

A

COMMUNITY SHOP

FOR

NORTON SUB HAMDON

AND ITS ENVIRONS



**COMMUNITY
LAND TRUST Ltd**

BUSINESS PLAN

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Vision

To secure the future of the only village shop in Norton sub Hamdon as a community run enterprise.

To help sustain the economic and social viability of the rural community.

To provide retail goods and services from a convenient location for the benefit of the community of Norton sub Hamdon, its neighbouring parishes and environs.

To provide a service for local people and groups by community networking, promoting local businesses and village activities, and providing a vehicle for the continuation of the existing Post Office.

To provide a community hub and information centre.

To provide services such as dry cleaning pick-up, and a centre for delivery and collection.

To be a not-for-profit enterprise owned by the community for the benefit of the community.

To provide an opportunity for voluntary work and training.

To be a democratic and inclusive enterprise in which the whole community of Norton sub Hamdon and its environs shall have the opportunity to participate.

A Community Enterprise

Norton sub Hamdon Community Land Trust Ltd. has resolved to carry out a feasibility study to consider running the Village Shop as a Community Enterprise. At the conclusion of the study, a Special General Meeting of Members will decide whether to do so.

This means that the Shop will be run by the Community, for the Community.

It will be democratic – CLT membership is open to everyone Norton and its environs who supports the objects of the CLT. Further information about the objects of the CLT is available from the Secretary.

Members of the CLT each have one vote, irrespective of the size or type of their shareholding, and have the right to attend and vote at all General Meetings.

Any net trading profit from the Community Shop, after allowing for contingency planning (sinking fund), will be invested in the Community Fund administered by the CLT.

The Community Fund will have an income of the net residue of the annual ground rent for the affordable homes at Minchingtons Close. The CLT owns the freehold of the land on which the new homes are built and the land is leased to Yarlinton Housing Group for 125 years. In addition the CLT's land holding extends to the proposed Community Woodland on the southern side of the site.

Accountability

Norton sub Hamdon Community Land Trust Ltd is defined as:

An Industrial and Provident Society for the Benefit of the Community

Or Community Benefit Society.

It is registered with the Financial Conduct Authority as Registration No. 31698R.

The Board of Directors is elected annually by its Members and is accountable to the Members. The Society Rules, Standing Orders and Financial Regulations are available on request from the Secretary, Elizabeth Maunder.

Ultimately the Community Land Trust is accountable to the Financial Conduct Authority (FCA) and to Her Majesty's Revenue and Customs (HMRC) to both of whom an Annual Return is made.

Credentials

Of the Board of Directors

The present Board of Directors is:

| | | |
|-------------------|----------------|-----------------|
| Jennifer Harris | Chairman | |
| Elizabeth Maunder | Secretary | |
| James Gray | Treasurer | |
| Christine Brook | Helen Doodson | Rosemary Gray |
| Barry Matraves | Stuart Maunder | David Parkinson |
| | Jamie Tracey | |

Most of the Members formed the Steering Group which carried through the process of becoming registered as an Industrial and Provident Society. We have, through this process, demonstrated our ability to grasp new concepts and to work as a team. Each Director has one vote at Board and General Meetings, regardless of how many shares he or she holds.

Recently Rosemary Gray has been co-opted to the Board. As a co-opted member, she has full voting rights and will be eligible to stand for election at the next Annual General Meeting. We have, within our Rules, the capacity to co-opt two further Directors.

Working in partnership with Yarlinton Housing Group and South Somerset District Council, the initial project undertaken by the CLT was that of enabling the provision of ten affordable homes at Minchingtons Close. This project is nearing completion, with occupation of the homes planned for later this year. We were

instrumental in all phases of the project, from concept, to planning, to determination of the required Local Connection Criteria, ensuring the availability of the homes for local people in perpetuity. The satisfactory outcome of the affordable homes project demonstrates the ability of the Board of Directors to carry out a project, working as a team over a sustained period.

Some of the Directors were members of the steering group responsible for financing and building Norton Village Hall and still serve on its Management Committee.

The Directors have particular, relevant knowledge and experience:

- The Chairman, Jennifer Harris, has been an employee of the shop for many years and understands what will be asked of volunteers.
- The Secretary, Elizabeth Maunder, has wide ranging administrative qualifications and experience, including having been Clerk to Norton sub Hamdon Parish Council for ten years. She also has had experience of managing volunteers in a charity shop environment.
- The Treasurer, James Gray, had a career in finance. He owned the shop prior to suffering a stroke and he therefore has first-hand knowledge of managing an enterprise of this type.
- Christine Brook has business experience, including in sales.
- Helen Doodson represents Chiselborough Parish Council.
- Barry Matraves represents Norton sub Hamdon Parish Council.
- Rosemary Gray has been co-opted with specific responsibility for organising cover for the Manager's absences.
- Stuart Maunder has financial and leadership experience.
- David Parkinson has business and leadership experience.
- Jamie Tracey is responsible for the CLT website.

