

The Amulet Community Share Offer Business Plan



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1. Executive Summary

1.1 Project Overview

This business plan details the project to purchase, refurbish, and operate the Amulet Theatre in Shepton Mallet; as a multi-purpose community venue, for the benefit of the local community.

The venue will provide performance entertainment and space to hire; both for the local community and for a wider audience to boost economic regeneration of the town centre.

Funds will be raised to purchase and refurbish the building from grants and by local people buying shares in the community business that will be created to operate the venue.

1.2 Vision

The Amulet Centre Ltd is a Charitable Community Benefit Society with a vision to revitalise Shepton Mallet, to improve community cohesion, social inclusion, civic pride and economic regeneration and to reposition Shepton Mallet as a dynamic and culturally rich destination, for the benefit of the community and the surrounding rural area.

1.3 Mission

The Society's mission is to:

- Purchase, refurbish and reopen the Amulet, as an anchor building for the town, creating a beacon of regeneration for Shepton Mallet.
- Create a multi-purpose community venue that will serve as a much-needed hub for many community activities, performance, entertainment, social events and civic services.
- Breathe life back into the town centre by drawing footfall from residents and attracting visitors from the surrounding area.
- Be part of delivering economic regeneration of the town centre.

1.4 Aims

The mission will be delivered through a series of objectives:

- engage with the community to understand local needs
- build a project team with the skills required for success
- research target markets, alternative venues & operating models
- develop a strong delivery plan
- study the building and develop a fully costed plan for phased refurbishment
- create an organisation with strong governance for long term community benefit
- raise funds to purchase the freehold
- refurbish the building
- establish a sustainable community business to operate the venue
- develop an audience from the local community and wider Mendip area
- increase footfall, visitor numbers and retail spend in the town centre
- reduce retail vacancies and increase employment in the town centre

2. Shepton Mallet - Our Community

2.1 Location and Brief History

Shepton Mallet is a rural market town (Charter granted 1318) with a population of 11,167 in 4,916 households, at the centre of the Mendip area of Somerset (2021 census data). It has seen steady economic and social decline over the past century. The causes are partly a result of the historic decline in the wool trade on which the town was built, and more recently following the closure of its railway and economic competition from surrounding towns. The lack of sixth form education, higher education and secondary health provision plus the closure of its prison in 2013 has exacerbated this decline.

In addition to its own immediate residents, the town serves a number of neighbouring villages, hamlets and isolated dwellings. Residents from these travel to Shepton Mallet to use the supermarkets, doctors' surgeries, secondary education, fuel filling station and other services.

2.2 The Current Community

The population is overwhelmingly white British (96.7%), with 11.8% born outside the UK. Polish, Romanian and other eastern European communities make up the majority of the 11.8%. Single family households and one person households closely match the national average.

The age profile of the population roughly follows the national average, but with a few significant differences. There are a higher number in their late twenties / early thirties, and about 10% more adults aged 50 to 70 than the national average.

2.3 Challenges of our Community

2.3.1 Cultural Deprivation

Of the five towns in the Mendip area, only Shepton Mallet is significantly deprived of cultural facilities. There is no town hall, no theatre, no cinema and no performance space with a capacity of over 150. The only public hire community spaces that can hold more than 150 people are a scout hut and a former Methodist chapel, which are usually fully booked with regular activities.

Furthermore, many in the community cannot access cultural facilities in the neighbouring towns as there is no public transport that returns to Shepton Mallet at the weekend or after 6pm on weekdays.

2.3.2 Economic Deprivation

Census data from 2021 shows 12.6% of our households suffer from deprivation in two or more dimensions. In addition, there are limited opportunities for training, skills development or apprenticeships locally, which might enable them to move away from this deprivation, particularly for young people.

2.3.3 Low Town Centre Footfall

The town centre of Shepton Mallet suffers from 28% retail vacancies; compared to between 4% and 6% seen in our four neighbouring towns, which has resulted in lower footfall and lower economic activity in the centre.

Economic regeneration has been stifled by limited visitor footfall and local spend does not occur or goes elsewhere. This has led to migration of retailers to neighbouring towns creating a self-perpetuating decline.

2.3.4 Social Isolation

With no cinema and only limited indoor public entertainment there are few opportunities for residents to meet others from within the community.

Young people are particularly affected as Shepton Mallet has no sixth-form and only limited youth provision. Youth-related anti-social behaviour is an issue, with graffiti and vandalism being ongoing problems in outdoor spaces.

2.3.5 Low Community Cohesion

Different generations and social groups have no large spaces where they meet each other, leading to fear and mistrust.

2.3.6 Community Group Activity Inhibited

The recent growth in activity of local community groups is being inhibited by the lack of affordable and suitably sized venues, with meetings often being held in neighbouring villages as a result.

2.3.7 Low Civic Pride

Shepton Mallet suffers from a weak sense of place with many residents feeling they have been left behind whilst our neighbouring towns have all enjoyed economic regeneration, commercial development and levelling up funding.

2.3.8 Need for an Anchor Venue

Shepton Mallet's Neighbourhood Plan confirms the need for an anchor building in the town centre:

"Comments from earlier consultations highlighted the lack of a focal point / venue in the town where productions, events, music can be held and people can congregate – this was previously achieved through the Amulet Theatre before its closure in 2012."

Somerset Council's Local Plan for Mendip states:

"a major anchor presence or specific niche retailing offer needs to be developed to maintain customers and attract new trade"

2.4 Market Sector Overview

The business model is built around the provision of hireable spaces and performance entertainment. Both of these are to be provided to the local community for their direct benefit and also to the surrounding Mendip area market, for the purposes of economic regeneration in Shepton Mallet.

2.4.1 Space Hire

There is very limited provision of suitable community spaces to hire in Shepton Mallet and there is strong demand from the local community. There is no town hall, no theatre, no cinema and no performance space with a capacity of over 150. The only public hire community spaces that can hold more than 150 people are a scout hut and a former Methodist chapel.

The venues that are most suitable are generally fully booked with a permanent commitment of repeating classes, whilst other spaces are either too small, too public, poorly equipped, not accessible or primarily dedicated to other purposes, such as hospitality, education or worship.

Since the closure of Shepton Mallet Leisure Centre in 2023, community space availability has been reduced further. Activities that were hosted there have now either ceased or have migrated to the community halls of neighbouring villages.

Consultation has shown a strong demand for community space hire in Shepton Mallet with a growing number of community groups being set up to tackle a wide range of local issues. Events that are held outdoors are well attended.

Hire of spaces within the iconic building will also be marketed to the surrounding Mendip area and beyond, with the aims of generating additional income and drawing visitors into the town centre. There is strong interest in the building and limited availability of alternative spaces to hire.

See a list of [potential customers for space hire here](#).

2.4.2 Performance and Entertainment - Local

There is very limited provision of performance and entertainment venues in Shepton Mallet.

The most suitable venue for live music is the Art Bank, which has a seated capacity of 80 and is not suitable for cinema or theatre. The small events that are hosted there are well attended by both local audiences.

Furthermore, many in the community cannot access cultural facilities in the neighbouring towns as there is no public transport that returns to Shepton Mallet at the weekend or after 6pm on weekdays.

2.4.3 Performance and Entertainment - Mendip Area

Three of our neighbouring towns are well served with performance venues that offer a range of cinema, live music and theatre. There is limited provision in the towns to the north of Shepton Mallet and in the rural area to the south.

Shepton Mallet is the most culturally deprived of the five towns in the Mendip area. There is no cinema, no theatre, no town hall and the only performance venues with capacity of over 150 are a scout hut and former methodist chapel.

The table below lists the cultural facilities of the five towns of Mendip.

Cultural Deprivation of Shepton Mallet					
Type	Shepton Mallet	Wells	Frome	Street	Glastonbury
Theatre/performance	0	3	4	2	0
Live music (+150 cap)	0	4	3	2	4
Cinema	0	1	2	1	0
Community Hire (+150 cap)	Scout hut & St Paul's Rooms	3	3	2	3
Art Gallery	Create@#8 (pop-up)	1	3	1	3
Museum	Prison	1	1	1	1
Total facilities available	4	13	16	9	11

Street & Glastonbury are a 15 minute walk apart and served by a twice per hour bus service with late running.

There is no public transport returning to Shepton Mallet from neighbouring towns, after 6pm or at weekends.

3. The Amulet Building

3.1 History

The Amulet was purpose built in 1975 as a theatre and community venue, part of a larger town remodelling project funded by the Showering family.

Designed in the Brutalist style, it contains a number of valuable heritage and unusual features, including a scenery fly tower, generous performer dressing rooms, an extendable stage, community spaces and a large auditorium with unique raked seating for 270 that rises vertically to reveal a sprung dance floor for 350. These original features remain as valuable and relevant today as they were when first designed, and give the building the ability to be used for high quality performance as well as small scale community events.

The Theatres Trust have listed the Amulet on their Risk Register, describing it as “an unusual Brutalist theatre with a unique retractable seating system which may be the only one in existence in the UK”.

3.2 Location

The Amulet is situated in the heart of Shepton Mallet town centre, within a 25 minute walk of all residential areas, making it perfectly located to act as a driver for economic regeneration of the town centre and easy for the whole community to access.

3.3 Current Situation

The current owner has agreed to sell the building to the Society at the independently valued price of £690,000 but if the campaign for community purchase is not successful then pending planning permission for conversion to residential use is likely to be granted and it will be sold on the open market. This would result in the permanent loss of this important historical and cultural asset.

Although now in need of extensive refurbishment, the original design, location and construction is well suited to meet the social, economic and cultural needs of this project, for the town and wider rural community.

3.3.1 Building Condition Overview

The building is well constructed from block and reinforced concrete, clad with local natural stone and being originally well designed, it requires no structural modification. Many original services are however now fifty years old and extensive refurbishment and modernisation is required in many areas.

A building condition survey, asbestos management survey, electrical survey, accessibility survey and fire risk assessment have been undertaken on all areas of the building and this information has been used to plan the schedule of refurbishment works to ensure that areas are safe and compliant before they come into public use.

The theatre’s original two main floors have been separated by the removal of two of the original stairways. The first floor is currently being used as a gym and the ground floor is currently being operated by the community on a temporary lease.

4. Project Detail

4.1 Overview

This project began in May 2023 with community consultation, building surveys, research and planning.

Meanwhile activities are currently taking place on the ground floor of the Amulet, to engage the community and develop plans; operating on a temporary lease.

The Society plans to purchase the building for the community in summer 2025, funded by a combination of a community share offer and grant funding. Once purchased, refurbishment works will be undertaken in a series of phases over a number of years, as funding allows.

4.1.1 Timeline

The business plan will evolve and be reviewed at the end of each phase of the project and as each milestone is reached. At this stage, the anticipated timeline is:

May 2023 to May 2025 - Project Development

- we have raised £66,000 of development funding
- community consultation
- research & planning

March 2025 ongoing - Pop-up Events on the Ground Floor

- Community engagement activities
- Volunteer run
- Building tours
- Sunday markets
- Limited capacity performance events
- Small cinema

May 2025 to March 2027 - Phase One Fundraising

- Community share offer
- Culture funds
- Government local growth funding

Late 2025 - Purchase

- Purchase of the building freehold

Spring 2026 - Phase One Refurbishment

- Building repairs
- Compliance and safety
- Ground floor community rooms
- Reinstatement of the auditorium

Summer 2026 - Phase One Operation

- Auditorium performance
- Community activities

2027 to 2028 - Phase Two Refurbishment

- Fundraising
- Refurbishment of basement
- Refurbishment of second floor studios
- Refurbishment of dressing rooms
- Refurbishment of lifting seating platform

4.2 Funding Options

4.2.1 Funding Scenarios

Phase One - Target Scenario

The target 'Phase One' scenario is for £1,110,000 to be raised to purchase the building's freehold and to undertake phase one refurbishment; to enable phase one operation of the main spaces. This will be raised from major public funding grants, the community share offer, donations and fundraising events.

Purchase Only - Minimum Scenario To Proceed

The minimum amount to be raised for the project to proceed is £710,000 for a 'Purchase Only' scenario. If only this amount is raised, the building will be purchased and the project will continue to seek funding, whilst operating limited capacity activity in the building. See more details of this scenario in [extended meanwhile use](#).

Purchase+ - Midway scenario

If between £710,000 and £1,110,000 is raised then the 'Purchase+' scenario will be for the building to be purchased and some of the phase one refurbishment to be undertaken; whilst the project continues to seek funding and operates limited capacity activity in the building.

Phase One+ - Better than Target

If more than £1,110,000 is raised, from any combination of sources, then the 'Phase One+' scenario will be for the building to be purchased and all phase one refurbishment plus some phase two refurbishment work to be undertaken.

Phase Two - Exceptional Scenario

If £2,076,000 is raised, from any combination of sources, then the building will be purchased and all phase one + two refurbishment work will be undertaken.

Minimum Not Raised - Worst Case Scenario

If the minimum amount of £710,000 is not raised from all sources by 31st August 2027 then shareholders will be offered the option to withdraw some or all of their capital and the board will consider the options available at that time.

Funding Scenarios		
Amount Raised	Scenario	Outcome
£1,110,000 raised	Phase One	purchase building phase one refurbishment phase one operations continue fundraising
Only £710,000 raised	Purchase Only	purchase building extended meanwhile operations continue fundraising

Funding Scenarios		
Between £710,000 and £1,110,000 raised	Purchase +	purchase building some phase one refurbishment extended meanwhile operations continue fundraising
Between £1,110,000 and £2,076,000 raised	Phase One +	purchase building phase one refurbishment some phase two refurbishment phase one operations continue fundraising
£2,076,000 raised	Phase One & Phase Two	purchase building phase one refurbishment phase two refurbishment phase two operations
Less than £710,000	Minimum Not Reached	shareholders offered repayment

Financial models are presented for both the *Phase One* and *Purchase Only* scenarios in the [predicted trading figures](#) section.

4.2.2 Building Purchase

The building's freehold will be purchased by The Amulet Centre Limited, which has charitable status approved by HMRC, which means that the sale will be exempt from stamp duty. The sale will not be subject to VAT.

Purchase Costs	
Purchase Price (independent valuation, agreed with owner)	£690,000
Conveyancing Cost	£20,000
Stamp Duty (charity exemption)	-
VAT (building confirmed to be not subject to AT)	-
Purchase Costs Total	£710,000

4.2.3 Phase One Refurbishment

A series of refurbishment works will be undertaken as soon as possible after the building has been purchased, depending on the availability of funding.

The main spaces will be restored by reopening blocked doorways and reinstating stairways. This work will restore access from the ground floor foyer to the first floor auditorium, increasing the fire escape capacity of the auditorium from the current 85 to 200 for phase one use, which will be increased yet again to the original 350 in subsequent phases.

Phase One Refurbishment		
Ground Floor Refurbishment	reinstate power, lighting & fire safety	£30,000
Auditorium Phase One	fire safety planning reinstate exits to increase capacity refurbish toilets temporary stackable seating	£40,000
Building Repairs	repair leaking roofs	£130,000
Sub Total		£200,000
Fees, VAT & contingency		£187,378
Phase One Refurbishment Total		£387,378

More information may be found in [phase one refurbishment details](#).

4.2.4 Phase One Funding - Purchase and Phase One Refurbishment

Funding will be raised to purchase the building and undertake phase one refurbishment as a distinct project first of all, with the following funding sources having been identified:

Phase One Funding		
Source	Outcome Date	Amount
Community Share Offer	August 2025	£200,000
National Lottery Reaching Communities Fund	February 2026	£250,000
National Lottery Heritage Fund	September 2025	£250,000
Heritage Revival Fund	December 2025	£250,000
Local trusts	open ended	£100,000
HNW Donations	open ended	£60,000
Phase One Total Funding		£1,110,000

4.2.5 Phase Two Refurbishment Works

In addition to the phase one refurbishment listed above there are a series of further refurbishment projects that will be undertaken in distinct phases, as funding allows, to bring the whole building back into full use. The core projects are listed in [phase two refurbishment works](#).

4.2.6 Phase Two Funding - Further Refurbishment

Funding opportunities identified for further refurbishment projects include the following:

- Heritage Lottery Fund
- Architecture Heritage Fund
- The National Lottery Community Fund
- Arts Council England
- Theatres Trust
- Viridor Community Fund
- Pro-bono professional support

4.2.7 Fundraising Success To Date

This project is regarded as highly fundable, demonstrating a strong track record of success in grant applications to date, with the development phase of this project having received support below. This initial phase from May 2023 to May 2025 was operated through Shepton Mallet Community Enterprises CIC, which will transition operations and donate any remaining surplus to The Amulet Centre Limited. See further details in [Current Financial Position](#).

