be low in the first couple of years due to new equipment and installation + help from local tradespeople	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on profit, but no profit in year 1  Assumed to be low in the first couple of years due to new equipment	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/ Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/ Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on profit  Assumed to be low in the first couple of years due to new equipment
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Ground Lease Salary incl on-cost  Shop purchases  Café purchases  IT Maintenance Equipment rental Tax  Repairs and Maintenance	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/ West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on Profit, but no profit in the previous non trading year  Assumed to be low in the first couple of years due to new equipment and installation + help from local tradespeople	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on profit, but no profit in year 1  Assumed to be low in the first couple of years due to new equipment	Peppercorn lease per lease agreement  1 full time shop manager  Shop margins 22% [Three Herefordshire Community Shops, located either at the edge of their village or not on a main road, one 27%, one 26%, one 40%/West Sussex Community Shop, with a major supermarket 1 mile away, over the last 12 months 26%/ Worcestershire Community Shop, in a very rural area with no major road nearby, over the last 12 months, including Café 30%]  Café margins 35% [West Sussex over the last 12 months 54%/ Worcestershire see above]  Assumed to be low in the first couple of years due to new equipment and installation  Assumed to be kept to a minimum  19% on profit  Assumed to be low in the first couple of years due to new equipment

Cash flow Forecast													
INCOME	January	February	March	April	May	June	July	August	September	October	November	December	Total
Shop	£14025.00	£14025.00	£14025.00	£14025.00	£14025.00	£14025.00	£14625.00	£14025.00	£14625.00	£14025.00	£14025.00	£14025.00	£169,500.0
Café	£5,153.12	£5,153.12	£5,153.12	£5,153.12	£5,153.12	£5,153.12	£2,576.56	£2,576.56	£5,153.12	£5,153.12		£5,153.12	£56,684.3
Community shares	£0.00	£0.00	£0.00	£0.00		£0.00	£50.00	£0.00	£50.00	£0.00		£0.00	£100.0
200 Club Profit	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,500.00	£1,500.0
Bank Interest	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£60.0
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TOTALS	£19,183.12	£19,183.12	£19,183.12	£19,183.12	£19,183.12	£19,183.12	£17,256.56	£16,606.56	£19,833.12	£19,183.12	£19,183.12	£20,683.12	£227,844.3
EXPENDITURE	January	February	March	April	May	June	July	August	September	October	November	December	
Ground Lease	£1.00	£0.00	£0.00	£0.00		£0.00	£0.00	£0.00	£0.00	£0.00		£0.00	£1.0
Salary incl on-costs	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£2,916.67	£35,000.0
Shop purchases	£10,939.50					£10,939.50		£10,939.50		£10,939.50			£132,210.0