Community Support

A Public Meeting was held on March 26th 2014, attended by approximately 160 people from Norton sub Hamdon, Chiselborough, West and Middle Chinnock and other villages and hamlets which would be affected by the closure of the shop.

Directors of the CLT and guest speakers from Wessex Community Assets, and Seavington Community Shop explained aspects of the Project, including how the Shop would be managed, the need for volunteers to make it happen, and for investment from the community and how the Project might be financed.

It was stressed that without members of the community being prepared to volunteer to give time to help in the shop or in other ways, it would not be possible for the CLT to proceed.

The need for investment from the community was also emphasised. It was explained that, while grants may be available, it was essential to be able to show a commitment from the community in order to apply for any grant funding.

An indicative Pledge Document was given to every attendee. Subsequently it was delivered to every house in Norton and Chiselborough. It was also available in the Shop.

117 pledges were received before publication of this document. Opportunities to pledge would remain open. The results were analysed by the Board to assist them to make a recommendation to the Members at a General Meeting of the CLT of whether or not to proceed with taking over the Shop as a Community Enterprise.

The results can be found in full at *Appendix 1 attached*.

Community and Customers

Norton Village Store is the only retail shop in Norton sub Hamdon.

While to most customers it is a convenience store, to some it is where they do the majority of their grocery and household shopping.

Chiselborough and West and Middle Chinnock have lost their shops and many people from both Parishes use the shop in Norton.

Altogether, in the villages of Norton, Chiselborough and the Chinnocks there are about 750 households, or a population of around 2,000 people. Additionally there are other surrounding population centres which have either lost a shop or have never had one.

Census figures suggest that of this, approximately 25% are under 25, 50% are aged 25 – 70 and 25% are over 70 years of age.

Following the public meeting in March, a questionnaire was delivered to every household in the three parishes of Norton sub Hamdon, Chiselborough and West and Middle Chinnock and to the hamlet of Wigborough. It was also made available in Stoke sub Hamdon, though not delivered door-to-door.

The questionnaire sought to quantify the customer base, their strength of feeling for and support of the Shop, what they do value about the shop, what goods they buy and services they use and what they might like to see in the future.

The results are shown in full in *Appendix 2 attached*.

Benefits to the Community

If the Community Land Trust, an appropriate, official organisation, already registered and experienced, does not take over the Shop as a Community Enterprise, it will close, as it is not commercially viable. The present owner can no longer run it. If the Shop closes, so too will the Post Office.

A Community Shop will help to ensure:

- The long term sustainability of Norton sub Hamdon and its environs and neighbouring Parishes by providing a convenience store within walking distance for its main customer base;
- The continuation of the availability of postal services;
- The availability of goods and services for those members of the community who do not wish or cannot afford to run a car or second car in families where the main car is used for work;
- Local employment and volunteering opportunities;
- A community hub, located in the centre of the village, where local services can be accessed, tickets bought for local events, information made available and a focus for local activities;
- The sustainability of property values for homes in the village. Statistical evidence* shows that the presence of a Shop in a rural Parish adds an average of 5% to the value of property;
- The sustainability of local businesses, through the Post Office, for whom the services provided are a vital link.

There remains a long term risk that the bus service may be lost, in which case the continued presence of a Shop becomes even more vital.

*Plunkett Foundation.

The Shop

The proposal is to rent the shop unit, including Post Office, together with the two store areas, from Mike Orchard for an appropriate rent payable annually in advance. The amount to be paid will be agreed between the CLT and Mike Orchard, following appropriate professional consultation.

Mike Orchard will retain ownership of the freehold of the site, including the additional unit which he will rent out. Outside spaces for access and parking will continue to be shared as at present.

The Community Land Trust will buy all existing fixtures and fittings in the shop, store and garage at a value to be agreed between the CLT and Mike Orchard, following appropriate professional consultation.

The Community Land Trust will buy all existing stock at a value to be agreed between the CLT and Mike Orchard, following appropriate professional consultation.

The hours during which the Shop will be open may differ slightly from those of the present time. It is considered that the Shop should be open for at least 5½ days per week. This will be determined in consultation with the Board, the Manager and the Volunteers. Saturday afternoons and/or Sunday mornings may be considered if expedient.