Funding to Date	
Financial support for professional surveys and fees	
Architectural Heritage Fund - Viability Fund	£10,000
Theatres Trust - Resilient Communities	£12,700
Theatres Trust - Skills Bank	£2,000
Co-operatives UK - Community Booster Fund	£10,000
Co-operatives UK - Governance Support	£1,500
Shepton Mallet Town Council	£10,000
DLUHC - Levelling Up Fund cost reimbursement	£19,858
Pro-bono services and advice	
Ian Chalk Architects - planning and design	
Max Fordham - building engineering	
Momentum Engineering - building engineering	
Sweco Building Control Ltd - building control advice	
Brian Hussey - electrical survey	
Elseve Ltd - lift survey	
Adlib Ltd - theatrical engineering survey	
Studio Peascod - design	
Cambridge Arts Theatre - free meanwhile theatre seats	

This project was shortlisted for a £1m share of the Levelling Up Fund Culture Fund for Mendip, announced by the conservative government in March 2024. The fund was however subsequently cancelled by the incoming Labour government in October 2024, in favour of new funding which was announced in Spring 2025, for which applications are now being made.

This project was also eligible for the previous government's Community Ownership Fund which was also cancelled in December 2024.

Further funding opportunities are expected to become available to the project, once the building is in community ownership.

4.3 Community Engagement Plan

This project has engaged with local stakeholders and residents of Shepton Mallet from the early stages of campaigning and will continue to do so through purchase and during refurbishment and operation.

This engagement is essential to ensure that planned activities continue to deliver the mission of benefiting the community and also to confirm that the services provided are best tailored to the target audiences.

4.3.1 Community Consultation - Project Planning Stage

The project campaign has been informed and plans have been shaped by the following consultation and feedback with the community:

- Questionnaire, 500 responses, online and paper on previous use and ideas for future use
- Consultation on proposals for future use; online, paper, at weekly markets and a mass event
- Public meetings, with three held to date in multiple venues
- Website and social media discussion
- Open day events in the building's ground floor
- Appeal for memories and photos of historic use

For further details see [responses to community consultation](#) and [support from local stakeholders](#).

4.3.2 Community Engagement - Future Strategy

Community engagement will be at the heart of the Amulet's operations, serving as an ongoing process to inform our programme strategy and decision-making. We will establish strong feedback loops through regular consultations, surveys, and community forums to ensure the voices of our audience segments are consistently heard and reflected in our activities.

Relationships with local cultural organisations and networks, such as Take Art, will be cultivated to share expertise, extend reach, and develop collaborative initiatives that enrich our programme. We will target specific audience segments through tailored project activities, training opportunities, and events, ensuring that our programming remains inclusive and relevant.

To deepen community involvement, we will establish a Community Panel made up of representatives from diverse audience groups. This panel will play a pivotal role in advising on programming decisions, helping us respond to the needs and interests of Shepton Mallet's residents. By embedding these processes, the Amulet will remain a responsive, inclusive, and vibrant hub for community-led cultural development.

4.3.3 Community Engagement Events

The Amulet will host a number of small capacity events prior to the building's purchase and during refurbishment, to engage our community and test out ideas. These will include volunteer-run construction and operation of a small cinema on the ground floor, performance events in other venues, and building tours. To maximise exposure this activity will coincide with other town events, such as the busy Sunday Market.

4.3.4 Volunteering

Volunteers will form a key part of the team at the Amulet; to support engagement and improve financial sustainability. Wherever safe to do so, the community will be invited to join volunteer work-parties to undertake a range of tasks at the Amulet. During the temporary pop-up events phase these have included site clearance, cleaning and decoration. Once open volunteers will be able to engage in front of house, prop-building, amateur performance and other regular roles as outlined under Management, elsewhere in this document.

4.3.5 Stakeholder Support

The aim to re-open the Amulet has had strong support from a wide range of local stakeholders such as community groups, town centre retailers and operators of tourist businesses such as Shepton Mallet Prison. Event organisers who need a suitable venue for their performance and service providers who need a suitable venue to operate from have also indicated strong support for this aspiration.

Shepton Mallet Town Council, Somerset Council and many neighbouring parish councils have confirmed support for the project. A number of key national arts and culture organisations have expressed interest, indicating a strong likelihood of future funding opportunities.

See the full list of [local stakeholders who are supporting this project](#).

4.3.6 Online Presence

Important online tools for community engagement are a campaign website at www.buytheamulet.org.uk and a Facebook page at www.facebook.com/buytheamulet.

Meanwhile activity in the building and full operational activity will be hosted at www.theamulet.org.uk with associated Facebook and Instagram accounts.

4.3.7 Membership Engagement

The Society's members will be actively engaged in the organisation through their participation in annual meetings, their inclusion on the board of directors and along with the wider community, through volunteering opportunities with day-to-day operation. They will contribute to the long term oversight and strategy of the organisation by proposing initiatives, collaborating with other stakeholders and maintaining the focus on benefit to the whole community, in line with the organisation's charitable objects, rather than benefit to individual members.

4.5 Marketing Strategy

4.5.1 Overview

To ensure the success and sustainability of the Amulet, our audience engagement strategy is designed to build strong relationships with our community, increase participation, and drive income. This strategy will focus on understanding the needs and interests of local audiences through consultation, data collection, and feedback mechanisms, ensuring programming is relevant and inclusive. By leveraging targeted marketing and outreach campaigns, we will connect with underrepresented groups, young people, and families, while also attracting visitors from the surrounding area.

Key components will include building an active social media presence, maintaining regular communication with a growing database of supporters, and collaborating with local schools, community groups, and businesses to expand our reach. The strategy will also emphasize repeat attendance and audience loyalty through membership schemes, tailored ticket offers, and community-focused events.

By aligning audience development with income generation—such as through ticket sales, donations, café/bar purchases, and venue hire—the strategy will play a central role in supporting the Amulet’s operations and ensuring long-term financial resilience. Geographically,

The Amulet will serve its local community and will also attract visitors from outside of Shepton Mallet to drive economic regeneration. We therefore have two target audiences which have been defined as: local and the wider Mendip area.

4.5.2 Target Audience One - Local

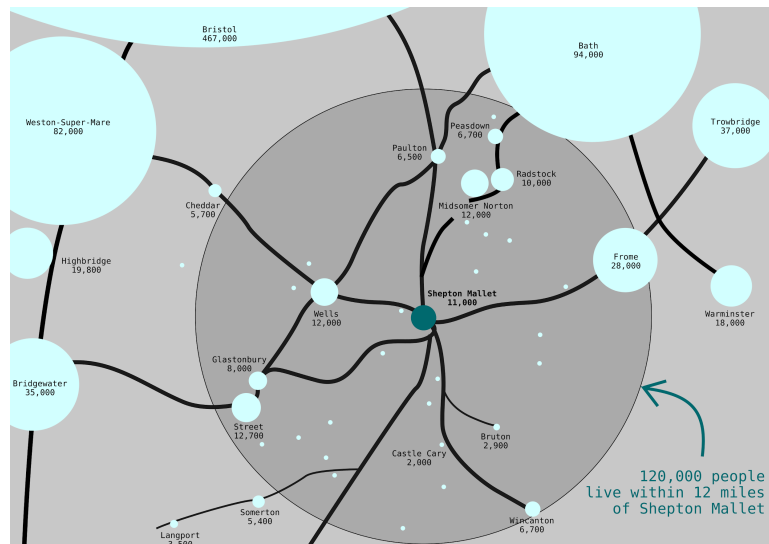
The Amulet Centre will provide both community space to hire and host performance events for the 15k people who live in Shepton Mallet and the surrounding villages within a five mile radius.

4.5.3 Target Audience Two - Mendip Area

Shepton Mallet is geographically very well placed in the Mendip area of Somerset, being in the centre of a population of 120,000 who live within a 12 mile radius. Since the covid pandemic, many people have moved west from the home counties, growing the affluence and spending potential of this area.

Although there is good cultural provision in the towns of Frome, Wells and Glastonbury, there are currently no significant venues in the towns of Midsomer Norton, Radstock & Paulton or in the villages or rural areas to the south.

Recent initiatives such as our new play park, new Sunday Market and historic prison have proved that many people will visit Shepton Mallet from within this 12 mile radius area, when there is sufficient reason to do so.



our target audience, towns scaled by population

4.5.3 Programming Strategy

The Amulet's programme strategy will balance accessibility with ambition, hosting affordable performance and entertainment for our local community while delivering a distinctive, high-quality programme of work that is "worth travelling to see." This dual focus will not only provide inclusive cultural opportunities for residents but will also attract an affluent audience from the wider region, bringing valuable revenue into Shepton Mallet. The unique features of our venue, including the scenery fly tower and generous dressing rooms, will enable us to attract the caliber of touring acts required to meet these objectives.

Our programming will be shaped by our community engagement strategy, ensuring it reflects the needs and aspirations of Shepton Mallet's residents while also fostering partnerships across the South West. Collaborations with local cultural organisations and other venues in Shepton Mallet will help create a complementary cultural offering for the town and its surrounding area. As the Amulet develops, we will extend our networks nationally to position the venue as a cultural hub that bridges local talent with broader artistic landscape, fostering connections and opportunities for learning, exchange, and creativity. This ambitious and strategic approach will deliver cultural, social, and economic benefits while solidifying Shepton Mallet's reputation as a vibrant cultural destination.

4.5.4 Pricing Strategy

The quality of our performances will be backed up by a carefully balanced pricing strategy. Tickets will be presented with a headline price to attract affluent visitors, while our local community will benefit from a loyalty scheme to ensure they can attend at an affordable price. Additionally, we will introduce a "pay what you can" pricing model where appropriate, removing financial barriers and ensuring that everyone in our community has the opportunity to engage with high-quality cultural experiences. This inclusive approach will enable the Amulet to balance accessibility with the generation of revenue, supporting both our social mission and financial sustainability.

4.5.5 Collaboration with Other Venues - Local Area

We will work with smaller venues in Shepton Mallet on operational issues and to jointly promote the town together by hosting a number of multi-venue festivals.

4.5.6 Collaboration with Other Venues - Mendip Area

We will work with venues in our neighbouring towns to offer a complimentary programme across the Mendip region.

4.5.7 Promotional Strategy

During the building's refurbishment, promotional activity will be focused on growing our audience through telling our story and hosting community engagement events. These will include tours of the building, volunteer work parties and the organisation of limited capacity performance.

The Amulet will reopen progressively with a series of weekend long mini-festivals, to coincide with Shepton Mallet's Sunday Market. These will include activity across our intended range of genres, such as cinema, theatre, live music and community performance.

4.5.8 Communication Strategy

In the audience building phase, we will use a broad range of methods to communicate our story, including in-person, social media, email, leaflets, posters and roadside billboards throughout our local and wider target areas.

In the longer term, audience communication will be maintained through membership schemes, email lists and social media.

4.6 Management of The Amulet Centre

4.6.1 Board of Directors

The long-term vision and oversight will be maintained by the board of directors of The Amulet Centre Limited.

4.6.2 Professional Staff

The Amulet's staffing strategy is designed to balance operational needs with financial sustainability as the project develops. During the initial phases of reopening and limited activity in 2025, we will rely primarily on volunteer support while gradually building a professional team to enable full-scale operations by late 2026. This phased approach ensures efficient resource allocation and supports our long-term vision of creating a vibrant and sustainable community hub.

2026: Building Momentum with Volunteer Support

- **Early 2026:** A **part-time fundraiser** will be employed to secure grants, donations, and other funding sources essential for the Amulet's refurbishment and ongoing operations.
- **2026 Phase One:** Day-to-day operations will be supported largely by a **team of dedicated volunteers**, ensuring basic activities and events are delivered while fostering community involvement.
- **Late 2026: Part-time marketing support** will be introduced to support audience development, enhance visibility and promote activities, events, and fundraising initiatives.
- **Late 2026:** A **full-time general manager** will be appointed to oversee all aspects of the Amulet's operations, manage volunteers, and lead the transition to full building usage.

2027: Scaling Up for Full Operations

- **Early 2027: Part-time technical support** will be introduced to assist with event production, ensuring high-quality delivery of performances and activities.
- **Mid 2027:** Two **full-time duty managers** will be employed to support the general manager in running the building, overseeing events, and maintaining excellent customer service.
- **Late 2027:** To support the Amulet's growing activity, the following part-time roles will be introduced:
 - A **café/bar manager** to oversee the café/bar's operation, creating a welcoming space for audiences and community members.
 - A **volunteer manager** to coordinate and support the volunteer team, ensuring their contribution is valued and impactful.
 - A **programmer** to curate a diverse and engaging schedule of events, ensuring the Amulet meets the needs of the local community while attracting wider audiences.

This staffing plan reflects the Amulet's commitment to gradual, sustainable growth, with volunteers being replaced by professionals over time. By late 2027, the Amulet will have a well-rounded, professional team capable of delivering a full program of cultural, social, and community activities in a fully operational building.

4.6.3 Volunteer Staff

Volunteers will remain a vital part of the project throughout its development, fostering community ownership and engagement. Supported by the professional team, volunteer roles are likely to include front of house, bar staff, ushers and unskilled refurbishment work.

4.7 Business Viability

4.7.1 Overview

We firmly believe that under community ownership the Amulet will be a viable business with the potential to thrive.

Performance venues, especially those that are community-run and independent, have shown resilience and financial viability by adopting various strategies that allow them to weather economic challenges while remaining vital cultural hubs.

This is achieved through a mix of diverse income streams, community engagement, operational efficiency, and innovative programming. By leveraging government and private support, adapting to changing circumstances, and building strong relationships with their audiences, they are able to sustain themselves as valuable cultural assets even in challenging times.

4.7.1 Diverse Revenue Streams

The Amulet's business model will rely on multiple income sources, combining ticket sales, grants, donations, membership schemes, and venue hire. By not depending solely on one source of revenue, finances will be balanced even when ticket sales fluctuate.

Income will be boosted through ancillary services such as:

- Food and beverage sales will provide a steady income, whilst still supporting other local businesses in the town centre.
- Branded merchandise, programs, and memorabilia will add additional revenue, particularly for popular or long-running shows.
- Private hire for events, corporate meetings, or weddings will generate an income outside of performance schedules.

4.7.2 Flexible Programming and Community Engagement

The Amulet will offer a diverse programme to appeal to different audiences. This will include a mix of:

Mainstream and Niche Productions: Popular shows that draw in large crowds, while niche, community-based productions engage local audiences.

Seasonal Events: Hosting special events, such as Christmas pantomimes, summer festivals, and youth workshops, ensures year-round engagement and income.

Community Involvement: Engaging the local community through educational programs, amateur performances, and volunteer opportunities to foster loyalty. Community members will support the venue financially when they feel a sense of ownership and involvement.

4.7.3 Strong Volunteer and Support Networks

The Amulet will rely on volunteers for various functions, including front-of-house roles, marketing, and backstage assistance. This reduces operational costs and strengthens community ties.

In addition to Society membership there will be a 'Friends Of The Amulet' group and a locals loyalty scheme to encourage ongoing support from local audiences. These schemes will offer perks like priority booking, exclusive events, or behind-the-scenes access, making them more likely to contribute regularly.

4.7.4 Grants, Subsidies, and Donations

In addition to capital funding, the project will benefit from grants and subsidies for revenue income, provided by national and local arts councils, such as Arts Council England, as well as private foundations. These funds will help cover operational costs, renovate facilities, or support new productions.

In times of financial strain, the community benefit society model allows for subsequent share offers and crowdfunding campaigns. Many independent venues have successfully raised funds this way, especially during the COVID-19 pandemic, when public appeals helped sustain many venues.

4.7.5 Adaptability and Innovation

The digital age offers many opportunities for streaming performances, offering digital workshops, or even pay-per-view content to broaden audience reach and create new revenue streams.

The Amulet's numerous flexible spaces will be used creatively to host rehearsal spaces, film production, or even hosting pop-up shops and markets to generate income.

4.7.6 Partnerships and Collaborations

Collaboration will be sought with many other arts organisations, sharing production costs and resources, while benefiting from wider exposure. These co-productions will help reduce individual financial burdens and attract broader audiences. Potential local organisations include The Art Bank, The Prison, Take Art and Glastonbury Festivals.

