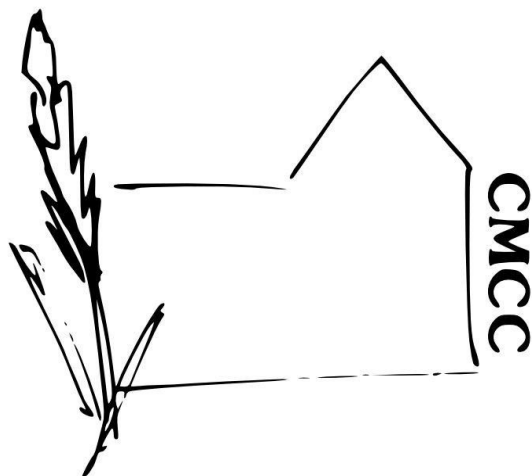


## **Chase Meadow Community Centre**



**November 2018**

**Chase Meadow Community Café Business plan - version 1**

## Chase Meadow Community Café

### Vision

The vision for the Community Café is to create a wonderful experience for everyone who come to the café. Customers will be able to enjoy food with a home cooked fresh and healthy appeal at affordable prices. Food will be sourced locally and seasonal with an emphasis on supporting small businesses.

### Added Value

The café can add value over a more traditional business by:

- Creating a strong ethos of encouraging community participation and social inclusion. It's an ideal opportunity to develop informal groups where young and old can meet for a drink and a chat.
- Being a vehicle to help reduce the demand on public services like "social prescribing"
- ☐ Creating volunteering and work experience for young people with additional learning needs as a journey towards gainful employment. It will also be a great place to include retired or semi-retired people be a key part of their community.
- ☐ Forging closer links with local businesses and schools.

### The Focus

The menu will be simple, wholesome and designed to appeal to different sections of the community. Wherever possible, food will be freshly cooked and prepared on the premises with a lot of effort put into making healthy based foods to help meet the needs of those with additional health needs e.g. allergens/intolerances.

Feedback suggest that it would better serve the business to open from 9 am to 4 pm. This would ensure that to catch parents before and after school.

- ☐ **Breakfast:** a range of easy healthy breakfast like fruit and yogurt, pancakes or scrambled eggs on toast. Fridays will be set aside to provide cooked breakfasts in baguettes. If this proves successful, it will be extended to two or three days per week.
- ☐ **Lunch:** a tasty range of sandwiches, jacket potatoes and soups. The soups will be made fresh every day and there will be one main special each day with a Mexican, Caribbean or African influence.

- ☒ **Cakes and snacks:** Where possible there will be a selection of homemade cakes and additional cakes provided by a local supplier. Toast, teacakes, scones, fresh fruit and yogurt will also be available.
- **Drinks:** To start with the café will only be able to provide, tea, filtered coffee, hot chocolate and a limited selection of soft drinks, however if there is a higher demand for drinks like latte, cappuccino or espresso then exploring a traditional coffee machine will have to be considered. Good tasty coffee will always be at the heart of it.

There is an opportunity to link the café around common interests to improve community cohesion and generate revenue.

- ☒ One off or regular evening events such as pop-up restaurants or supper club run by us or by other chefs.
- ☒ Renting the kitchen out to a small-scale food business during down time
- ☒ Hosting activities such as cookery clubs.
- ☒ Mini food festivals
- ☒ Craft fairs
- ☒ Local producer events
- Children's swap shop, passing on their clothing and toys
- ☒ Arts and craft events
- ☒ Skills events, e.g. knitting, sewing, painting etc.
- Themed events, e.g. Easter, Halloween, Christmas and other special event such as International Women's Day, World Health Day

Other activities linked to the café could include the following:

- **Book exchange:** we currently run a used book exchange in the café where people can come and exchange books. This will be developed further with more marketing and reading groups.
- ☒ **Games:** we will hold a collection of games that can be played by adults and children. Great opportunity for older people to learn about technology and children learn about traditional games.
- ☒ **Coffee pending:** we will have a coffee pending system so that people can pay for an extra coffee to donate to the next person coming in needing it, we know that

poverty is one of the causes of social isolation amongst older people, and this might help to encourage people out who couldn't otherwise afford it.

### Volunteering

The café will rely heavily on the generosity of volunteers. This will include people with special learning needs as well as other volunteers including older and younger people to enable different sections of the community to mix. It's an opportunity for people who need it to gain skills, experience and confidence to move onto employment, education or training.

### Ongoing Development

On an ongoing basis, customers at the centre will be asked to give their views of the café and what they would like to see so that changes can be made to meet their needs.