Suppliers

At present the main supplier is Spar (Appleby Westward) who supply all basic goods:

Chilled/ frozen products
Ice Cream
Confectionery
Crisps/snacks
Tobacco products
Groceries

Pet Foods
Laundry and Household
Personal Hygiene products
Medicines
Soft Drinks and Juices
Alcoholic products.

It is intended to carry out an exercise to investigate other principal suppliers, such as Palmer and Harvey, Booker On-Line and others as appropriate.

There are also a large number of other suppliers, as listed in *Appendix 5 attached*.

All these existing contracts will be looked into and renewed or cancelled as seen to be expedient in consultation between the Board and the Manager.

Many years of experience of customer requirements have contributed to the stock range carried at present. The expectation is that, while there will inevitably be some rationalisation, there should remain as wide a range of stock as possible.

Trading Figures

Appendix 3 (pages 26 & 27) attached shows:

In the first column:

- A summary of the audited accounts for the year to 31st March 2013, being the last full year available. The figures for the year ending 31st March 2014 will be available in due course.

In the second column:

- The anticipated figures for the first full year of trading as a Community Shop. It should be noted that:
 - The figure allowed for rent has yet to be confirmed.
 - There is an assumption that start-up costs will be fully met by community investment and / or grants and no loans will be required.
 - An allowance of £400 is made for interest payable on investment shares. This assumes a take up of shares of £20,000, paying interest at 2%. The figure is speculative at this stage, as a share issue has not yet been introduced and interest may not be paid to share holders

In the third and fourth columns:

- The figures show the anticipated results for the second year of trading both with and without the acquisition of the Post Office. It cannot be known, at present, whether or not the Community Shop will take over the running of the Post Office.

Staffing the Shop

Each Director will have a specific area of responsibility. Up to three additional Directors may be co-opted in accordance with the Rules and each will be eligible for election at the next AGM of the CLT.

The CLT will employ one Shop Manager for forty hours per week at an agreed salary. One Director will have specific responsibility for organisation of relief management to cover absence of the Manager. Should the need arise, employment of additional personnel may be considered in the future.

It has been agreed in principle that the Manager will be Josie Hannam who is already employed in the Shop and takes managerial responsibilities. The Board unanimously agrees that Mrs Hannam would be the best choice, being experienced, proficient, and highly thought of in the community.

The Manager will report directly to the Board. Responsibilities assigned to the Manager and those retained by the Board will be determined by consultation between the Board and the Manager and will form part of her contract of employment.

The CLT, together with the Shop Manager, will recruit and train sufficient volunteers to assist both in the shop and with other aspects of the business, thus encouraging community involvement.

It is hoped to work in partnership with Stanchester School and other agencies to provide work experience for young people and those wishing to return to work.

The Role of Volunteers

The Community Shop project entirely depends on Volunteers.

If insufficient people are prepared to help, the project will fail.

It is anticipated that the rota for serving in the shop will be divided into three shifts per day, each of 3 or 3 ½ hours, though variations may be considered to suit individual requirements

In addition to serving, other roles will include shelf filling, stock taking, cleaning, handyman tasks, administration, financial assistance, and many other opportunities. It is hoped that there will be a role for everyone who wishes to join the team.

It is recognised that the social advantages of volunteering should be attractive. In itself, volunteering in the shop will be a good way to meet people, to be involved in, and to give something back to the community. It is anticipated that there will be occasional social events for volunteers.

It is hoped that both young people and those wishing to return to work will see volunteering as a useful introduction to the world of work and will gain valuable experience by joining the team, even if only for a short period.

The Post Office

The premises to be rented from Mike Orchard, as owner of the freehold of the whole site, will include the area occupied by the Post Office.

Mike Orchard will continue to run the Post Office for the first year. A decision about its future will be taken after that time, following consultation between Norton sub Hamdon Community Land Trust Ltd., Mike Orchard and Post Offices Ltd.

Foot fall would indicate that customers using the Post Office and those using the Shop are not necessarily the same people. Neither business contributes significantly to the other.

The contract between Mr. Orchard and Post Office Ltd is specific to him and would need to be re-negotiated. It is unlikely that a more favourable contract would result.

The Post Office does not generate a profit and should be considered as a service only.

Staff for the Post Office must undergo considerable training and it is unlikely that volunteers would, in the first instance, be available or able to man it in accordance with Post Office requirements. It should therefore be considered beneficial that this service will not be included as part of the Community Enterprise for the first year. It is assumed that, after the first year of operation of the Community Shop, should the CLT undertake to run the Post Office, paid employees will be required.