Corporate and sponsorship deals will provide local businesses with visibility and branding through association with the arts, in return for supplementary income.

4.7.7 Efficient Operations and Cost Management

By carefully managing production costs, optimising staffing, and negotiating better deals with suppliers, the business will maintain the leanest operation possible to help reduce financial risk in times of uncertainty.

The most energy efficient materials and equipment will be introduced in all refurbishment works.

4.7.8 Risk Management and Contingency Planning

The business will build a financial reserve equivalent to six months of operating costs, to help cushion against economic shocks or unexpected disruptions, such as pandemics or recessions.

An agile management approach will be adopted to enable quick adaptation to external changes, whether it's switching to outdoor performances during lockdowns or reducing costs in response to economic downturns.

Risk and contingency for refurbishment work is detailed below.

4.7.9 Third Sector Growth

This project follows a long-term trend of performance venues being taken over and successfully operated by volunteer-led community organisations. Third sector, not-for-profit organisations with strong governance and who are close to their communities have a good track record of delivering sustainable, popular services for their local area. This model performs well compared to commercially run venues and those operated by local authorities, both of which are currently facing significant challenges in the UK.

Community-run businesses in the UK have experienced significant growth over the past decade, driven by a desire to foster local resilience, social impact, and sustainability. Several key factors highlight their expansion and development:

Increase in Number:

Steady Growth: According to research from Power to Change and the Plunkett Foundation, the number of community businesses has grown steadily, with over 9,000 community-owned enterprises now operating in the UK.

Sector Diversification: Community businesses now span various sectors, including pubs, shops, energy, housing, and cultural spaces like libraries and cinemas. The diversity of sectors indicates that communities are stepping in where both the private and public sectors may have withdrawn or failed to meet local needs.

Supportive Policy and Funding:

Government Initiatives: Programs like the Community Ownership Fund and Levelling Up Fund have provided vital financial support, helping communities acquire and operate local assets, such as pubs, libraries, and sports facilities.

Social Investment: Non-governmental bodies, including Big Society Capital and Power to Change, have provided funding and technical support. These organizations help foster a growing ecosystem of community ownership by offering loans and grants tailored to social enterprises.

Resilience and Local Impact:

Financial Resilience: Research indicates that community-run businesses tend to be more resilient during economic downturns. For example, during the COVID-19 pandemic, many community-owned shops saw increased footfall, as they played a key role in maintaining local supply chains and supporting vulnerable residents.

Social and Economic Benefits: Community businesses reinvest profits back into their local areas, creating jobs, supporting local suppliers, and providing essential services. In many cases, they have helped to regenerate high streets, preserve essential services in rural areas, and combat social isolation.

Successful Community Ownership Models

Community Pubs and Shops: Community ownership has become a particularly popular model for saving local amenities. As of 2023, over 150 community-owned pubs and more than 400 community-owned shops are thriving, particularly in rural areas.

Community Energy Projects: Community-owned energy businesses have also flourished, with solar, wind, and other renewable energy projects collectively generating local renewable power while benefiting the local economy.

Grassroots Initiatives and Collaboration

Collaborative Networks: Many community-run businesses have benefited from networking and resource-sharing through organizations like the Plunkett Foundation and Co-operatives UK. These networks offer advice, funding guidance, and mentoring, helping more communities successfully take over and run local assets.

Local Empowerment: With increased focus on localism, communities are increasingly taking charge of assets to retain control over their future. This shift towards community ownership reflects growing public support for self-sufficiency and sustainable local economies.

Growing Public Interest

Public attitudes toward community-run businesses have shifted positively, with more consumers opting to support enterprises that contribute to the local economy. Surveys show that people trust community-owned businesses more than large corporations or chains.

In summary, the growth of community-run businesses in the UK reflects a broader movement towards local ownership, sustainability, and social impact. As these businesses continue to thrive, they are playing an increasingly important role in revitalizing communities, supporting the local economy, and addressing social needs.

4.7.10 Charitable Status

The Amulet Centre Limited is a community benefit society that has additionally been granted charitable status by HMRC due to the charitable nature of the founding rules.

Charitable status which will provide the following financial advantages:

- gift aid on personal donations
- exemption from corporation tax
- exemption from business rates
- eligible for many charitable funds

4.7.11 Independent Advisers

This project will continue to seek advice and support on building a viable community business from a wide range of organisations, which to date have included:

- Co-operatives UK - community business advisers
- Plunkett Foundation - community business advisers
- Power To Change - high street regeneration
- Theatres Trust - theatre support organisation
- Cinema For All - community cinema support organisation
- Architecture Heritage Fund - heritage building restoration support organisation
- Stage Right - theatre consultants
- Ian Chalk - theatre architects
- Twentieth Century Society - modern building advocates
- Adlib - theatre engineering consultants
- Elserve - lift engineers

4.7.12 Contingencies

Allowances have been made in financial plans for several funding contingencies:

- If insufficient share capital is generated in the required timescale we will extend the share offer period by up to two months, and/or seek to raise the shortfall through grant funding and fundraising events
- If insufficient funds are raised for refurbishment then the staffing schedule will be delayed
- £10,000 per year has been budgeted for ongoing repairs and maintenance
- The amounts allowed for refurbishment works are based on full market commercial costs. In practice however, we expect that members of the community will undertake many unskilled works on a voluntary basis and many local tradespeople will offer preferential rates.

4.8 Environmental Sustainability

4.8.1 Reducing Travel

With no local community space or cultural provision, all of our residents currently have to travel to neighbouring venues for many activities. There is no weekend or evening public transport service to any neighbouring venue from Shepton Mallet. A significant town centre multi-purpose facility will remove this need to travel, eliminating journeys, emissions and our town's current over-reliance on car ownership.

4.8.2 Embodied Carbon

The Amulet building already has a large carbon investment in its significant concrete construction. Wherever possible the existing structure will be refurbished without structural change, avoiding the unnecessary further carbon emissions of new construction.

4.8.3 Energy Efficiency

We will work with Shepton Mallet firm British Solar Renewables to maximise the building's energy efficiency and green credentials at every opportunity, such as the installation of solar panels, improved insulation and efficient heating and ventilation.

Modern LED theatre lighting will be introduced and the heritage engineering will be upgraded to incorporate energy efficient drive systems wherever possible.

4.8.4 Environmental Operation

All aspects of the venue's operation will incorporate the most environmentally friendly practices, following the guidance of the theatre industry Green Book <https://theatregreenbook.com>, such as:

- use of reusable cups and glassware
- reuse of recycled set construction materials
- paperless tickets and communication
- reduce food waste
- source locally

4.9 Risks Analysis

The following risks have been identified for the project, along with the corresponding mitigation strategies for each:

(Risk scoring is explained below the table)

Risk Analysis				
Risk Area	Impact	Likelihood	Score	Mitigation
Funding				
Insufficient funds raised from the community share offer	3	3	9	increase fundraising from other sources
Insufficient funds raised from grants	4	3	12	seek other grant funding or delay the project
Insufficient funds raised from donations and fundraising	2	2	4	increase funds from other sources
The Building				
Major structural flaws discovered in the building	4	2	8	Numerous professional surveys have been undertaken, including building condition survey, asbestos management survey, concrete testing, electrical, engineering, lift
Planning and licensing issues prevent operation	3	2	6	The building is being returned to its original design, with minimal change of use and all refurbishment will be compliant to modern standards
Building control issues prevent operation	3	2	6	Building and fire engineers are engaged in refurbishment planning and capacity numbers may be reduced until issues are resolved
Refurbishment				
Works cost more than expected	3	4	12	Estimates have been obtained for major works and 20% contingency has been budgeted for on all costs
Operation				
Audience numbers are lower than expected	4	2	8	Audiences have been conservatively estimated, ticket prices will be affordable and the reopening of an iconic venue is likely to be popular
Operating costs are higher	4	2	8	Charitable status brings exemption

Risk Analysis				
Risk Area	Impact	Likelihood	Score	Mitigation
than expected				from corporation tax and business rates, and volunteers reduce staff costs
Unable to recruit suitable staff	4	3	12	Development and training of staff is a core objective with support available from grant funders
Vision, Mission & Aims				
The community does not benefit from the project	3	2	6	The social impact of all activities will be constantly measured and adjustments made as required
Town centre economic is regeneration not achieved or venue operations compete with local businesses	3	2	6	Economic impact to local businesses will be assessed and venue operations will be modified as required

Risk Scores	Impact				
Likelihood	1 negligible	2 minor	3 moderate	4 significant	5 severe
5 almost certain	5	10	15	20	25
4 likely	4	8	12	16	20
3 possible	3	6	9	12	15
2 unlikely	2	4	6	8	10
1 rare	1	2	3	4	5

4.10 Extended Meanwhile Use

If only the minimum amount is raised, the building will be purchased and the project will continue to seek funding to undertake phase one refurbishment. Limited capacity activity will continue on the ground floor as it has since March 2025 and will begin in the auditorium. See financial information on this scenario in [Projected Trading Figures for Extended Meanwhile Use](#).

4.10.2 Activities Possible

The ground floor has been refurbished to a basic level by the community and the first floor is already in acceptable condition to allow meanwhile use. The following activities would be possible in the building without any further refurbishment:

Extended Meanwhile Use Activities	
Ground Floor	
community cinema	in the 'mini theatre' with 60 fixed theatre seats showing second-run films including Saturday daytime family films up to three screenings per week
theatre	in collaboration with Take Art in the 60 seat 'mini' theatre' and in the cafe bar area, in-the-round
Sunday Market	ten table-top traders extending the market indoors
cafe bar	operating during performances
community workshop and gallery	art groups and workshops
exercise classes	yoga, pilates, pump etc
meeting room	private twelve person capacity
First Floor	
exercise classes	yoga, pilates, pump etc in the auditorium or atrium
community cinema	capacity up to 85 on stackable chairs
theatre	in collaboration with Take Art capacity up to 85 on stackable chairs
public meetings	capacity up to 85

4.10.1 Limitations

- the auditorium capacity is limited to 85 people due to a lack of fire exits
- ground floor heating is limited to the mini theatre
- passenger lift is not operational (ground floor has level access, first floor has stair access only)
- there is limited toilet provision (three toilets each on ground and on first floor)
- poor appearance of ground floor (exposed ceiling, uneven floor, poor decoration)
- insufficient revenue to employ full staff, resulting in reliance on volunteers

5. Financials

5.1 Summary and Key Assumptions

5.1.1 Overview

The Society will own the building and will operate a community business offering space for hire and performance events, supported by both employees and volunteers. The core income of the business will be from hire of spaces, from ticket sales for performance events and from the cafe/bar. Our core costs will be staff, performers, building maintenance, energy and other overheads. In addition, a reserve will be built over time in case members need to withdraw their shares, and to provide for improvements to support business growth.

We do not envisage the ability to pay interest on member shares but the Society's rules allow for this in the future.

The two main spaces of the building will be refurbished and opened to the public initially with other areas being refurbished as individual projects later, financed by grant funding.

We firmly believe that the business will be profitable as the Society has charitable status and will own the building outright, meaning there will be no rent, business rates or corporation tax to pay. Our biggest expenditure will be staff salaries, which will be carefully managed to only grow as income allows. In the early years, there will be a greater involvement of volunteers, with strong interest already expressed; transitioning later to professional staff as income generating activity grows.

Attendance at performance events has been budgeted conservatively to average 30% of capacity in the first year of operation, 40% in the second year and 50% thereafter. Ticket and cafe/bar pricing are similarly budgeted at regional averages.

Our financial forecasts for years one to five are set out in detail in the financial projections below and have been compared with independently created models prepared by theatre consultants Stage Right.

5.1.2 Key Assumptions

- Purchase price will be £690,000
- Conveyancing costs will approximately £20,000
- The Society is exempt from Stamp Duty and the building sale is confirmed to be VAT exempt
- Phase one refurbishment has been budgeted at £200,000 plus fees, VAT and contingency of £187,378
- The total target capital for the target phase one scenario will therefore be £1,110,000
- Target community share capital raised will be £200,000
- No interest is expected to be payable on shares, however this is allowed in the Society's rules if performance allows
- Share withdrawals are not expected to be possible until year three at the earliest. Financial projections allow for withdrawal of £500 in shares per month after year three, to be balanced by ongoing share purchases of the same value.
- The Society will register for VAT and will be able to reclaim some VAT incurred during renovation works
- We have used the most conservative forecasts as a benchmark in order to demonstrate the viability of the project

5.1.3 Revenue Income

Once open, revenue income will be generated from the hire of spaces and from ticket sales for performance events.

A cafe/bar will be operated during performance events, staffed by a part-time professional manager and volunteers. The cafe/bar will be available to users of community hire spaces whilst support for existing town centre cafes and bars will also be encouraged.

Gross margins for each activity are as follows:

- Space hire: £82k
- Performance events: £152k
- Cafe/Bar: £66k

We will employ part-time fundraising staff and we have budgeted to receive an annual income of £30k from public grant funding.

See further details in [predicted trading figures](#).

5.1.4 Grant Income

We anticipate a revenue income of £30,000 from public grant funding, which will be sourced by a part-time fundraising employee. Likely sources include project grants from Arts Council England, the government's new Arts Everywhere Fund and from other arts organisations.

We have budgeted for a £20,000 Service Level Agreement from Shepton Mallet Town Council, which will be applied for through their existing funding application process. This agreement will be for the provision of public realm services to the town such as tourist information, community space, education & training and the budget amount is based on the funding levels paid to other organisations in our town and received by comparable public venues in neighbouring towns, from their local authorities.

5.1.5 Non-charitable Trading

The Amulet Centre Limited has charitable status, approved by HMRC, which provides exemption from corporation tax for profits made from 'primary purpose trading' as described within the Society's founding rules. All other trading activities which are not within these charitable objects will be undertaken by a new subsidiary community interest company, that will be set up and controlled by the society, which will in turn pass its surplus to The Amulet Centre Limited by charitable donation.

Examples of 'primary purpose trading' which are allowable include the selling of theatre tickets and drinks at the bar before shows. Examples of non-allowable trading include the renting of spaces and bar income at exhibitions, private hire or weddings.

The board of directors will take advice on which activities are deemed charitable and which are not.

5.1.6 Current Financial Position

The initial development phase of this project was undertaken by the community interest company Shepton Mallet Community Enterprises CIC, which was incorporated in 2022. This CIC raised £66,058 of development grant funding, which has been spent on professional fees to support bids for capital funding and on start-up costs of the ground floor to enable temporary pop-up events in 2025.

The Amulet Centre Limited, our charitable community benefit society (CCBS) was subsequently incorporated in April 2024 and will now take over financial matters from the CIC which will donate any remaining development funds to the CCBS.

The CCBS has a current bank account for trading, with a balance of £280 and a separate deposit account to hold member's share funds, which will be ring-fenced for the purchase of the building.

Temporary pop-up events are taking place on the ground floor of the building on a cost neutral basis, supported by donations and volunteer staff.

5.1.7 Outgoings

The core outgoings of the business will be:

- Fixed Costs: £61k
- Staff Costs: £214k
- Marketing: £10k
- Start-up Costs: £5k

See further details in [predicted trading figures](#).

5.1.8 Capital Income - Community Share Offer

A community share offer will be launched on 24 May 2025 to raise capital for the project. Shares will be priced at £1 each, with a minimum of 250 and sold in increments of 50. Shareholders will become members of the Society and will each have one vote, no matter how many shares they own.

A conservative target of £200,000 has been set to be raised by the share offer, based on a distribution of shares as laid out in the following table:

Projected Distribution of Shares		
Number of Shareholders	Shareholding Each	Total Value
8	£10,000	£80,000
10	£5,000	£50,000
100	£500	£50,000
150	£250	£37,500
268		£217,500

These estimates have been based on the amounts raised through share offers by similar community performance venues and community pubs. Advice has been sought from community business advisers Plunkett and from Co-operatives UK, of which The Amulet Centre Limited is a member.

The community share offer, Society membership and a strong community approach will be key drivers in the success of the project.

The concept of community shares in this project has been explored in depth and will be promoted through community research, meetings, and regular newsletters (both online and in print). Marketing for the share offer will exploit all of these methods in addition to posters, local leaflet drops, direct mail, press release to local newspapers and focussed communication with local businesses and organisations.

If we do not reach the minimum target of the community share offer, even after an extension period, then the offer will be deemed to have failed and all share application money will be repaid in full. The project will then only go ahead if the purchase price is raised from other sources of capital.