Café purchases	£3,349.53	£3,349.53	£3,349.53			£3,349.53	£1,674.76	£1,674.76	£3,349.53	£3,349.53		£3,349.53	£36,844.8
Utilities	£833.33	£833.33	£833.33			£833.33	£833.33	£833.33		£833.34		£833.34	£10,000.0
Accountancy and legal fees	£0.00		£0.00	£0.00		£0.00	£0.00	£0.00	£0.00	£1,500.00		£0.00	£1,500.0
IT Maintenance	£0.00		£0.00	£0.00		£0.00	£0.00	£0.00	£0.00	£30.00		£0.00	£30.0
Equipment rental	£20.83	£20.83	£20.83	£20.83	£20.83	£20.83	£20.83	£20.83	£20.83	£20.83	£20.83	£20.83	£249.9
Tax	£0.00		£0.00			£0.00	£0.00	£0.00	£0.00	£0.00		£0.00	£0.0
Licenses	£200.00		£0.00	£0.00		£0.00	£0.00	£0.00	£0.00	£0.00		£0.00	£200.0
Insurance	£100.00	£100.00	£100.00	£100.00		£100.00	£100.00	£100.00	£100.00	£100.00		£100.00	£1,200.0
Wastage	£83.33		£83.33			£83.33		£83.33		£83.33			£999.9
Postage and Stationary	£200.00		£0.00			£0.00	£50.00	£50.00	£0.00	£50.00		£100.00	£500.0
Epos and Card charges	£160.00		£160.00			£160.00	£160.00	£160.00		£160.00		£160.00	£1,920.0
Repairs and Maintenance	£0.00		£0.00			£0.00	£0.00	£0.00		£0.00		£0.00	£200.0
Staff Training	£0.00		£0.00			£0.00	£0.00	£0.00		£0.00		£0.00	£500.0
Cleaning	£250.00		£250.00			£250.00	£250.00	£250.00	£250.00	£250.00		£250.00	£3,000.0
Marketing	£1,000.00		£0.00			£0.00	£0.00	£500.00	£0.00	£0.00		£0.00	£1,500.0
Plunkett UK Membership	£0.00		£0.00			£270.00	£0.00	£0.00		£0.00		£0.00	£270.0
Bank Charges	£10.00		£10.00	£0.00		£0.00	£10.00	£0.00	£10.00	£0.00		£0.00	£60.0
Contingency	£250.00		£250.00			£250.00	£250.00	£250.00	£250.00	£250.00		£250.00	£3,000.0
•													£0.0
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Total Expenditure	£20,314.19	£18,903.19	£18,913.19	£19,053.19	£19,163.19	£19,173.19	£17,756.42	£17,778.42	£19,731.20	£20,483.20	£18,913.20	£19,003.20	£229,185.7
Difference	-£1,131.07	£279.93	£269.93	£129.93	£19.93	£9.93	-£499.86	-£1,171.86	£101.92	-£1,300.08	£269.92	£1,679.92	-£1,341.4
Opening Balance	£50,000.00	-	£49,148.86	,		£49,568.65	£49,578.58	£49,078.72	£47,906.86	£48,008.78	-	£46,978.62	£50,000.0
INCOME	£19,183.12	£19,183.12	£19,183.12	£19,183.12			£17,256.56	£16,606.56		£19,183.12		£20,683.12	£227,844.3
	£20,314.19	£18,903.19	£18,913.19	£19,053.19	£19,163.19	£19,173.19	£17,756.42	£17,778.42	£19,731.20	£20,483.20	£18,913.20	£19,003.20	£229,185.7
EXPENDITURE Closing Balance	£48,868.93	£49,148.86	£49,418.79		£49,568.65		£49,078.72	£47,906.86		£46,708.70		£48,658.54	£48,658.5

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Year 2

Cash flow Forecast													
INCOME	January	February	March	April	May	June	July	August	September	October	November	December	Total
Shop	£16362.50	£16362.50	£16362.50	£16362.50	£16362.50	£16362.50	£17062.50	£16362.50	£17062.50	£16362.50	£16362.50	£16362.50	£197,750.00
Café	£5,771.50		£5,771.50	£5,771.50	£5,771.50		£2,885.75	£2,885.75	£5,771.50		£5,771.50	£5,771.50	£63,486.50
Community Shares	£0.00		£0.00	£0.00	£0.00		£50.00			£0.00	£0.00	£0.00	£100.00
200 Club Profit	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,500.00	£1,500.00
Bank Interest	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£60.00