The Lottery

There are currently three separate sources of Lottery outlet:

- Health Lottery
- National Lottery
- Scratch Cards

Health Lottery: This Lottery is dependent exclusively and necessarily on the existence of the Post Office to guarantee and facilitate its payments and results structure. It will, therefore, remain the property of the Post Office and will not feature in this Business Plan.

National Lottery: This refers to the terminal for purchase of Lottery Tickets for “The Main Draw”, broadcast of results and payment of any prizes due.

The financial extrapolation shows that customers of the shop and purchasers of lottery tickets tend to be mutually exclusive. The net profit made, after fees to Post Office Ltd, is less than 2%. Training for use of the terminal and expenses incurred in maintenance of the equipment (including satellite dish) suggest that the viability of retaining this Lottery are not cost effective.

Scratch Cards: The sale of Scratch Cards is not dependant on the presence of a Post Office terminal. Although there is no noticeable correlation between customers of the shop and these lottery tickets, it does introduce a different clientele without any noticeable impact on the necessary training or expertise of management or volunteers. There is an average 4% net profit and the space taken up by the sales stand is not prohibitive. It is, therefore, proposed that Scratch Cards should continue to be sold.

Community Services

Additional services currently provided through the shop include:

Dry Cleaning:

Drop Off and Collect

Newspaper Orders

Ticket Sales for local events

Community Notice Board

Plant Sales

The intention will be to retain all these community services and to consider the addition of any other appropriate services as requested by the community. These could include:

Suggestions Box:

Outlet for Local Crafts, Services or Goods:

Delivery of shopping for the elderly:

Telephone ordering service:

Progress to Date

Since Mike Orchard asked the CLT to carry out a feasibility study into taking over the existing shop as a Community Shop, the Board has carried out many investigations and exercises:

- Visited several other community shops and held meetings with their representatives;
- Talked to The Plunkett Foundation, who specialise in enabling communities to run local shops, and to Rural Shops Alliance;
- Attended a Plunkett Foundation advice seminar;
- Investigated the trading figures both of the existing business and of the potential community business;
- Looked into the potential for raising funds from the Community, both in the form of donations and from a share issue, in accordance with our Rules;
- Discussed the way forward both with Mike Orchard and Josie Hannam and spoken to South Somerset District Council about issues relating to application to register a Community Interest, grant funding, rate relief and other forms of assistance;
- Looked at sources from which grants may be available;
- Investigated the necessary change to the Premises Licence for the sale of alcohol;
- Produced this Business Plan and a Share Prospectus;
- Consulted the members of the CLT and the wider community, including Norton sub Hamdon, Chiselborough, West & Middle Chinnock, Wigborough and other customers of the Shop by issuing news, poster campaign, questionnaire and pledge form;
- Initiated investigations into potential suppliers of stock and the possible installation of new till system and computer.

Forward Action Plan

In considering moving forward from receipt of pledges both from potential volunteers and financial investors, a full and detailed schedule has been drawn up of actions to be taken and in what order, leading to the take-over of the Shop as a Community Shop by the CLT.

The full detailed Action Plan is shown at Appendix 6 (Pages 30, 31, 32))

In summary, the Plan covers:

- The major decisions which have to be taken and dates for a further public meeting and Special General Meeting of Shareholders to cover the requirement for a vote of the membership to proceed with the Project.
- The updating of both the Business Plan and the Action Plan to reflect decisions and choices made, following investigations.
- The legal forms, including the formal rental agreement; security of tenure; premises licence; insurance; contract of employment for the Manager; and various formal valuations.
- All issues concerning volunteers, from their training and rotas, to ongoing recruitment and retention and anticipated provision of a social scene for volunteers.
- Issues connected with the employment of the Manager such as to whom she will report; relief management for holidays and sickness; reporting to and relationship with the Board of Directors and the volunteers.

- The stock that the Shop will have, including the decision about who the major supplier will be; negotiations of contracts with all suppliers and possible changes to what will be stocked.
- Financial arrangements:
 - Consideration is given to the impact of the Project on the overall CLT financial position.
 - Arrangements for setting up the systems by which income and outgoings for the Community Shop are dealt with; financial controls monitored; and audit trails maintained are all included as is the need for additional assistance for the CLT Treasurer.
- Storage and office space are covered, as are the toilet and rest-room needs of the volunteers.
- The décor and enhancement of both the exterior and interior of the Community Shop are considered, along with provision for ongoing maintenance of premises and fixtures and fittings.
- Finally the Action Plan considers holding an official Opening Event and ongoing publicity.