If we pass the minimum target of the community share offer, then share funds will be held on deposit until at least £710,000 has been raised, from all sources, to purchase the building. If this is not achieved by 31st August 2027, then shareholders will be offered the option to withdraw some or all of their capital.

5.1.9 Capital Income - Grant Funding

Applications will be made to capital grant funds during 2025, as detailed in [Funding Options](#).

5.1.10 Capital Income - Donations and Fundraising

Donations received from individuals and organisations will not form part of the share capital and will not be refundable (except in the event of the project not being viable when any unspent donations will be returned).

A range of fundraising events will take place during the meanwhile use period of the ground floor from March 2025.

The financial model underpinning this business plan is realistic and robust and has been used by other community businesses successfully. It will evolve during the share offer and grant application processes.

5.2 Predicted Trading Figures

5.2.1 Overview

Predicted trading figures are laid out below for both the preferred Phase One scenario where funding allows for phase one refurbishment and also the fall-back Purchase Only scenario, which does not allow for any refurbishment and only limited capacity volunteer-run activity.

5.2.2 Predicted Trading Figures - Phase One

Start-Up Costs

Initial start-up costs are budgeted at only £5,000 because of the work already undertaken to open the ground floor of the building to enable temporary pop-up events in 2025.

When the building is purchased activity will continue on the ground floor whilst the first floor is refurbished.

Allocation of Costs

Fixed costs are distributed evenly throughout the year in the Revenue Cashflow detail below. Heating costs are distributed by season and staff costs are listed separately as they will be ramped up in line with activity. The Society's charitable status provides exemption from business rates. Meanwhile activity will be operated on a rent-free basis, which will transition to rent-free freehold ownership when the building is purchased. Start-up costs include IT infrastructure and stock.

Performance Income

Income from performance in the auditorium during phase one activity is laid out in the Income table below. Attendance, ticket pricing and performance costs have been budgeted conservatively based on research of similar sized venues in neighbouring towns.

Space Hire Income

The figures only include income from hire of spaces on the ground floor and first floor auditorium, which will be made available by the initial round of phase one refurbishment. Additional spaces in the basement, second floor and dressing rooms will provide further income once these areas have been refurbished at a later time.

Cafe Bar Income

Bar income is projected from attendance numbers at performance events, using conservative estimates of up-take and industry standards for gross margin. Similarly cafe income is projected from attendance numbers for space hire only.

For the purposes of presenting a conservative budget, the bar is assumed to only operate whenever there are performance events taking place and the cafe is assumed to only operate when the community rooms are in use.

Charitable and Non-Charitable Trading Figures

All income sources are shown together in the following tables for the purposes of clarity, although non-charitable trading will in fact be undertaken by the subsidiary community interest company as detailed in the section on [non-charitable trading](#).

CAPITAL COSTS - Phase One				
Phase One Refurbishment				£200,000
Scope risk and design development	5%		£	10,000
Inflation July 2025 to July 2026	4%		£	400
Construction Risk	5%		£	20
Anticipated Construction Costs			£	210,420
Professional Fees	15%		£	31,563
Statutory Fees		Provisional Sum	£	6,000
Building Control Inspector Fees		Provisional Sum	£	5,000
Surveys & investigations		Provisional Sum	£	25,000
Legal Fees		Provisional Sum	£	20,000
Client PM Costs		Provisional Sum		excl
Anticipated Project Costs			£	297,983
VAT & Contingency				
Non-recoverable VAT	20%	75%	£	44,697
Risks	15%			
Part L Compliance & Windows	2%		£	5,960
Damp survey	3%		£	7,450
Roof survey external works	2%		£	4,470
Party wall issues acoustics to flats	2%		£	5,960
Exclusions from the above, to be included	3%		£	8,939
Insulation to roof risk	4%		£	11,919
Anticipated Project Costs (inc VAT & Contingency)			£	387,378
of which Contingency & Risk			£	55,117
Building Value			£	690,000
Purchase Costs			£	20,000
Purchase of Theatre			£	710,000
Grand Total			£	1,097,378
Funding				
Community Shares			£	200,000
National Lottery Reaching Communities Fund			£	250,000
National Lottery Heritage Fund			£	250,000
Heritage Revival Fund			£	250,000
Local trusts			£	100,000
HNW Donations			£	60,000
Contingency			£	-
Funding Total			£	1,110,000
Balance / (Shortfall)			£	12,622

[illegible]

Space Hire Income	Income from Space Hire - Phase One												
	Floor	Area	Avg Group Size	£ per hr	hrs per week	Weekly Income			Footfall per Week				
	First	Auditorium	12	£18	21	£	378		252				
	First	Gallery	4	£15	12	£	180		48				
	First	Stage	5	£15	10	£	150		50				
						£	708		350				
	Ground	Meeting Room	6	£15	34	£	510		204				
	Ground	Cinema	6	£15	17	£	255		102				
	Ground	Cafe Bar	6	£15	17	£	255		102				
						£	1,020		408				
				£ per week									
	Basement	Studio	3	£50	0	£	-		0				
	Second	Artist Studio	3	£50	0	£	-		0				
	Second	Dressing Rooms	3	£100	0	£	-		0				
						£	-		0				
		Total Weekly				£	1,728		758				
		Total Annual (48wks)				£	82,944		36,384				

Bar & Cafe	INCOME From Bar and Cafe - Phase One											
				Total Attendance	Take-up %	Spend per person	Total Income	Sales Margin %	Total Cost			Margins
	Bar - Performance Use			19,510								
	Bar - Community Room Use			0								
	Bar - Other Use			0								
				19,510	60%	£6.00	£70,236	60%	£28,094			£42,142
	Bar - Confectionary			19,510	30%	£3.00	£17,559	50%	£8,780			£8,780
	Cafe - Performance Use			0								
	Cafe - Community Room Use			36,384								
	Cafe - Other Use			0								
				36,384	20%	£3.50	£25,469	60%	£10,188			£15,281
								Cafe Bar Total Margin				£66,202

The Amulet - Revenue Cashflow - Phase One						Annual	2025			2026				2027				2028				2029			
INCOME						Annual	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Community Use																									
First Floor						£33,984				£3,398	£6,797	£3,398	£6,797	£5,098	£8,496	£6,797	£6,797	£6,797	£10,195	£8,496	£8,496	£6,797	£10,195	£8,496	£8,496
Ground Floor						£48,960				£4,896	£9,792	£4,896	£9,792	£7,344	£12,240	£9,792	£9,792	£9,792	£14,688	£12,240	£12,240	£9,792	£14,688	£12,240	£12,240
Other Areas						£0						£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Performance						£235,580				£23,558	£47,116	£23,558	£47,116	£35,337	£58,895	£47,116	£47,116	£47,116	£70,674	£47,116	£70,674	£47,116	£70,674	£47,116	£70,674
Ticket booking fee						£4,346				£435	£869	£435	£869	£652	£1,087	£869	£869	£869	£1,304	£869	£1,304	£869	£1,304	£869	£1,304
Bar						£70,236				£7,024	£14,047	£7,024	£14,047	£10,535	£17,559	£14,047	£14,047	£14,047	£21,071	£14,047	£21,071	£14,047	£21,071	£14,047	£21,071
Bar - confectionary						£17,559				£1,756	£3,512	£1,756	£3,512	£2,634	£4,390	£3,512	£3,512	£3,512	£5,268	£3,512	£5,268	£3,512	£5,268	£3,512	£5,268
Cafe						£25,469				£2,547	£5,094	£2,547	£5,094	£3,820	£6,367	£5,094	£5,094	£5,094	£7,641	£6,367	£6,367	£5,094	£7,641	£6,367	£6,367
Advertising						£5,000				£500	£1,000	£500	£1,000	£750	£1,250	£1,000	£1,000	£1,000	£1,500	£1,000	£1,500	£1,000	£1,500	£1,000	£1,500
Share Purchase						£6,000																£1,500	£1,500	£1,500	£1,500
Grant Income						£30,000				£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500	£7,500
Town Council SLA						£20,000				£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Fundraising events								£5,000	£5,000	£5,000	£5,000	£5,000	£10,000	£5,000	£5,000	£5,000	£10,000	£5,000	£5,000	£5,000	£10,000	£5,000	£5,000	£5,000	£5,000
Total Income						£497,134	£0	£5,000	£5,000	£61,613	£105,727	£61,613	£110,727	£83,670	£127,784	£105,727	£110,727	£105,727	£149,840	£111,147	£149,420	£107,227	£151,340	£112,647	£145,920
Annual									£10,000				£339,681				£427,907				£516,134				£517,134
EXPENDITURE																									
Fixed Costs						£48,800				£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200	£12,200
Staff	qty	days	hrs	wk	rate																				
Centre Manager	1	4	8	32	£20	£33,280				£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320	£8,320
Duty Managers	2	6	8	96	£18	£89,856						£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464	£22,464
Volunteers Manager	1	2	8	16	£16	£13,312						£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328
Programming	1	2	8	16	£18	£14,976						£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744
Marketing	1	2	8	16	£18	£14,976				£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744
Fundraising	1	2	8	16	£18	£14,976				£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744
Technical	1	3	3	9	£50	£23,400					£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850	£5,850
Cafe/Bar Manager	1	3	4	12	£14	£8,736						£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184	£2,184
			5.33 FTE	213		£213,512																			
Statup Costs										£5,000															
Performance costs						£83,400				£8,340	£16,680	£8,340	£16,680	£12,510	£20,850	£16,680	£16,680	£16,680	£25,020	£16,680	£25,020	£16,680	£25,020	£16,680	£25,020
Bar supplies						£36,874				£3,687	£7,375	£3,687	£7,375	£5,531	£9,218	£7,375	£7,375	£7,375	£11,062	£7,375	£11,062	£7,375	£11,062	£7,375	£11,062
Cafe supplies						£10,188				£1,019	£2,038	£1,019	£2,038	£1,528	£2,547	£2,038	£2,038	£2,038	£3,056	£2,547	£2,547	£2,038	£3,056	£2,547	£2,547
Ticket booking fee										£435	£869	£435	£869	£652	£1,087	£869	£869	£869	£1,304	£869	£1,304	£869	£1,304	£869	£1,304
Marketing						£10,000		£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500
Heating						£12,000			£4,200	£4,200	£1,800	£1,800	£4,200	£4,200	£1,800	£1,800	£4,200	£4,200	£1,800	£1,800	£4,200	£4,200	£1,800	£1,800	£4,200
Share Withdrawals						£6,000																£1,500	£1,500	£1,500	£1,500
Total Expenditure						£420,773	£0	£2,500	£6,700	£53,189	£65,120	£83,359	£99,240	£92,499	£103,580	£96,840	£99,240	£99,240	£110,320	£97,349	£112,211	£100,740	£111,820	£98,849	£113,711
Surplus/(Deficit)						£76,361	£0	£2,500	-(£1,700)	£8,425	£40,607	-(£21,745)	£11,487	-(£8,829)	£24,204	£8,887	£11,487	£6,487	£39,520	£13,799	£37,209	£6,487	£39,520	£13,799	£32,209
Annual Surplus/(Deficit)									£800				£38,774				£35,749				£97,014				£92,014
Annual % Margin									8.0%				11.4%				8.4%				18.8%				17.8%
Balance c/fwd							£280	£2,780	£1,080	£9,505	£50,112	£28,367	£39,854	£31,025	£55,228	£64,116	£75,603	£82,090	£121,610	£135,409	£172,617	£179,105	£218,625	£232,423	£264,632
Seasonality - FF/GF Communal										10%	20%	10%	20%	15%	25%	20%	20%	20%	30%	25%	25%	20%	30%	25%	25%
													60%				80%				100%				100%
Seasonality - Performance										10%	20%	10%	20%	15%	25%	20%	20%	20%	30%	20%	30%	20%	30%	20%	30%
income is seasonal and builds up over three years													60%				80%				100%				100%

Fixed & Indirect Costs	Annual	
Business rates	£0	
Insurance	£5,000	
Electricity	£15,000	
Accountancy	£2,500	
Bank charges	£1,300	
Telephone	£1,500	
Legal	£3,500	
Other	£5,000	
Cleaning	£5,000	
Repairs & Maintenance	£10,000	
	£48,800	
Heating*	£12,000	
Total Fixed Costs	£60,800	
<i>*seasonal cost, shown separately in Financial Projection</i>		

The Amulet - INCOME & EXPENDITURE (EXCLUDING SHARE & PROPERTY PURCHASE RELATED) - Phase One						
Income from:		2025	2026	2027	2028	2029
	Grants & donation income for refurb*	£400,000				
	Community use	£0	£49,766	£66,355	£82,944	£82,944
	Performance	£0	£141,348	£188,464	£235,580	£235,580
	Bar/Cafe	£0	£67,958	£90,611	£113,264	£113,264
	Other	£0	£5,608	£7,477	£9,346	£9,346
	Op. Grant income / TC SLA	£0	£50,000	£50,000	£50,000	£50,000
	Fundraising events	£10,000	£25,000	£25,000	£25,000	£20,000
Total Income	<i>* Restricted funds</i>	£410,000	£339,681	£427,907	£516,134	£511,134
Expenditure on:	Refurb costs*	£387,378				
	Fixed costs	£0	£48,800	£48,800	£48,800	£48,800
	Staff costs	£0	£144,222	£213,512	£213,512	£213,512
	Start-up costs	£0	£5,000	£0	£0	£0
	Performance costs	£0	£50,040	£66,720	£83,400	£83,400
	Bar/Cafe supplies	£0	£28,237	£37,649	£47,061	£47,061
	Other	£9,200	£24,608	£25,477	£26,346	£26,346
	Depreciation*		£14,200	£14,200	£14,200	£14,200
Total Expenditure	<i>* Restricted funds</i>	£396,578	£315,107	£406,358	£433,320	£433,320
Net Movement in Funds before Equity Movements		£13,422	£24,574	£21,549	£82,814	£77,814
	Share interest paid					
	Share capital donated					
Net Movement in Funds after Equity Movements		£13,422	£24,574	£21,549	£82,814	£77,814
Reconciliation of Funds	Funds brought forward	277	£13,699	£38,273	£59,822	£142,636
	Funds carried forward	£13,699	£38,273	£59,822	£142,636	£220,451
CASHFLOW		2025	2026	2027	2028	2029
Inflows	Share capital - issued	£200,000	£0	£0	£0	£6,000
	Grants & donations for building purchase*	£510,000				
	Grants & donation income for refurb*	£400,000				
	Other income	£10,000	£339,681	£427,907	£516,134	£511,134
Total Inflows	<i>* Restricted funds</i>	£1,120,000	£339,681	£427,907	£516,134	£517,134
Outflows	Share capital - withdrawals	£0	£0	£0	£0	£6,000
	Purchase of buildings	£710,000				
	Other expenditure excluding depreciation	£396,578	£300,907	£392,158	£419,120	£419,120
	Changes in working capital	£0	£0	£0	£0	£0
Total Outflows		£1,106,578	£300,907	£392,158	£419,120	£425,120
Net cashflow movement		£13,422	£38,774	£35,749	£97,014	£92,014
Opening cash balance		280	£13,702	£52,476	£88,225	£185,239
Closing cash balance		£13,702	£52,476	£88,225	£185,239	£277,254
BALANCE SHEET		2025	2026	2027	2028	2029
Fixed Assets	Freehold buildings	£710,000	£695,800	£681,600	£667,400	£653,200
Current assets	Debtors	£5,000	£5,000	£5,000	£5,000	£5,000
	Cash at bank and in hand	£13,702	£52,476	£88,225	£185,239	£277,254
Total Current assets		£18,702	£57,476	£93,225	£190,239	£282,254
Liabilities	Creditors < 1yr	-£5,000	-£5,000	-£5,000	-£5,000	-£5,000
Net Current Assets		£13,702	£52,476	£88,225	£185,239	£277,254
Total Assets less Current Liabilities		£723,702	£748,276	£769,825	£852,639	£930,454
	Creditors > 1yr	0	0	0	0	0
Net Assets		£723,702	£748,276	£769,825	£852,639	£930,454
The funds of the charity	Share capital	£200,003	£200,003	£200,003	£200,003	£200,003
	Unrestricted funds	£511,077	£535,651	£557,200	£640,014	£717,829
	Restricted funds	£12,622	£12,622	£12,622	£12,622	£12,622
Total charity funds		£723,702	£748,276	£769,825	£852,639	£930,454
CHANGES IN EQUITY AND RESERVES		2025	2026	2027	2028	2029
Share capital b/fwd		£3	£200,003	£200,003	£200,003	£200,003
	Share capital issued	£200,000	£0	£0	£0	£6,000
	Share capital repaid	£0	£0	£0	£0	-£6,000
Share capital c/fwd		£200,003	£200,003	£200,003	£200,003	£200,003
Unrestricted funds b/fwd		£277	£511,077	£535,651	£557,200	£640,014
	Surplus/(deficit) for the year	£800	£24,574	£21,549	£82,814	£77,814
	Transfer from restricted funds - building	£510,000	£0	£0	£0	£0
Unrestricted funds c/fwd		£511,077	£535,651	£557,200	£640,014	£717,829
Restricted funds b/fwd		£0	£12,622	£12,622	£12,622	£12,622
	Surplus/(deficit) for the year	£12,622	£0	£0	£0	£0
	Grants & donations - building purchase	£510,000				
	Transfer to unrestricted funds - building	-£510,000	£0	£0	£0	£0
Restricted funds c/fwd		£12,622	£12,622	£12,622	£12,622	£12,622
Total funds b/fwd		£280	£723,702	£748,276	£769,825	£852,639
	Movement for the year	£723,422	£24,574	£21,549	£82,814	£77,814
Total funds c/fwd		£723,702	£748,276	£769,825	£852,639	£930,454

5.2.3 Predicted Trading Figures - Purchase Only Extended Meanwhile Use

If only the minimum target amount is raised then the building will be purchased and only limited capacity meanwhile activity will take place whilst further funds are raised to undertake phase one refurbishment. In the worst case scenario this may take one or two further years depending on the availability of funds.