This will be a living "business plan" that will guide the development of the cafe over the next few years and so enabling a strong community link.

### Challenges & Actions

According to *The Grocer*, the café/restaurant industry in the UK is estimated at over £40bn per year, with the coffee shops and cafes accounting for over £8bn and this trend is set to rise. People are more discerning about their food/drink and they want to know where their foods comes from. The Chase Meadow Community Café is in an ideal position to be different from the major outlets, but it doesn't come without major challenges. External as well as internal challenges could have a detrimental effect on the success of the café. Consideration needs to be given to some initial financial losses but with the right strategies in place these can be averted or planned for.

### SWOT Analysis

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> <li>• Value for money</li> <li>• Small but loyal customer base</li> <li>• Safe and comfortable environment</li> <li>• Great location for public transport and parking close by</li> </ul>	<ul style="list-style-type: none"> <li>• Not a very strong customer base</li> <li>• Not a strong brand</li> <li>• No visual display advertising of the café</li> <li>• Lack of working capital to purchase equipment</li> <li>• Relying too heavily on the generosity of volunteers to help provide the service</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Build a stronger brand</li> <li>• Forge stronger links with the local as well as the wider community</li> <li>• Catering for local businesses</li> <li>• Creating several clubs</li> <li>• Working closely with schools, and the doctor's surgery</li> <li>• Building on the existing customer base to build loyalty</li> </ul>	<ul style="list-style-type: none"> <li>• Not able to attract customers in the afternoon</li> <li>• Managing the relationship with hirers who have been given unlimited access to the kitchen.</li> <li>• Some hirers using the kitchen facility and others who bring their own drink/food etc whilst others are selling their own food.</li> <li>• Inconsistency of opening the café when the church uses the kitchen which long-term would be an issue</li> </ul>

### Publicity and promotion

It is vital that the café is positioned so that it is attractive for customers. The marketing will focus on why the café is appealing and this would be achieved by emphasising the freshness of the food with a seasonal slant using local suppliers.

The core marketing will be centred around four core attributes:

1. Increasing the customer base and frequency. Customers will want to come back time and time again and will tell their friends about it
2. Increase the spend from each customer, by making recommendations
3. Increase positive feedback so strong engagement with customers
4. Identify best sellers so that they become the core revenue generator for the café, e.g. soup, pancakes

The café will use various marketing methods aimed at the general public, specific groups (e.g. older people, young people, parents/carers):

<ul style="list-style-type: none"> <li>• Leaflets and posters to be distributed across the surrounding area, including through shops, schools, healthcare practices and any other groups</li> </ul>
<ul style="list-style-type: none"> <li>• Door to door leafleting in the local community</li> </ul>
<ul style="list-style-type: none"> <li>• Building a strong relationship with the local media to spark ongoing interest</li> </ul>
<ul style="list-style-type: none"> <li>• Social media, including a Facebook page, Twitter feed, Instagram. Provide more information on the website about the café and what it has to offer</li> </ul>

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| <ul style="list-style-type: none"> <li>Articles in local magazines and newsletters, for example about the range of groups that are running, information about local volunteers, promoting seasonal food and events.</li> </ul> |
| <ul style="list-style-type: none"> <li>Running healthy cooking / local food competitions and events</li> </ul>   |

### Reporting

The Café Manager will report to the Community Development Manager on a day to day basis with monthly reports for the board.

### Staff

The café will be managed initially by a Café Manager supported by a small dedicated group of volunteers. Having consistency and reliability is critical particularly when the level of activities increases. Whilst costs for an assistant has not been built into the projected costs, this needs to be a vital part of future discussions/agreement.

### Volunteers

There will be several volunteering roles, with policies and procedures in line with Investing in a Volunteers As well as the work carried out by the board, we would expect volunteer roles to include:

- Café volunteers
- ☐ Social group coordinators
- ☐ Publicity and promotion volunteers
- ☐ Fundraising volunteers
- ☐ Practical help volunteers, e.g. undertaking decorating and maintenance
- ☐ Administration volunteers

In the longer term some of these roles can be targeted to people who want to gain skills and confidence for work, e.g. women returners, young people, people with low or no qualifications etc. We already have people who wish to volunteer with the café.

### Other Community Involvement

Older people will be one of the main target groups of the café targeted through:

- ☐ Age UK, who currently support many older people in the community through their befriending, car scheme and carers projects.