Capital and Start Up Costs

The Community Land Trust will enter into an agreement to rent the shop premises with store areas. The agreed rent is subject to professional valuation.

The CLT will buy fixtures and fittings. The agreed price is subject to professional valuation. It should be noted that new fridge and freezer units were recently installed in the shop and this outlay will be taken into account in the valuation. It may be desirable to replace one further unit in the shop and the three freezers in the store.

The CLT will buy a new till system and new computer and peripherals.

The CLT will buy all existing stock at time of take over. A price has been suggested but this will be professionally assessed at the appropriate time.

It should be noted that a reconfiguration of the shop and store were recently carried out, with appropriate redecorating. It is anticipated that some redecorating will be carried out to the area at the front of the shop immediately prior to take over.

It is anticipated that, as a result of recent alterations and replacements, little maintenance will be required in the first year.

The CLT has assessed the need for contingency allowance.

The estimated capital and start-up costs are shown in *Appendix 4 attached*.

Financial Viability

It is considered that a minimum of £60,000 will be needed for the project to be financially viable. Please see *Appendix 4 attached*.

Unless there is **Community Investment**, the project will not be viable. It is not anticipated that the community will raise the entire sum, but any applications for grants need to show a measure of match funding by the local community in order to be successful.

The two main routes for community investment will be by purchasing Membership Shares or Investment Shares. Both of these methods of participating in the project will be organised in accordance with the Rules of an Industrial and Provident Society.

Membership shares of the CLT cost £1.00 each and may be purchased in any number from 1 to 20,000. There is no return on such shares which may be repayable, at the discretion of the Board, at their face value, following 180 days' notice of withdrawal

Investment shares will be issued in 250 x £1.00 share blocks. They may be repayable, at the discretion of the Board, at their face value after a certain time. They may attract a small amount of interest should the Shop be in a position to pay it but they cannot attract a dividend. Purchase of investment shares conveys membership of the CLT. Please see Share Prospectus for more detail.

Whether a member holds Membership or Investment Shares or a mixture of both, the maximum total investment cannot exceed £20,000. All members, regardless of the size of their share holding, have ONE VOTE at General Meetings.

Competition and Displacement

The Village Store is the only shop in Norton sub Hamdon. There is no shop in either Chiselborough or West Chinnock.

Stoke sub Hamdon has a very small convenience store in High Street and a larger Co-op store at Stanchester.

It is considered that, as the customer base for a Community Shop is unlikely to be significantly different from that of the existing village store, there will be no quantifiable displacement of business from these two shops.

At present most customers of the village store do their main shopping at supermarkets in Yeovil and Crewkerne. There is also a growing number of residents who shop on-line for home delivery.

While there is the possibility of a Tesco store being developed at Martock, it is not thought that this will impact greatly on a Community Shop in Norton sub Hamdon. There is no direct bus link to Martock and it is therefore considered that customers would continue to do their convenience shopping at a local Community Shop.

The nearest Post Office is at Montacute and the postal services available at Norton sub Hamdon would continue with the same customer base as at present, having no impact, therefore, on surrounding businesses.

Summary

In conclusion:

Norton sub Hamdon Community Land Trust Ltd. is dedicated to keeping Norton and its environs sustainable. The Directors and members are fully committed to do everything in our power to keep a shop in Norton to serve the people of this village and the surrounding villages, thus enhancing the experience of living here, helping to ensure the economic and social viability of the village for the long term future, maintaining property values and providing a focus for community involvement.

It is evident that without a commitment both of time for volunteering and of money for investment from the members of the community, this project cannot proceed. This Business Plan has been drawn up to show that, if the community is prepared to help Save Our Shop, it will be feasible to do so.

While the Shop, with or without the Post Office, cannot reasonably be viewed as a viable commercial proposition, as a Community Shop, where profit is not the main driving force, potentially it would be possible to generate enough revenue to sustain the Shop and contribute to a Community Fund for the further enhancement, protection or sustainability of Norton sub Hamdon and its environs and neighbouring communities.