Differences in Predicted Trading Figures for Meanwhile Use Costs

Some fixed costs of building ownership such as insurance will remain the same, regardless of use. Other costs such as power consumption and heating will be reduced by less frequent activity.

Staff costs will be significantly reduced by only employing one part time fundraiser and a volunteer's manager. All other duties will be undertaken by volunteers during the meanwhile use period.

Performance Income

The potential attendance at performance events in the auditorium will be limited due to the lack of fire escapes from that area. The frequency of events will be limited due to the reliance on volunteers.

Space Hire Income

The frequency of hire of spaces for meanwhile use is anticipated to be lower as there will be greater dependence on volunteers, instead of the professional staff available for phase one operation.

Cafe Bar Income

Cafe bar income is projected to be lower for extended meanwhile use due to the associated lower footfall at events.

[illegible]

[illegible]

Bar & Cafe	INCOME From Bar and Cafe - Meanwhile Use										
					Ttl Attend	Take-up %	Spend /person	Ttl Income	Sales Margin %	Ttl Cost	Margins
	Bar - Performance Use				2,975						
	Bar - Community Room Use				0						
	Bar - Other Use (diff identified in Stage Right report)				0						
					2,975	60%	£6.00	£10,710	65%	£3,749	£6,962
	Bar - Confectionary				2,975	30%	£3.00	£2,678	50%	£1,339	£1,339
	Cafe - Performance Use				0						
	Cafe - Community Room Use				17,616						
	Cafe - Other Use (diff identified in Stage Right report)				0						
					17,616	20%	£3.50	£12,331	65%	£4,316	£8,015
										Total Income Cafe+Bar	£ 16,316

The Amulet - Revenue Cashflow - Meanwhile Use						2025				2026				2027				2028				2029			
INCOME						Annual	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Community Use																									
First Floor			from Income sheet			£16,560			£1,656	£1,656	£3,312	£1,656	£3,312	£2,484	£4,140	£3,312	£3,312	£3,312	£4,968	£4,140	£4,140	£3,312	£4,968	£4,140	£4,140
Ground Floor			from Income sheet			£23,760			£2,376	£2,376	£4,752	£2,376	£4,752	£3,564	£5,940	£4,752	£4,752	£4,752	£7,128	£5,940	£5,940	£4,752	£7,128	£5,940	£5,940
Other Areas			from Income sheet			£0						£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Performance			from Income sheet			£41,820			£4,182	£4,182	£8,364	£4,182	£8,364	£6,273	£10,455	£8,364	£8,364	£8,364	£12,546	£8,364	£12,546	£8,364	£12,546	£8,364	£12,546
Ticket booking fee			from Income sheet			£1,224			£122	£122	£245	£122	£245	£184	£306	£245	£245	£245	£367	£245	£367	£245	£367	£245	£367
Bar			from Income sheet			£10,710			£1,071	£1,071	£2,142	£1,071	£2,142	£1,607	£2,678	£2,142	£2,142	£2,142	£3,213	£2,142	£3,213	£2,142	£3,213	£2,142	£3,213
Bar - confectionary			from Income sheet			£2,678			£268	£268	£536	£268	£536	£402	£669	£536	£536	£536	£803	£536	£803	£536	£803	£536	£803
Cafe			from Income sheet			£12,331			£1,233	£1,233	£2,466	£1,233	£2,466	£1,850	£3,083	£2,466	£2,466	£2,466	£3,699	£3,083	£3,083	£2,466	£3,699	£3,083	£3,083
Advertising						£0			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offers																									£6,000
Grant Income						£20,000					£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
Town Council SLA						£15,000				£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750	£3,750
Fundraising events										£10,000		£10,000		£10,000		£5,000		£10,000		£5,000		£10,000		£5,000	
Total Income						£144,083	£0	£0	£10,908	£24,658	£30,567	£29,658	£30,567	£35,112	£36,021	£35,567	£30,567	£40,567	£41,475	£38,199	£38,842	£40,567	£41,475	£38,199	£44,842
Annual									£10,908				£115,450				£137,266				£159,083				£165,083
EXPENDITURE																									
Fixed Costs			from fixed costs sheet			£34,900				£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725	£8,725
Staff	qty	days	hrs	wk	rate																				
Centre Manager	0	4	8	0	£20	£0			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Duty Managers	0	6	8	0	£18	£0				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Volunteers Manager	1	2	8	16	£16	£13,312						£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328	£3,328
Programming	0	2	8	0	£18	£0						£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing	0	2	8	0	£18	£0			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Fundraising	1	2	8	16	£18	£14,976				£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744	£3,744
Technical	0	3	3	0	£50	£0				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Cafe/Bar Manager	0	3	4	0	£14	£0						£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	0	0	0	0	£14	£0				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
			0.80 FTE		32	£28,288																			
Startup Costs										£5,000															
Performance costs			from Income sheet			£21,300				£2,130	£4,260	£2,130	£4,260	£3,195	£5,325	£4,260	£4,260	£4,260	£6,390	£4,260	£6,390	£4,260	£6,390	£4,260	£6,390
Bar supplies			from Income sheet			£5,087				£509	£1,017	£509	£1,017	£763	£1,272	£1,017	£1,017	£1,017	£1,526	£1,017	£1,526	£1,017	£1,526	£1,017	£1,526
Cafe supplies			from Income sheet			£4,316				£432	£863	£432	£863	£647	£1,079	£863	£863	£863	£1,295	£1,079	£1,079	£863	£1,295	£1,079	£1,079
Ticket booking fee									£122	£122	£245	£122	£245	£184	£306	£245	£245	£245	£367	£245	£367	£245	£367	£245	£367
Marketing						£10,000			£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500	£2,500
Heating						£12,000				£4,200	£1,800	£1,800	£4,200	£4,200	£1,800	£1,800	£4,200	£4,200	£1,800	£1,800	£4,200	£4,200	£1,800	£1,800	£4,200
Share Withdrawals						£6,000																£1,500	£1,500	£1,500	£1,500
Total Expenditure						£121,891	£0	£0	£2,622	£27,362	£23,154	£23,290	£28,882	£27,286	£28,079	£26,482	£28,882	£28,882	£29,675	£26,698	£31,859	£30,382	£31,175	£28,198	£33,359
Surplus/(Deficit)						£22,192	£0	£0	£8,286	-(£2,703)	£7,412	£6,369	£1,684	£7,826	£7,942	£9,084	£1,684	£11,684	£11,800	£11,501	£6,983	£10,184	£10,300	£10,001	£11,483
Annual Surplus/(Deficit)									£8,286				£12,761				£26,536				£41,968				£41,968
Annual % Margin									76.0%				11.1%				19.3%				26.4%				25.4%
Balance c/fwd							£280	£280	£8,566	£5,862	£13,275	£19,643	£21,327	£29,154	£37,095	£46,180	£47,864	£59,548	£71,347	£82,848	£89,831	£100,015	£110,315	£120,316	£131,799
Seasonality - FF/GF Communal									10%	10%	20%	10%	20%	15%	25%	20%	20%	20%	30%	25%	25%	20%	30%	25%	25%
													60%				80%			100%					100%
Seasonality - Performance									10%	10%	20%	10%	20%	15%	25%	20%	20%	20%	30%	20%	30%	20%	30%	20%	30%
income is seasonal and builds up over three years													60%				80%			100%					100%

Meanwhie Use		
Fixed & Indirect Costs	Annual	
Business rates	£0	
Insurance	£5,000	
Electricity	£15,000	
Accountancy	£2,500	
Bank charges	£1,300	
Telephone	£600	
Legal	£500	
Other	£5,000	
Cleaning	£5,000	
Repairs & Maintenance	£0	
	£34,900	
Heating*	£12,000	
Total Fixed Costs	£46,900	
<i>*seasonal cost, shown separately in Financial Projection</i>		

6. The Amulet Centre Limited

6.1 Governance and Corporate Structure

6.1.1 Charitable Community Benefit Society

The Amulet Centre Limited is a Community Benefit Society, created with model rules from Co-operatives UK, registered with the Financial Conduct Authority, number 9275.

A Community Benefit Society is a not-for-profit organisation that is controlled by its members to operate for the benefit of the community. The founding rules ensure that assets may not be sold for the benefit of members.

The organisation has been granted charitable status by HMRC, granting eligibility for gift aid and exemption from stamp duty, business rates and corporation tax.

The organisation's founding objects are as follows.

The objects of the Society shall be for the public benefit to:

(a) Advance the arts, culture and heritage through the acquisition, refurbishment, maintenance and management of The Amulet Centre in Shepton Mallet as a Community and Arts Centre and to provide facilities and services for the public benefit in the interests of social welfare for recreation and leisure time occupation to improve the conditions of life for residents of Shepton Mallet and surrounding areas; and

(b) Advance the education of the public in the subjects of the arts, culture and heritage through activities of artistic or educational merit including, but not limited to the promotion of performing arts and other forms of art and culture and by the provision and/or facilitation of exhibitions, displays, projects, performances, publications, courses, seminars, workshops, and events relating to the performing arts and other forms of art and culture including through community and schools outreach and engagement in Shepton Mallet and the surrounding areas;

(c) The prevention or relief of poverty in Shepton Mallet and the surrounding areas by providing grants, items and services which may include, but not limited to, the provision of studio space and residential accommodation to individuals in need and/or charities, or other organisations working to advance the relief of poverty amongst artists and emerging artists;

(d) Advance any other charitable purposes analogous to the above as the Board of Directors in their absolute discretion shall determine.

6.1.2 Membership

Anyone who supports the organisation's objectives may apply to become a member by purchasing shares in the organisation. Each member has one vote at meetings on how the organisation is run, irrespective of how many shares they purchase.

Full details on membership may be found in the share offer prospectus.

6.1.3 Board of Directors

A board of directors will act as unpaid trustees of the organisation, overseeing corporate governance matters such as strategy, membership, financial reporting, appointments and delegation of authority.

The board is elected from the membership, by the membership, with each member having one vote in the election, irrespective of how many shares they own. Up to two non-members may also be elected to the board and are selected for their particular skills or experience.

The Board will be responsible for recruiting a manager to run the Amulet day-to-day (see section 3.5) and supporting them to recruit, train and support a team of staff to effectively run the centre.

More detail may be found in the document **Matters Reserved for the Board**, on our website.

6.1.4 Sub-Committees

Sub committees may be appointed by the board of directors to oversee particular areas of interest with their terms of reference being determined by the directors.

6.1.5 Limited Liability

The Society is a limited liability entity. This means that the most a member can lose is the value of their shareholding. Investors will not be liable for any operational activities, such as unpaid bills or unforeseen repair costs, beyond the value of their shareholding.

6.2 The Team

6.2.1 Founding Directors

There are currently three founding directors who originally set up the community benefit society. They will stand down at the first annual general meeting when the first board of directors will be elected from the new membership, which will have been created by the community share offer.

6.2.2 The Team in Person

The following volunteer team has been working on this project since May 2023:

Martin Berkeley (founding director) - A business owner and employer with event organising and marketing experience. Originally brought up in Northern Ireland during the Troubles, he knows at first hand the importance of bringing diverse groups together to build social cohesion and civic pride. Martin is responsible for starting a number of successful events in Shepton Mallet including the Lantern Parade in 2011, the Mendip Hash in 1999, the Uphill to Wells Relay in 2009, the Runaway Train in 2023 and with others, the new Sunday Market in 2024.

Jane Nicklin (founding director) - Has a background in the NHS, various charities and is a facilitator of networks. She brings an understanding of the potential health and wellbeing gains this project will offer plus organisational and networking skills. Her ability to coordinate effectively and navigate the complexities of community initiatives will be critical.

Richard Cronin (founding director) - As a chartered accountant with previous charity and community society experience and practical experience around property transactions. Richard provides financial acumen and insights into the intricacies of managing budgets for charitable initiatives. His experience in charity-related financial matters and as a trustee will contribute to the project's financial sustainability.

Laura Miller - As a fundraiser and member of the Institute of Fundraising, Laura Miller possesses skills geared toward securing financial support for the project. Fundraising is a critical aspect of any community initiative, and being a member of the Institute of Fundraising indicates a commitment to ethical fundraising practices and staying updated on industry standards. Her role is vital in securing the necessary financial resources to make the project a reality.

Louise Lapin-Cook - Specializing in community theatre and engagement of young people and arts ambassadors, Louise brings creativity and community-focused expertise to the team. Her experience in fostering community engagement through the arts will be essential in making the Arts Centre inclusive and appealing to a diverse audience. Louise will also bring the benefit of her experience as a director at Tacchi-Morris Arts Centre, a 250 seat + 80 seat theatre with dance studios.

Oli Austin - With a background as a professional musician, live music engineer, promoter and producer, who co-ran a venue in Brighton. Oli contributes expertise in the realm of a live entertainment venue. His skills in event production, promotion, and marketing will be invaluable in establishing The Amulet Centre as a vibrant cultural hub with a focus on live music and performances.

Russell Hepplewhite - a leading music-theatre composer. His ground-breaking operas commissioned by English Touring Opera for young audiences have been widely performed in many countries and have won him critical acclaim. Russell is keen to work with young people in Shepton Mallet, to create new original content to be performed locally, to draw in new audiences.

Dan Simon - As the Director of a Charitable Community Hub specialising in repurposing redundant buildings (Interim Spaces), Dan offers expertise in adaptive reuse projects. His experience in managing community-focused spaces aligns well with the goal of transforming the historic building into a thriving Arts Centre for Shepton Mallet.

Helen Davies - a highly experienced arts leader with over thirty years working across multi-disciplinary cultural organisations, including Arnolfini, Artes Mundi, and National Museums Wales, where she delivered large-scale, inclusive projects that engaged diverse audiences. As Co-CEO of arts charity In Between Time, Helen's expertise in audience development and leadership will bring invaluable insight and innovation to the Amulet, ensuring it thrives as a relevant, inclusive, and community-focused organisation.

Matt Harrison - Former Chair of Shepton Mallet Town Council, Matt combines his role as a business owner with commercial purchasing experience and significant fundraising expertise for charities. His multifaceted skill set includes business acumen, procurement know-how, and a track record of successful fundraising efforts.

Gavin Mayall - With a background in building development and experience in leading volunteer projects, Gavin brings a unique perspective to the team. His expertise in managing volunteer-led initiatives and his understanding of building development will be instrumental in the success of the project.

7. Appendices

7.1 Phase One Refurbishment Details

7.1.1 Overview

Works will be undertaken to reopen the ground floor and auditorium for phase one operation. The basement, second floor and dressing rooms will be refurbished in phase two.

An asbestos management survey has identified the requirement to remove asbestos from the third floor plant room ceiling and main roof space, with a budget cost of £150k. The survey confirmed that there is no asbestos to be removed from any other areas of the building.

7.1.2 First Floor Refurbishment

The first floor is currently being used as a gym, which will relocate to another town centre premises when the Society purchases the building. The first floor has power, heat, lighting and acceptable decoration that would be fine for performance and community use for a number of years. Some of the original gents toilets have been converted to showers, leaving three toilets now available on the first floor.