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TOTALS	£22,139.00	£22,139.00	£22,139.00	£22,139.00	£22,139.00	£22,139.00	£20,003.25	£19,253.25	£22,889.00	£22,139.00	£22,139.00	£23,639.00	£262,896.50
EXPENDITURE	January	February	March	April	May	June	July	August	September	October	November	December	Total
Ground Lease	£1.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1.00
Salary incl on-costs	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£3,000.00	£36,000.00
Shop purchases	£12,762.75	£12,762.75		£12,762.75	£12,762.75			£12,762.75	£13,308.75	£12,762.75	£12,762.75		£154,245.00
Café purchases	£3,751.48	£3,751.48	£3,751.48	£3,751.48	£3,751.48		£1,875.74	£1,875.74	£3,751.48	£3,751.48	£3,751.48		£41,266.28
Utilities	£916.67	£916.67	£916.67	£916.67	£916.67		£916.67	£916.67		£916.67	£916.67	£916.67	£11,000.04
Accountancy and legal fees	£0.00		£0.00	£0.00	£0.00		£0.00	£0.00		£1,700.00	£0.00	£0.00	£1,700.00
IT Maintenance	£0.00		£0.00	£50.00	£0.00		£0.00			£50.00	£0.00		£100.00
Equipment rental	£20.83	£20.83	£20.83	£20.83	£20.83		£20.83	£20.83		£20.83	£20.83		£249.96
Tax	£0.00	£0.00	£0.00	£0.00	£0.00		£0.00	£0.00		£0.00	£0.00	£0.00	£0.00
Licenses	£200.00	£0.00	£0.00	£0.00	£0.00		£0.00	£0.00		£0.00	£0.00	£0.00	£200.00
Insurance	£108.33	£108.33	£108.33	£108.33	£108.33		£108.33			£108.33	£108.33		£1,299.96
Wastage	£83.33												£999.96
Postage and Stationary	£100.00			£50.00	£0.00		£0.00				£50.00		£500.00
Epos and Card charges	£160.00			£160.00	£160.00		£160.00				£160.00	£160.00	£1,920.00
Repairs and Maintenance	£100.00			£0.00			£0.00				£0.00		£300.00
Staff Training	£0.00		£0.00	£250.00	£0.00		£0.00			£0.00	£0.00		£500.00
Cleaning	£266.67	£266.67	£266.67	£266.67	£266.67		£266.67	£266.67		£266.67	£266.67		£3,200.04
Marketing	£0.00			£0.00	£0.00		£0.00			£0.00	£0.00		£1,500.00
Plunkett UK Membership	£0.00	£0.00	£0.00	£0.00	£0.00	£280.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£280.00
Bank Charges	£10.00	£0.00	£10.00	£0.00	£10.00	£0.00	£10.00	£0.00	£10.00	£0.00	£10.00	£0.00	£60.00
Contingency	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£3,000.00
													£0.00
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Total Expenditure	£21,731.06	£21,320.06	£21,830.06	£21,670.06	£21,430.06	£22,150.06	£20,000.32	£19,544.32	£22,726.06	£23,170.06	£21,380.06	£21,370.06	£258,322.24
Difference	£407.94	£818.94	£308.94	£468.94	£708.94	-£11.06	£2.93	-£291.07	£162.94	-£1,031.06	£758.94	£2,268.94	£4,574.26
Difference Circle	2107131	2010191	2300131	2100131	27 0013 1	211.00	22133	2231107	2102131	21/031100	2730131	22/200131	2 1/37 1120
Opening Balance	£48,658.54	£49,066.48	£49,885.42	£50,194.36	£50,663.30	£51,372.24	£51,361.18	£51,364.11	£51,073.04	£51,235.98	£50,204.92	£50,963.86	£48,658.54
INCOME	£22,139.00	,	· ·	£22,139.00	£22,139.00	· · ·	·	· · ·	· · · · · · · · · · · · · · · · · · ·	· ·	•	· ·	£262,896.50
EXPENDITURE	£21,731.06			£21,670.06	<del> </del>							<del></del>	£258,322.24
Closing Balance	£49,066.48				£51,372.24			£51,073.04					£53,232.80
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Year 3

Cash flow Forecast													
INCOME	January	February	March	April	May	June	July	August	September	October	November	December	Total