Appendix 1

Breakdown of Pledges received

People were invited to complete a pledge form asking the following questions. These results show the total numbers of people ticking each question:

I WOULD BE INTERESTED IN HELPING IN THE SHOP

| WHAT SKILLS WOULD YOU BE ABLE TO OFFER | PLEDGES |
|---|-----------|
| Serving behind the counter | 36 |
| Shelf re-stocking | 51 |
| Stock checking | 41 |
| Cleaning | 14 |
| I want to help in any way that is needed | 26 |
| Driving to suppliers or customers if required | 25 |
| Anything else | 9 |

| WHAT TIME DO YOU THINK YOU COULD GIVE | PLEDGES |
|--|-----------|
| Regular 3 hour shift more than once per week | 3 |
| Regular 3 hour shift once per week | 29 |
| Regular 3 hour shift once per fortnight | 8 |
| 3 hour shift occasionally to fill in where necessary | 23 |
| Regular shift at a particular time of day | 8 |
| I want to help but don't know how much I can do | 17 |
| Anything else | 1 |

I WOULD BE INTERESTED IN HELPING BEHIND THE SCENES

| IN WHAT WAY WOULD YOU LIKE TO HELP | PLEDGES |
|---|-----------|
| I have computer skills | 9 |
| I have general administration skills | 11 |
| I have skills relevant to the financial side | 7 |
| I have handyman / electrician / plumber etc. skills | 5 |
| I want to help in any way I can | 12 |
| Anything else | 2 |

I WOULD BE INTERESTED IN HELPING FINANCIALLY

DONATION:

| HOW WOULD YOU CONSIDER DONATING | PLEDGES |
|---|------------|
| I would make a donation in excess of £100 | 12 |
| I would make a donation of £50 - £100 | 23 |
| I would make a donation of less than £50 | 4 |
| I want to join the CLT by buying one £1 share | ALL |

SHARE PURCHASE:

| HOW WOULD YOU CONSIDER INVESTING | PLEDGES |
|--|-----------|
| I would consider 1 block of shares @ £250 | 53 |
| I would consider more than 1 block of shares | 18 |

Appendix 2

Results of Questionnaire Survey of Norton sub Hamdon and its Environs, showing percentages of responses received.

1. How much does it concern you that Norton Shop and Post Office might close?

| | | | | | |
|-------------|------------|--------------|-----------|-------------------|----------|
| VERY | 93% | A BIT | 7% | NOT AT ALL | 0 |
|-------------|------------|--------------|-----------|-------------------|----------|

2. What would concern you most?

| | | | |
|--------------------------------------|--------------|--|------------|
| Loss of the Shop | 61.5% | Loss of the Post Office | 61% |
| Effect on your property price | 11.5% | Loss of amenity for the community | 73% |

3. How often do you use the Shop and /or Post Office?

| | | | |
|--------------------------|--------------|------------------------|------------|
| More than 3 times a week | 28.5% | 1 – 3 times a week | 29% |
| 1 – 3 times a month | 11% | Less than once a month | 4% |
| Never | 0 | | |

4. What do you value about the Shop? **Convenience and friendliness were the top answers**

5. What influences you when you shop?

| | | | | | |
|------------------|------------|------------------|------------|------------------|------------|
| Price | 14% | Convenience | 93% | Quality | 60% |
| Locally sourced | 43% | Organic | 10% | Fair Trade / Eco | 20% |
| Friendly service | 79% | Support the Shop | 86% | | |

6. Where do you live?

| | | | | | |
|-------------------|------------|---------------|------------|---------------|-----------|
| Norton sub Hamdon | 64% | Chiselborough | 32% | The Chinnocks | 3% |
| Stoke sub Hamdon | 1% | Other | 1% | | |

7. What do you buy most regularly / would you like to see?

| | | | | | |
|------------------------------|------------|-----------------------|------------|-------------------------|------------|
| Fresh fruit/vegetables | 66% | Chiller items | 43% | Baking ingredients | 33% |
| Dairy products | 84% | Eggs | 60% | Bread and cakes | 76% |
| Frozen food inc. ready meals | 18% | Tinned goods | 41% | Tobacco products | 4% |
| Store cupboard items | 54% | Beers, wines, spirits | 33% | Pet foods | 14% |
| Household, cleaning etc | 36% | Stationery, cards etc | 60% | Gluten free | 3% |
| Sweets/ chocolates | 39% | Snack foods | 14% | Organic produce | 11% |
| Specialist / local produce | 40% | Non-prescription | 44% | Any additional product? | |

8. What additional services do you use at present / would you like to have?

| | | | | | |
|-------------------------------|------------|---------------|------------|--------------------|------------|
| Post Office | 96% | Dry cleaning | 31% | Lottery | 17% |
| Ticket sales for local events | 70% | Mobile top-up | 24% | Telephone ordering | 9% |

Is there any other additional service you would like to see? **Ironing and Newspaper pick up were top answers**