Separation of the two floors has involved the removal of two of the original stairways which previously linked these spaces and also provided fire exits from the auditorium. Reinstatement of these fire exits will increase the current capacity from 85 to 300 people.

The original safety curtain will be refurbished or removed to allow compliant use of the stage.

The mechanism that extends the stage will be refurbished as a phase two project.

7.1.3 Ground Floor Refurbishment

The ground floor is currently being operated by the community on a temporary lease. It has no heating, only limited power and basic lighting and decoration, installed by the community for meanwhile use.

The building's original 200 amp power supply will be reinstated in the basement and the temporary provisions will be made permanent.

7.2 Phase Two Refurbishment Details

7.2.1 Basement Refurbishment

The basement extends to approximately 30% of the floor area of the ground floor and provides access to the rear service yard. Although it is below street level there is no evidence of damp.

There is good potential for storage and a workshop or a recording studio.

Wiring, lighting, heating, emergency light and fire safety will be replaced. Minor building repairs and improvements are required.

7.2.2 Passenger Lift

The original passenger lift provides access from the basement to the ground, first and second floors and is still in place in the building but has not been serviced for a number of years. A professional survey has confirmed that the lift can be modernised to restore fully compliant accessibility at a budget cost of £50k.

7.2.3 Second Floor Refurbishment

The second floor former committee room has potential as an artists' studio or rehearsal room but has no power, heat or light. Theatre consultants Stage Right have identified opportunities to rework the second floor to provide level access from the lift to the upper level of the raked seating platform.

7.2.4 Dressing Rooms Refurbishment

The theatre's generous two storey dressing rooms are a valuable feature that will be refurbished in phase two. The first floor originally had changing areas, make-up mirrors and showers with direct access to backstage. The second floor has potential to provide overnight accommodation for touring performers.

There is direct access to both floors from street level via the original hardwood spiral staircase and Theatre consultants Stage Right have identified opportunities to incorporate a lift to improve equipment load-in and pedestrian accessibility.

Heating, power, lighting and decoration will be replaced and the roof is in need of repair.

7.2.5 Lifting Seating Platform Refurbishment

The theatre's original lifting seating platform is still in place, in the raised position, although without any seating on it. The mechanism has been surveyed by theatre engineering consultants Adlib. The electric motor, gearboxes and drive systems are likely to be refurbished with the introduction of a modern control system.

Asbestos identified in the third floor ceiling and main roof space will need to be removed to allow access to refurbish the motorised seating mechanism in that area.

The lifting seating platform is a valuable feature of the building that is likely to be eligible for distinct project funding from Heritage Lottery Funding.

7.2.6 Scenery Fly Tower Refurbishment

Theatre engineering consultants Adlib have surveyed the fly tower and confirmed that it is well designed and in good condition for its age. The fifteen flying lines will need to be refurbished and minor compliance issues resolved as a distinct phase two project.

7.2.7 Stage Extension Refurbishment

The depth of the stage may be extended by 1.8m into the auditorium, by means of internal rails and an electrical drive system. The equipment is in good condition for its age and may be refurbished as a distinct phase two project.

7.2.8 Phase Two Refurbishment Projects

Phase two refurbishment will be undertaken in a series of distinct projects, with capital funding delivered by an employed part-time fundraiser.

Phase Two Refurbishment Works			
Refurbishment Project	Details	Priority	Budget
Passenger Lift Modernisation	retain lift car, doors & shaft replace services & control systems	medium	£50k
Ground Floor Platform Lift	install small platform lift for level access from street to passenger lift	medium	£20k
Basement Refurbishment	reinstate power, lighting & fire safety	medium	£20k
Second Floor Studio	reinstate power, lighting & fire safety install heating	medium	£20k
Dressing Rooms Refurbishment	reinstate power, lighting & fire safety refurbish toilets, showers & decorate install heating	medium	£30k
Auditorium - Technical	reinstate commercial power to stage reinstate theatrical lighting	medium	£20k
Auditorium - Fly Tower	refurbish scenery flying system	low	£30k
Auditorium - Stage Extension	refurbish stage extension	low	£20k
Asbestos	remove asbestos from roof space	low	£150k
Lifting Seating Platform	reinstate power and lighting refurbish heritage mechanism	low	£300k
Seating	new theatre seating	low	£70k
Total Phase Two Projects			£730k
Non-recoverable VAT			£110k
Contingencies			£126k
Total Phase Two Budget			£966k

7.2.9 VAT General Assumptions

- The property is not opted to VAT
- The society will register for VAT due to vatable supplies being above the registration threshold
- Supply of room hire is exempt from VAT
- Supply of cultural performances are assumed exempt under VAT Notice 701/47
- Supply of non-cultural performances eg. cinema are standard-rated with projections showing net income
- Cafe/bar income is standard-rated with projections showing net income
- Fundraising events are exempt under Vat Notice 701/1

Our VAT treatment on inputs are for the property purchase to be exempt, whilst the refurbishment and building costs do include irrecoverable VAT. Cultural performance costs include any irrecoverable VAT whilst non-cultural performance costs are shown net of VAT. Cafe/bar costs are net of VAT, other costs are shown with irrecoverable VAT.

VAT return cashflow timing differences are ignored as they are likely to be immaterial given the low inventory holdings and low cost prepayments

7.3 Local Venue Collaboration

The Amulet Centre will work with other businesses in the local area to create a complimentary offering. Pricing of drinks within the Amulet will be set marginally higher than neighbouring cafes and bars to encourage pre-show business there.

Multi-venue festivals will be organised in collaboration with neighbouring venues to jointly promote activity in Shepton Mallet.

Significant local businesses that the Amulet will collaborate with include:

- Art Bank - performance venue with cafe bar
- Cheeky Bean - cafe
- Sweet 11 - cafe
- Bar 501 - bar
- Paul Street Community Centre - community spaces
- Jaguar - indian restaurant
- La Bella - italian restaurant

7.4 Local Community Groups

The following organisations have been identified as potential users of space to hire at the Amulet:

- Shepton Mallet Sunday Market
- Shepton Mallet Town Council
- Shepton Mallet Friday Market
- Katy Pearce Fitness: 7 hours pw of exercise classes for pilates, pump, suspension
- Shepton Mallet Snowdrop Festival
- U3A: multiple sub-groups
- Shepton Artists
- Shepton Mallet Lantern Parade

7.5 Supporting Stakeholders

The following organisations have pledged their support to this project:

Shepton Mallet Town Council has formally resolved their support for this project, led by the community.

Neighbouring Parish Councils

- Evercreech
- East Pennard
- Cranmore
- Coleford
- Street
- Wanstrow

Local Businesses

- Somerset Skills and Learning
- British Solar Renewables
- Cove Group (Shepton Mallet Prison Experience)

Community Organisations and Charities

- Take Art Ltd (Rural Touring cultural theatre, music etc)
- Make the Sunshine (working with children through innovative theatre projects and performance)
- Shepton Mallet Arts and Culture (presence Create@no8 - Town Street)
- Interim Spaces (presence 10 Market Place)
- Shepton Mallet Snowdrop Project
- Black Sheep Events (operators of Shepton Mallet Sunday Market)

Community Groups

- U3A
- Shepton Snowdrop Fashion Show
- Shepton Mallet Lantern Parade
- Mid Somerset Agricultural Society organisers of the annual Mid Somerset Show – Shepton Mallet

Supportive Meetings

- Shepton Means Business 22/04/24
- Shepton Rotary Club 19/11/24

7.6 Examples of Successful Community-Run Venues

There are a number of successful venues that are operated by community businesses:

Red Brick Building, Glastonbury	artists' studios, cafe bar and performance space run by a community benefit society in a former industrial building
Cheese and Grain, Frome	performance venue run a community charity
Pound Arts, Corsham	community rooms, cafe bar and performance space run by a charity in a former primary school
Ashburton Arts, Ashburton	community rooms, performance space and bar run by a community group in a former methodist chapel
The David Hall, South Petherton	community rooms and performance space run by a community charity
Alhampton Inn, Alhampton	community pub run by a community benefit society
The Bell, Walcott Street, Bath	community pub run by a community benefit society
The Pack Horse, South Stoke	community pub run by a community benefit society
Waldegrave Arms, East Harptree	community pub run by a community benefit society

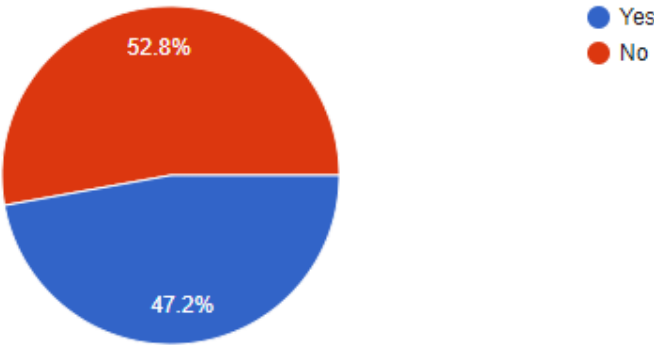
7.7 Responses to Community Consultation

7.7.1 Questionnaire - January 2024

The questionnaire of January 2024 asked local people how they had used the Amulet in the past and how they would use it again in the future. Responses showed strong support for reopening of the Amulet as a community venue. Over 40% of the 500 who responded had used the building before and over 85% said that they would use it again. There was interest in a wide range of performance and community activities being held in the venue.

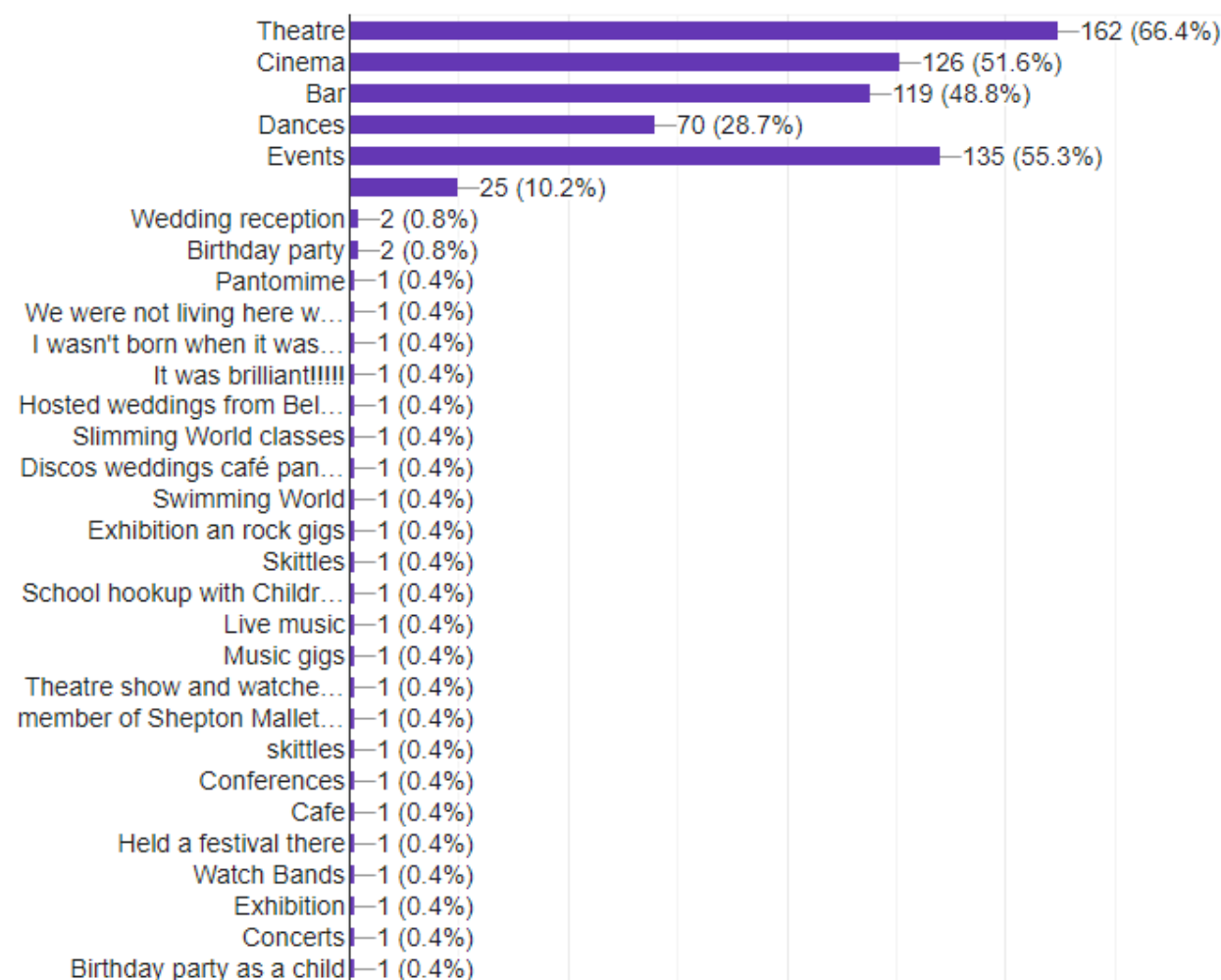
Have you used the Amulet Theatre in the past?

509 responses



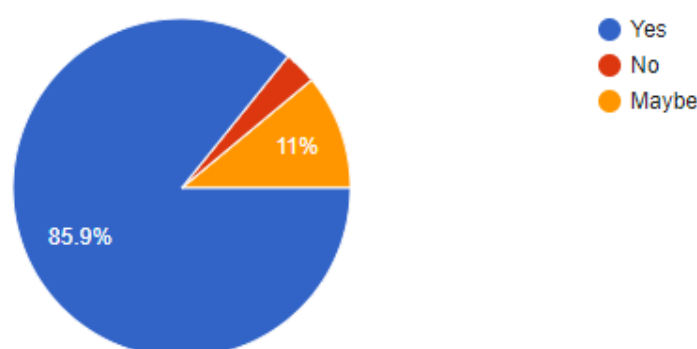
What facilities did you use previously?

244 responses



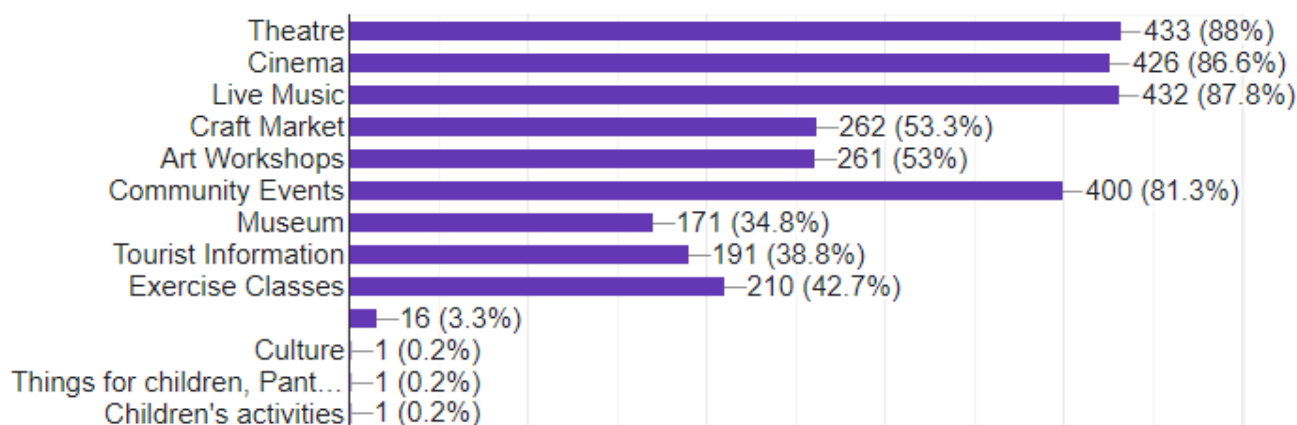
Would you use the Amulet Theatre if it was open again?

509 responses



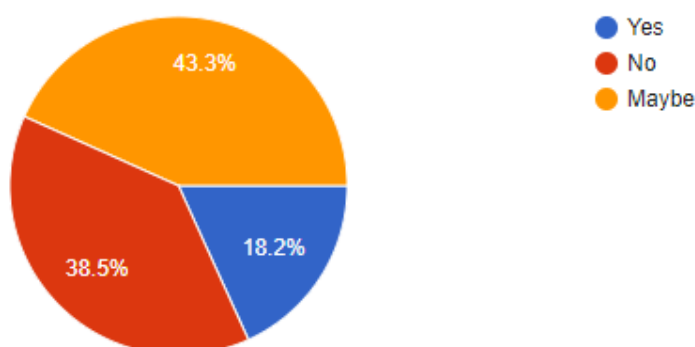
What facilities would you like to see in the building, if it was open again?