Shop	£17531.25	£17531.25	£17531.25	£17531.25	£17531.25		£18281.25	£17531.25		£17531.25	£17531.25	£17531.25	£211,875.0
Café	£6,183.75		£6,183.75	£6,183.75				£3,091.87	<del></del>	£6,183.75			£68,021.2
Community shares	£0.00		£0.00	£0.00									£100.0
200 Club Profit	£0.00		£0.00	£0.00									£1,500.0
Bank Interest	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£60.0
													£0.0
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					<u> </u>							<del>                                     </del>	£0.00
													£0.00
TOTALS	£23,720.00	£23,720.00	£23,720.00	£23,720.00	£23,720.00	£23,720.00	£21,428.12	£20,628.12	£24,520.00	£23,720.00	£23,720.00	£25,220.00	£281,556.2
EXPENDITURE	January	February	March	April	May	June	July	August	September	October	November	December	Total
Ground Lease	£1.00		£0.00	£0.00	<u> </u>		1		£0.00				£1.00
Salary incl on-costs	£3,050.00	<del></del>	£3,050.00	£3,050.00			£3,050.00	£3,050.00	£3,050.00	£3,050.00			£36,600.00
Shop purchases Café purchases	£13,674.38									£13,674.38			£165,262.56
Utilities	£4,019.44			£4,019.44					£4,019.44	£4,019.44		<del> </del>	£44,213.84
Accountancy and legal fees	£1,000.00		£1,000.00	£1,000.00					£1,000.00	£1,000.00			£12,000.00
IT Maintenance	£0.00 £0.00		£0.00 £0.00	£0.00 £60.00				£0.00 £0.00		£1,800.00 £70.00			£1,800.00 £130.00
Equipment rental Tax	£20.83	£20.83	£20.83	£20.83			£20.83	£20.83	£20.83	£20.83		£20.83	£249.96
Licenses	£0.00 £200.00		£0.00 £0.00	£0.00 £0.00			£0.00 £0.00	£0.00 £0.00	£0.00 £0.00	£800.72 £0.00	£0.00 £0.00		£800.72 £200.00
Insurance	£200.00 £116.67	£116.67	£116.67		£116.67		£116.67	£116.67		£116.67	£116.67	£116.67	£200.00
Wastage	£83.33												£1,400.0- £999.96
Postage and Stationary	£100.00		£50.00	£0.00									£500.00
Epos and card charges	£160.00		£160.00										£1,920.00
Repairs and Maintenance	£0.00		£0.00										£500.00
Staff Training	£0.00		£0.00										£500.00
Cleaning	£291.67	£291.67	£291.67	£291.67	£291.67		£291.67	£291.67	£291.67	£291.67	£291.67	£291.67	£3,500.04
Marketing	£0.00												£1,250.00
Plunkett UK Membership	£0.00		£0.00										£300.00
Bank Charges	£10.00												£60.00
Contingency	£250.00		£250.00	£250.00									£3,000.00
													£0.00
													£0.00
Total Expenditure	£22,977.32	£22,766.32	£23,476.32	£22,826.32	£22,976.32	£23,116.32	£21,251.60	£20,656.60	£23,461.32	£25,587.04	£23,326.32	£22,766.32	£275,188.12
Difference	£742.68	£953.68	£243.68	£893.68	£743.68	£603.68	£176.52	-£28.48	£1,058.68	-£1,867.04	£393.68	£2,453.68	£6,368.12
	652 222 65	CE2 077 17	CE 4 000 15	CEE 470 C :	656.055.55	656.040.55	657.440.65	CE7 500 10	CE7.551.55	650 600 65	656 750 55	CE7.4.7-0.1	
Opening Balance	£53,232.80					·	·	·		£58,620.60	-		£53,232.80
INCOME	£23,720.00			£23,720.00					£24,520.00	£23,720.00			£281,556.24
EXPENDITURE	£22,977.32									£25,587.04			£275,188.12
Closing Balance	£53,975.48	£54,929.16	£55,172.84	£56,066.52	£56,810.20	£57,413.88	£57,590.40	£57,561.92	£58,620.60	£56,753.56	£57,147.24	£59,600.92	£59,600.92

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