- Enabling older people to pass on their skills to others through the groups run in the café, as well as how older people can learn, for example swapping crocheting for learning how to use social media.
- Linking in with existing groups, e.g. University of the Third Age, Dementia Cafe to look at how we can welcome members to the café.
- Providing a range of food that will appeal to older people – some older people might prefer to eat plainer food or may be on a budget.
- Looking at whether to provide a range of “pensioners meals” on selected days.

### **People with learning disabilities**

Work with Round Oak School to provide work experience opportunities for people with additional learning needs. This will enable students to integrate into their local communities and provide a positive experience for them. Whilst this would not necessarily lead to employment, it would be ideal to help them build their confidence. This could also lead to working with other charities to support their beneficiaries with learning difficulties. Of course, there must be an option to get additional funding.

### **Young people**

We will work with schools, to encourage young people to use the café and at the same time help to educate them on healthy eating, sustainability and local sourcing.

### **Parents and carers of children**

There is always a need for places where parents can relax and allow their toddlers to roam safely within their eye line. The centre is a safe place where children can be entertained and socialise while their parents can relax and meet with other parents.

There is an opportunity to target groups for example Warwick in Bloom, running/cycling groups to identify how we can involve their members in the café, for example providing breakfasts for runners/cyclists as an opportunity for them to start and finish at the café.

## Budget

The projected budget for the first three years of operations is outlined below. The projection is based on opening 5 days per week over 48 weeks (240 days). This considers public holidays and any other down time. Cost of goods is based on 30%, however this is not set in stone and could well change if external circumstances changes, e.g. adverse weather affecting the costs of goods. Taking a cautionary view, the projections are:

Year 1:       £150 per day

Year 2:       £175 per day

Year 3:       £200 per day

Given that people are starting to visit the café and word of mouth is having a positive impact the daily takings could be well over the projections.

From the feedback from parents they would like to see the café opened on a Saturday and if resources permit, this could generate a further £7k in sales. Cost of sales and possibly some volunteering costs will need to be reflected.



## Projected Income

Chase Meadow Community Café Cashflow Forecast - November 2018

Revenue/sales forecast	Year 1	Year 2	Year 3
Food Sales	£ 36,000.00	£ 42,000.00	£ 48,000.00
Crowd Funding	£ 1,000.00		
Grants	£ 1,000.00	£ 1,000.00	£ 1,000.00
Total money in/income (A)	£ 38,000.00	£ 43,000.00	£ 49,000.00
<b>Expenditure/costs forecast</b>			
Food Purchases	£ 10,800.00	£ 12,600.00	£ 14,400.00
Marketing expense	£ 500.00	£ 800.00	£ 1,200.00
Staff wages	£ 20,000.00	£ 22,000.00	£ 24,000.00
Kitchen equipment		£ 250.00	£ 250.00
Telephone/Mobile/Credit Card	£ 250.00	£ 250.00	£ 250.00
Heat lighting & power (business)	£ -	£ 1,000.00	£ 1,000.00
Total money out/expenses (B)	£ 31,550.00	£ 36,900.00	£ 41,100.00
<b>Projected Balance/(Gross Profit)</b>	£ 6,450.00	£ 6,100.00	£ 7,900.00

### Earned Income

To err on the side of caution income from events including pop up dining, catering for companies as well as other events listed above have not been included in the above projection.

### Grants and donations

There is a target of £10k from external funding and an opportunity to seek crowd funding which will contribute towards equipping the kitchen with essential utensils. Below are potential sources of funding.

- People's Health Trust
- Big Lottery Awards for All (up to £10k)

- ☐ The Power to Change
- ☐ Crowdfunding
- ☐ Fundraising events

### **Further Funding**

Once the café proves profitable there is an option to seek out business loans from banks including Co-operative and Community Finance, Aviva, Charity Bank, Triodos Bank and the Social Investment Bank.

## Appendix 1

## Themed Events

15th Jan 2019	Official launch of the cafe	
5th Feb 2019	Shrove Tuesday/ Time to Talk for the 7 <sup>th</sup> Feb	
8th March 2019	International Women's Day	
7th April 2019	World Health Day	
19th April 2019	Easter Luncheon - Focus on Managing Stress	April is Stress Awareness Month
01 May 2019	Mental Health Week and Walking Month	Focus on health and wellbeing
01 June 2019	Focus on Carers & Men's Health	
9th Sep 2019	Dementia Carers	
28 September 2019	Macmillan Coffee Morning	
01 - 31 October 2019	Focus on reducing cholesterol	
6th October 2019	Grandparents Day UK	
31st October 2019	Halloween celebration	