492 responses



Would you like to be part of the project?

478 responses



The following are a selection of the positive comments. (2% of responses were negative to the proposal to reopen the Amulet)

- I've always thought it is such a waste of a great building
- We need a big community space
- As a teenager / young adult our friendship group regularly used the amulet, unable to drive, it was a fantastic resource on our doorstep. It was hugely popular and I think it could be again. Shepton is desperate for community spaces to accommodate fitness classes, I'm sure this would fill the space during the day and possibly most evenings.
- It's such an amazing building it would be wonderful to have it open.
- The Amulet coming back to use with any of the offers listed would have a transformative effect on the town, reinvigorate the town centre which is at the heart of community life, and tie together the various destinations that make Shepton Mallet such a great place to visit. A much needed development in progress.
- This is so brilliant and could be the change we need in Shepton. I would support a multipurpose space and especially keen that theatre, community and arts are at the heart of this. Can share lots of evidence of need from across our programmes for a bigger venue in Shepton – esp for our collective schools programme and annual festival.

- When it comes to this building the community has two choices: bring it back into economic use or demolish it. Doing nothing is not an option, firstly because it will become dangerous as it disintegrates, secondly because it is a drag on the local area and is plain ugly. I support the notion of bringing it back into economic use. There is a shortage of contemporary community space in Shepton (the town doesn't have a town hall) and its location lends itself to be potentially transformative to the local area if it's potential uses are carefully thought through and well implemented.
- Music and theatre concerts of all genres is good for community spirit
- If the funding was there and could sustain the running of it it would be a wonderful addition to the town
Hopefully to host a wide range of diverse groups and events. A large cafe would be great too, maybe one selling things like burgers, somewhere for teenagers to go.
- Great idea, children's theatre too!
- The Amulet must offer a multi discipline varied program that attracts people from near and far. It should neither alienate the local population nor fail to attract people from as varied a demographic and locale as possible.
- A small multi use space that could hold performances, films events and markets. Like a mini Cheese and Grain would be perfect.
- I'm a professional sound engineer and I have a lot of experience working in theatres for live music across the entire UK. I have seen the massive positive impact a creative performance space such as this has on a place, and it's people, and very much welcome the idea of bringing the Amulet back to life for future generations to enjoy.
- Need to have stuff going on for all age groups to use and open daily for it to become fundable
A theatre space would be excellent. It's wonderful to have a space, like Wookey.
- It would be brilliant to have a central hub in the town for evening groups to meet
- Could be used for carnival events and presentations, at the moment this has to take place outside of the town.
- Music rehearsal space for groups and bands.
- Give Shepton a vibrant core and a new future!

7.7.2 Consultation - May 2024

Outline plans for future use of the building were presented to the community in a series of face to face, written and online consultations in April and May 2024. Face to face consultations were held at Collett Park Day 2024, a public meeting at the Art Bank Cafe and at three Friday Markets.

Questions and responses are as follows:

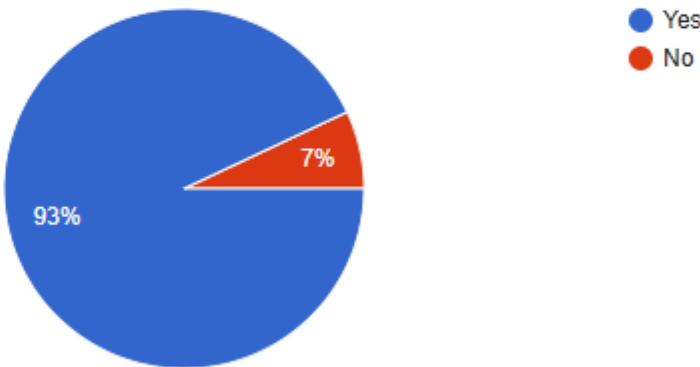
Proposed Approach to Meanwhile Use

Proposal: Once we have made the building safe, we will open it for limited activities and events, to make use of some of the spaces while we raise money to finish repairs to other areas.

Response:

Do you agree with this approach for meanwhile use?

143 responses



Comments on the Proposed Approach to Meanwhile Use

- much better to do something rather than wait for everything - keeps interest levels up
- Sounds practical
- It will be critical that any phased opening provides a great experience for visitors to ensure there is enthusiasm for the project.
- It's already partially in use, it makes perfect sense to do it this way.
- The sooner it is used the better. It will hopefully encourage more use further on.
- Phased development sounds sensible given potential project funding model
- This approach makes a great amount of sense, but we must never forget access needs for everyone and working lifts at both ends of the building look like the only way to make the building accessible to all, throughout the phases. Accessible toilets would also be a priority - even in the arts, accessibility has been an afterthought, or the lowest priority when funds and schedules are tight.
- It has worked well with the red brick building complex in Glastonbury. I think it's a good idea
- I think it is the most sensible option - as lovely as it would be to open it and for it to be fully functioning that is just not going to be possible so this will keep interest going in it and give the town an extra space to use in the meantime.

- Momentum is important. The earlier it is available for dorm form of use the sooner you will build support.....early progress is vital to the achievement of momentum

Use of the Amulet as a Community Space

Proposal: The Amulet will be a welcoming, inclusive, and lively venue at the heart of Shepton Mallet where all sections of our community will come together.

The ground floor will be divided into a series of rooms, which would be available at low cost to groups to put on different activities throughout the week and for a range of town events.

The large first floor auditorium would also be available for groups to hire, for a variety of activities.

Responses:

Activity	Would Like To See	Would Participate In
Art Workshops	96 - 66%	55 - 38%
Rehearsal space for music, dance & theatre	119 - 82%	29 - 20%
Space to meet	105 - 72%	91 - 63%
Events (birthday parties, wedding receptions)	90 - 60%	91 - 63%
Exercise Classes	93 - 64%	67 46%
Recording studios	81 - 55%	15 - 10%
Artist studios	78 - 53%	55 - 38%
Music Lessons	90 - 62%	25 - 17%
Friday Market indoor extension	94 - 64%	90 - 62%
Sunday Market indoor extension	99 - 98%	96 - 67%
Craft Fairs	103 - 71%	76 - 53%
Gaming events	49 - 33%	12 - 8%

Use of the Amulet as a Performance Space

Question: Which of these performances would you like to see at The Amulet?

Response:

Performance	Would Like To See
Professional Theatre	111 - 79%
Community Theatre (such as Pantomime)	104 - 74%
Cinema	114 - 82%
Live Music	118 - 84%
Comedy	97 - 69%

Poets & Writers	66 - 47%
Arts Festivals	92 - 66%

Do you have any other comments or suggestions on performance use?

- Yes a room that celebrates the history of Shepton with photos and write ups about the life and times here etc something that visitors could come and see
- A cafe and the Talking Cafes where people can get back to socialization
- Conférences, talks, exhibitions
- If possible any performances should be on a regular basis to ensure there is continuous footfall to the area in support of local business.
- Local history displays/re-enactments. Counselling, job hunting or health and well-being sessions (so there isn't stigma about going to a single use place)
- It would be good too have an alternative seating option that doesn't rely on the stage and raked seats coming down from the ceiling - not all performances engage best this way, but you still need seats.
- To compliment and work with the Art Bank, regarding performances
- A place that can have coffee facilities. This would be a welcoming venue so people actually see it & use it. We've become so used to ignoring it & we need to awake people's interest in it again
- We are so excited
- I'd like to see active support from the Festival organisers, to develop the brand in partnership, an opportunity to move away from Frome and assist in building the kudos required to bring people into the centre of Shepton - this would bring opportunity to the existing businesses and make the area around the market cross a proper entertainment quarter
- Totally support this regeneration
- A focus on activities for children and teenagers
- Training courses space in day eg first aid courses
- can't wait for this
- Ideally have the option to reduce the visible seating so that a small audience is seated closer together rather than spread out.
- Whilst in the past I would have said pull the building down, I now realise the potential for future use of the Amulet and of course the massive cost of pulling it down/redevelopment or the cost to the town of doing nothing! I believe Frome has proved your concept for development is right, just look at what is offered at the Cheese and Grain.
- stand up comics to cheer us up!!
- Live music for younger people, so not just classical music

Which of these other benefits would you like to see?

Description	Would Like To See
-------------	-------------------

Training for young people	120 - 87%
Volunteering opportunities	109 - 79%
Apprenticeships	101 - 73%
Employment and Careers Advice	89 64%
Tourist Information	100 72%

Organisation and Governance

Proposal: The building will be operated for the community by The Amulet Centre Limited, a new Charitable Community Benefit Society that has been set up for this purpose.

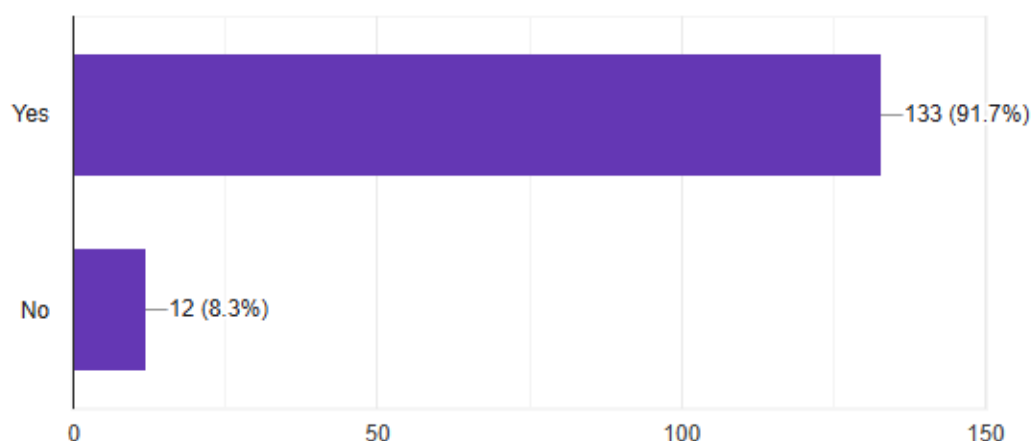
Everyone will be able to purchase shares in the Amulet and will then have an equal say in electing a board to oversee how it is run. There will be a scheme to buy shares in installments. No-one will be able to take a profit for themselves.

Charitable status will mean low business rates and no corporation tax will allow all profits to be reinvested into the business.

Response:

Do you support these ideas for our organisation?

145 responses



Comments on Organisation and Governance

- It needs to have careful management and be transparent and be accountable for expenditures of funds
- I agree with 'charitable status' and with providing an opportunity to purchase shares but unless there is to be some 'return' for shareholders, I am not sure that this will prove to be attractive - either in terms of raising funding (if that is what is intended) or in terms of 'democratising' the usage/running of the facility - particularly if each shareholder is to have only a single vote regardless of the size of their shareholding. i would like to see a much more detailed draft Governing Document that shows the respective roles/responsibilities of the operating board, trustees(?), shareholders and other stakeholders. Getting the balance of all this right will be crucial to long-term success. In particular, it will be vital to ensure that community interests are taken into account without undermining the necessity to ensure that the operation of the facility

continues to be commercially viable - this will inevitably create 'tensions' that have to be faced up to from the outset!

- It would be beneficial if a significant proportion of these shares were bought by "the younger generation".
- Great idea and thank you for all your work on this so far
- hopefully low denomination shares will be available so everyone has a chance to support it
- If the building must be retained then this sounds like the best option
- The purchase of shares sounds a good idea
- Are the shares set at a price to fundraise, or at a price to get maximum community engagement and support? There seems to be a conflict here. If for community engagement and support (which I think is the more important of the two) then the price needs to be set quite low - with options for more, and fundraising events.
- Just keep publishing that you are there and you care about this space. I really look forward to seeing it as an important & lively part of Shepton. WELL DONE YOU
- Energetic and inspiring leadership will be required. If the management is bureaucratic and cumbersome it will likely be a disaster
- Keep it local specific
- Sounds very sensible and fair
- This feels like the right approach to make this work. For far too long Shepton has had decisions made by people who had their own self interest ahead of those of the town.
- Need a balanced cross section of sensible local people to run it and definitely non political

Cafe / Bar

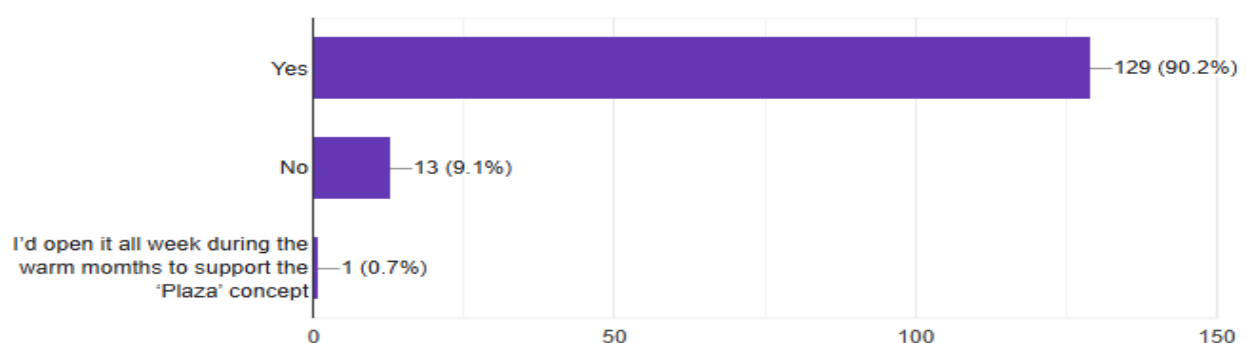
Proposal: A small cafe/bar will be open for performances and to allow participants of community activities to come together between sessions. Income will be used to support the cost of running the venue.

Do you support a cafe / bar in the Amulet?

A small cafe/bar will be open for performances and to allow participants of community activities to come together between sessions. Income will be used to support the cost of running the venue.

Do you support a cafe / bar in the Amulet?