9. Where else do you shop? (e.g. Tesco, Lidl, Waitrose etc) **Approximately 90% cited various supermarkets**

Appendix 3

Trading Figures for the existing SPAR Shop

| | Year ended 31 st March 2013 | |
|---------------------|---|---------------|
| INCOME | | |
| Sales | | 236,927 |
| Cost of Goods Sold | | 197,041 |
| Gross Profit | | 39,886 |
| Post Office Salary | | 17,746 |
| Gross Profit | | 57,632 |
| | | |
| EXPENSES | | |
| Wages | 36,553 | |
| Water Rates | 146 | |
| Insurance | 892 | |
| Light & Heat | 3,679 | |
| Telephone | 401 | |
| Post & Stationery | 0 | |
| Motor Expenses | 1,615 | |
| Repairs & Renewals | 1,159 | |
| Cleaning | 1,072 | |
| Sundry Expenses | 168 | |
| SPAR Fees | 2,429 | |
| Accountancy | 770 | |
| Bank Charges | 1,181 | |
| Depreciation | 921 | |
| Rent | | |
| Interest on Shares | | |
| Total | | 50,986 |
| NET PROFIT | | 6,646 |

Appendix 3

Trading Figures for the Community Shop

| First year | | Second year without Post Office | | Second year with Post Office | |
|------------|---------------|---------------------------------|---------------|------------------------------|---------------|
| | | | | | |
| | 240,000 | | 250,000 | | 250,000 |
| | 196,800 | | 205,000 | | 205,000 |
| | 43,200 | | 45,000 | | 45,000 |
| | | | | | 13,310 |
| | | | | | 58,310 |
| | | | | | |
| | | | | | |
| 17,920 | | 19,040 | | 35,168 | |
| 150 | | 150 | | 150 | |
| 1,000 | | 1,050 | | 1,050 | |
| 4,000 | | 4,200 | | 4,200 | |
| 410 | | 420 | | 420 | |
| 100 | | 100 | | 100 | |
| 515 | | 515 | | 515 | |
| 500 | | 500 | | 500 | |
| 1,200 | | 1,220 | | 1,220 | |
| 200 | | 200 | | 200 | |
| | | | | | |
| 1,000 | | 1,100 | | 1,100 | |
| 1,200 | | 1,250 | | 1,250 | |
| 3,000 | | 3,000 | | 3,000 | |
| 4,500 | | 4,590 | | 4,590 | |
| 200 | | 200 | | 200 | |
| | 35,895 | | 37,535 | | 53,663 |
| | 7,305 | | 7,465 | | 4,647 |

Appendix 4

Capital and Start-Up Costs

These figures are not conclusive. Although they have been carefully researched they must be read as guidelines only and cannot be relied on for accuracy. Figures relating to valuations for fixtures, fittings and stock are informed guesses, to be confirmed by professional valuation and legal costs are based on experience. Norton sub Hamdon CLT, the authors of this Business Plan cannot be held responsible for the accuracy of the data in this Plan.

Start Up Costs

| | £ |
|---------------------------------------|---------------|
| Purchase of Fixtures and Fittings | 15,000 |
| Purchase of Stock | 21,500 |
| New Till System | 2,500 |
| New Computer System & Peripherals | 2,000 |
| Rent for first year | 4,500 |
| Legal Fees | 2,000 |
| Decoration, Replacements and Sundries | 3,000 |
| Interest on Shares | 400 |
| Contingency | 5,000 |
| TOTAL | 55,900 |

Appendix 5

Existing Suppliers (other than SPAR)

| | |
|------------------------|---------------------------------------|
| A David & Co | Fruit & Veg |
| Pensworth Dairies | Milk |
| Somerset Dairy | Organic Milk |
| Holleys Fine Foods | Vast range of grocery products |
| Stocked Ltd | Dairy products & Jon Thorner supplies |
| Kerry Foods | Dairy products, pastries & sandwiches |
| Bakery Roy-Al | Fresh Bread |
| Comp-Bio Products | Bio degradable bags |
| Gibbs Dry Cleaners | Dry Cleaning |
| R & D Batteries | Batteries & Lighters |
| Card Connection | Greetings Cards |
| Little England Gallery | Greetings Cards |
| Burrow Hill Cider | Cider & Cider Brandy |
| Ham Hill Cider | Cider |
| Hawkridge Dairy | Dairy Products |
| Country Choice | Frozen Bread & Cakes |
| Derek Morris | Potatoes |
| Blackacre Farm Eggs | Eggs |
| Martock News | Western Gazette |
| Stuart Saunders | Bacon, Sausages, Cheese & Ham |
| Aristoc | Hosiery |
| Bobbys Foods | Sweets, Crisps & Cakes |
| Booker Cash & Carry | Top-up Supplies & Paper Bags, etc |
| Mr Bens Petfoods | Bird Feeds |
| Carepac | Various Sundries |
| Darch Coal | Coal & Kindling Wood |
| Greensleeves Nursery | Plants |
| Miles Tea & Coffee | Tea & Coffee |
| Williams of Swansea | Stationery & Plastic Bags |
| Sun Cottage | Nuts, Muesli & Snacks |