143 responses



Comments on the Cafe / Bar Proposal

- Shouldn't worry about competing against over business, if places are good people will go, competition makes business try harder to be better and treat people better
- This will be a crucial income stream for the Amulet. Whilst I note the concerns about 'competition' with local business, i do not think there should be too much sensitivity about this - providing it can be reasonably shown that it is not being run on anything less than a 'fair' commercial basis as far as pricing is concerned.
- Can there be food as well i.e. a professional kitchen which could be used for large events such as weddings and for dining
- People expect a cafe/bar at events
- Would be great if any café/bar offering is different to any others offered in the area and could be viewed as a "destination".
- Inclusivity please - e.g. vegetarian, vegan, nut free, gluten free options.
- If you are going to have a theatre etc, there needs to be some refreshments, but I worry about the impact on the high street cafes. Perhaps they could tender for the running or take in turns to run the bar on performance nights?
- Small cafe is a nice addition and will bring in funds to the building upkeep, but need to ensure that this doesn't impact too heavily on existing local economy.
- Bar always a good idea for venue spaces.
- I think a cafe/ bar should prioritise supporting evening activities. There are a number of cafés open during the day and they compete with each other.
- A café/bar will enhance evening activities and garner revenue.
- Definitely needed, maybe merch sales too?
- Only for specific events, I wouldn't want it to compete too much with existing bars and cafes
- but respecting those already in town
- I would like to see outside seating
- As long as it won't be to the detriment of the other local cafes
- Support and compliment the Art Bank and 501, on performance days, as well as other local establishments in the Market Place area to promote a holistic experience and evening out to locals and visitors alike.
- Would support if tailored to productions taking place and not taking custom away from existing businesses.
- I understand the concern for other cafe's and bars in Shepton but the fact is, in the evening there is nothing open in town, or very little in the way of a bar or cafe after about 4pm. I think there is space for everyone and hopefully as the theatre will be bringing extra footfall to the town the cafes and bars that are already there will see an uptake in sales rather than a downturn
- Let it compete with the others - don't be afraid of competition. You might find that places like the Cheeky Bean will take it on as a commercial venture?
- It needs to have local products in it, sourced appropriately

- A good opportunity to gain sponsorship/support from local suppliers
- but only open when events or space is in use
- Vital for social cohesion and for income - it provides a purpose for the venue for and supports all other uses
- Area for parents to meet. Accessible with a quiet area for autistic
- Any cafe /bar should be linked to events and not undermine local business, such as Cheeky Bean. CB has been one of the drivers in changing perceptions of the town in a positive way.
- Ideally when other places in town are open it should allow people to bring food in from those venues to eat to support small businesses.
- This must be done very carefully, so that it supports, not competes with, existing cafes and bars, particularly those in close proximity.
- I would be disappointed to attend any venue without the opportunity to socialise over a coffee (And of course cake) or during the evening maybe a pint!
- Surely the Cafe could be open all the time at least during the day for regular locals to use and Shepton is definitely in need of a quality Bar
- For evening performances or use or times when other cafes in town aren't open not to hit their business.
- It's important that this cafe/bar has a different USP to other cafes currently in town, so as not to compete with them
- Yes, but wouldn't want it to affect local independent cafes eg Cheeky Bean

Other Comments

Have you any other suggestions or comments:

- the space has to be financially viable to succeed Maybe big events could be used to subsidise smaller community based events.
- We desperately need a place our Youth can come together and do things, learn things. The space could also be used as a health and wellbeing hub too, a one stop shop to support people struggling with their health, loneliness and isolation. Put on intergenerational events too, get people together, connecting.
- I'm a professional in the events industry, it's important the money is spent correctly so correct advice is vital! Cheapest isn't always best and try to stick to industry standard kit
- I would like to see increased daily footfall to the area being one of the key objectives of the project, to aid regeneration. If possible it would be good to monitor and publish data on this as well.
- I run training and there is a severe shortage of appropriate venue hire space in Shepton Mallet, so an ability to be able to run small conferences / training events with screen and projector would be very welcome.
- Good luck, this is just what Shepton needs
- The building is ugly but its there and should be used. Perhaps it could be made to look beautiful by some artistic work to facade - MURALS

- I think it would be important to market the space to local villages and towns so that they can also benefit from it and make greater use of it by bring in additional clubs / activities, it would also help justify the funding.
- Could also be local hub location, CAB, weekly surgery for council reps, police, pop-up bank, vaccination centre, local presentations, emergency shelter
- We feel this is the right time to do this as there is a good vibe in the town and welcome any positive actions.
- The local nearby bars and cafes could help galvanise the Amulet activities and share the regeneration process across the centre of the town.
- I think that it would be good to get the town's children involved with the theatre and to get them excited about it - they are the ones who will get the most use out of it for years to come and there are many families who's parents haven't grown up in a town with a theatre if they were born after about 1990 so it would be worth getting parents of infant and junior school children involved and on board.
- The way forward for the venue is multi usage and I think thats why it failed originally there was not enough multi use of the venue, it needs to be used as community space run at affordable levels to hire and use it.
- Best of luck, it's what the town needs
- i firmly believe that assuming the funding stream stays open after the election that you will secure the money to purchase the building this above all else is a huge step forward as it will mean the building is back in the ownership of the town , the rest will naturally follow from this
- please create an arts venue that is welcoming to all members of the community, and do not engage in political activities or adopt stances that, under the guise of inclusivity, alienate or exclude certain groups of people. Contentious issues such as gender ideology are deeply polarising and flag waving for these types of causes creates division rather than unity. The venue must remain neutral and focused on creating an environment which is welcoming to all, regardless of personal beliefs or backgrounds.
- The Board of the Company needs to be small and dynamic so that it can get things done. But the Board must be connected to the SM Community and respond rapidly to the needs/suggestions that the people of SM make.
- Anything is worth trying, even though many past attempts have failed. The only realistic alternative would be to demolish the building. So I support a fresh approach.
- I hope you are successful
- This is a great opportunity to use this space for the people of Shepton Mallet, to showcase bands that are performing at Glastonbury we could be the Cheese and Grain of this area, the opportunities are endless.
- Sounds absolutely wonderful, thank you for all your hard work. I would be happy to offer.somw of my time when it opens to support the activities
- I am quite busy with other community volunteering but will be happy to help where I can. I do fully support the wish to buy the Amulet and your plans to date. I also feel confident in the team that are heading this project and wish you all well.
- Mobility classes for elderly people like they use to have in the leisure centre.

- It needs to have thing going for the youngest people in the community
- Knock the building down . So everyone can then see how nice Shepton centre once was . I lived in Shepton for 36 years and had good shows in the building. But the building had its day . And many people I know feel the same . Bet it won't happen . So good luck on what your doing and hope it's a success . But glad I don't live in Shepton anymore for the town centre has been rubbish for years now. And can't seeing it get any better

7.8 Measuring and Reporting on Social and Economic Impact

7.8.1 Overview

The Amulet Centre will measure and report on the impact achieved by the project, to demonstrate how activities benefit the community and also to build trust, attract funding, and refine programs.

Impact will be measured against the following goals, which have been set to meet the organisation's [vision, mission and aims](#).

7.8.2 Key Performance Indicators

Progress towards meeting the following objectives will be recorded with the associated measurements.

Economic	
Objective	Measurement
increase town centre footfall	install footfall counters at key locations
increase town centre employment	annual survey of retail and hospitality jobs
reduce town centre shop vacancies	annual survey of shop vacancies
Social	
Objective	Measurement
reduce social isolation	record attendance of events held annually
reduce social isolation	annual survey using the UCLA Loneliness Scale

7.8.3 Data Collection

Data will be collected from activity within the Amulet and also from other venues and key locations in Shepton Mallet, such as the Art Bank, Create @ #8 and No 10 Market Place. This will monitor the objective of growing positive impact throughout the town whilst not competing with existing activity.

The following mix of data collection methods will be used to gather relevant information:

- surveys and Interviews to gather feedback from beneficiaries, stakeholders and the community
- focus groups will provide qualitative insights and to capture in-depth perspectives
- internal metrics will record data such as the number of people served, events hosted and services delivered

- real-life examples and stories will be collected from those impacted to provide a human element to the data
- observations will monitor behavioral changes or conditions in the community

7.8.4 Analysis and Interpretation

- Once data is collected, it will be assessed as to whether impact goals are being met. Results will be compared against baseline data to understand changes over time
- Quantitative analysis (e.g., % improvement in employment rates) and qualitative analysis (e.g., recurring themes in feedback) will be used to paint a full picture of the impact

7.8.5 Reporting

Anonymised raw data will be shared with networks such as Shepton Mallet Town Council and Shepton Means Business. An annual impact report will be prepared summarising progress towards key missions to be shared with the community and stakeholders.

7.8.6 Continuous Improvement

Measurement of impact will be an ongoing process, with the methods and KPIs being regularly reviewed and refined. Feedback from membership, community and local stakeholders and from data analysis will be used to improve programs, expand successful initiatives, and reallocate resources as needed. Impact reporting will be adapted based on changing goals, the scale of operations, and new insights into the community's needs.

7.8.7 Stakeholder Engagement

The Society's membership, the local community and stakeholders will be engaged in the measurement process, to learn their critical insights and priorities. Metrics will be assessed together to ensure they are relevant and meaningful to all parties involved.

7.9 Policies and Procedures

the following policies will be included here, with others to be added:

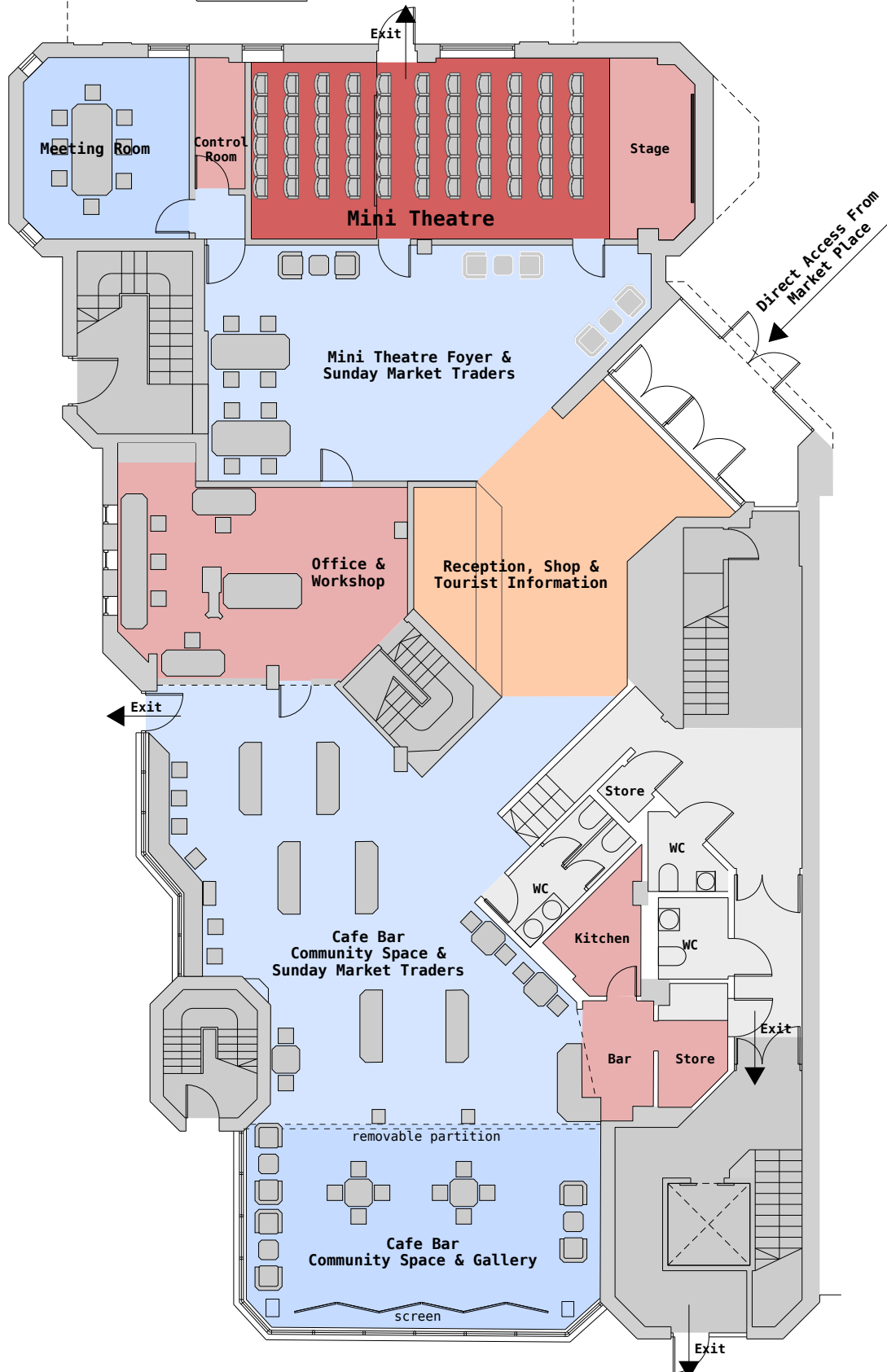
- Matters Reserved for the Board (completed)
- Conflict of Interest Policy (completed)
- Code of Conduct for Directors (completed)
- Equality & Diversity policy (completed)
- Bribery prevention policy
- Whistleblowing policy
- Environment and Sustainability policy
- Health and Safety policy
- Tendering policy
- Human Resources policy

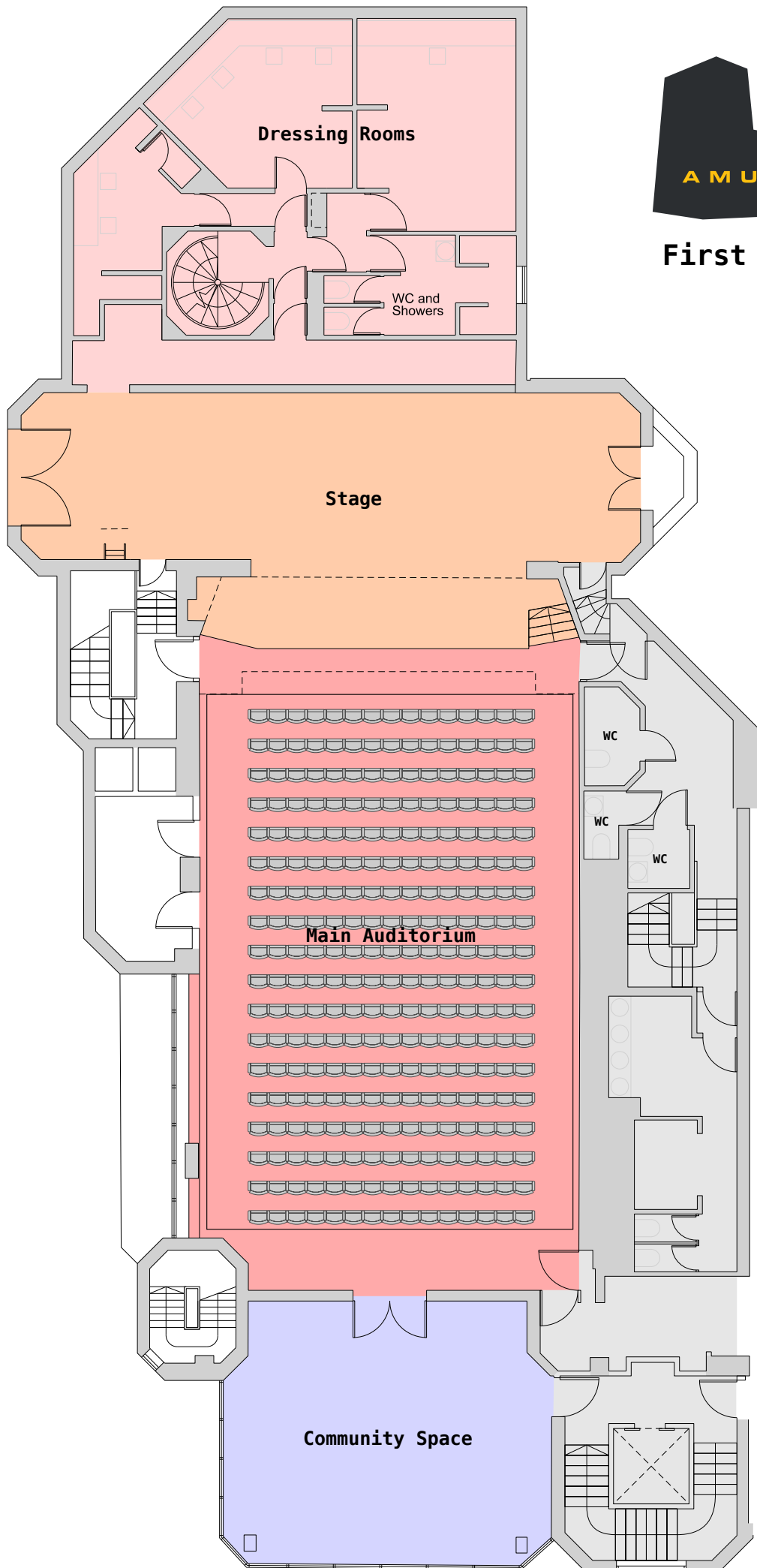
7.10 SWOT Analysis

SWOT Analysis	
Strengths	well designed multi-purpose community venue
	120k target audience within 12 mile radius
	nearest venue to Glastonbury Festival (world's largest greenfield music festival)
	central location enables economic regeneration of the town centre
	strong demand for community space in Shepton Mallet
	no competing venues in the town
Weaknesses	building requires extensive refurbishment
	no parking at the venue
	Shepton Mallet is not known for cultural activity
	the venue previously failed financially
Opportunities	availability of funding for local community regeneration
	Shepton Mallet is experiencing multiple regenerative projects including: <ul style="list-style-type: none"> - private acquisition of historic prison - new Sunday Market - new play park - new multi-user pathways
	influx of a more affluent audience into the surrounding area
	the building is available for sale to the community
Threats	planning application submitted for conversion to residential use
Mitigating the Weaknesses and Threats	building requires extensive refurbishment <ul style="list-style-type: none"> - work will be undertaken progressively as funds allow
	there is no parking at the venue <ul style="list-style-type: none"> - good directions, signage and strong programming required
	Shepton Mallet is not known for cultural activity <ul style="list-style-type: none"> - promotional activity will focus on this exciting story of regeneration
	the venue previously failed financially <ul style="list-style-type: none"> - community operating model proven to be successful elsewhere
	planning application submitted for conversion to residential use <ul style="list-style-type: none"> - objections to the planning application have been lodged



Ground Floor Meanwhile Use 2025





First Floor