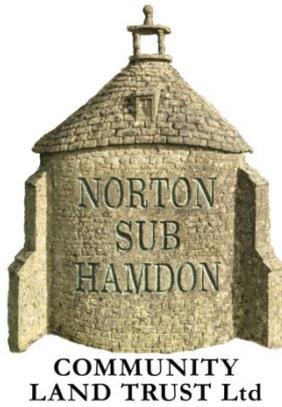
Appendix 6

Action Plan

| | |
|----------------------------------|---|
| MAJOR DECISIONS | |
| Give Mike definite answer | Based on pledges received and feasibility |
| Arrange target date | Date would be dependent on readiness – aim for 31.10.14 |
| Shop opening dates and times | Discuss with Josie |
| Dates for SGM / Public Meeting | Which should be first? |
| BUSINESS PLAN | |
| In depth analysis of pledges | Opportunity to pledge volunteer help to remain open indefinitely |
| Financial pledges | Contact potential investors and collect applications/ money Update Share Registers, issue share certificates etc, update e-mail list |
| Update content of Plan | Include summary Action Plan Appendices of pledge and questionnaire breakdowns Update Plan on Web Site |
| LEGALS | |
| Formal Rental Agreement | Get formal valuation of rent achievable from Estate Agent Contact Julie Cowan-Clark, ask Mike to contact his Solicitor Security of Tenure will need to be established |
| Premises Licence | Send application to SSDC, with 31 st October date for new Licensee |
| Join Plunkett Foundation | To be done within the 6 months prior to take over |
| Insurance | Range of providers to be investigated Insurance to be taken out |
| Community Interest | Apply to SSDC to register a Community Interest in the Shop |
| VOLUNTEERS | |
| Analysis of pledges received | Break down into shop, availability, behind scenes etc |
| Make register of contact details | Preferably e-mail and phone for Josie Rose, volunteer coordinator |
| Social Event for volunteers | Refreshments and format Off-site training to be mentioned /date fixed Rota to be filled in. Volunteers to be told that they must organise own relief / job share. Encourage to buy 1 x £1.00 membership share |
| Initiate off-site training | Health & Safety / Food Hygiene / Lifting etc |
| | Sales of : Alcohol / cigarettes / drugs etc |
| | Use by and sell by dates / eggs etc |
| | What else do they need to know in advance |
| Work out rota | Overall choices of volunteers |
| | How many weeks in advance |
| On-site training | Use of till |
| | Stock checking |
| | Shelf filling |
| | Cleaning / what else |
| | |

| | |
|-----------------------------------|---|
| VOLUNTEERS CONTINUED | |
| Using other skills available | Financial |
| | Driving |
| | Administrative |
| | Others |
| Ongoing recruitment | |
| Social side | |
| Relief for sickness / holiday etc | |
| Ongoing Job Satisfaction | |
| PROJECT FINANCE | |
| Financial Assistance | Follow up offers of financial help among pledges |
| Appoint Accountants | |
| Monitor share take-up | Continue monitoring and follow up Share issue open until 30 th June. Decision to close |
| Valuations | Get formal valuation of fixtures & fittings Formal Valuation of stock |
| Make grant applications | Awards for All S.S.D.C. Community Council – find a volunteer / Board member to help Others to be investigated – find a volunteer /Board member to help |
| Loans | Only to be considered as a last resort |
| Bank Account | Confirm current package with Co-op is best available |
| MANAGER | |
| Manager's Contract | Consider issues relating to employment law To be prepared in consultation with Josie |
| Hours of Work | |
| Responsibilities | |
| Relationship with Board | |
| Reporting / Line Management | |
| Volunteer Management | |
| Relief for Holidays / Sickness | To be organised by specific Board Member |
| STOCK | |
| Major Supplier | Approach wholesalers to find most appropriate package Decide which supplier Contract negotiations / stock supplied / delivery day and time etc |
| Cigarettes | Future legal requirements |
| Other Suppliers | Every contract will need to be determined and re-negotiated |
| Local Suppliers | Consider links to local suppliers Consider sell by implications, sale or return, etc |
| Organic and Wholefood | Explore links and opportunities for promoting organics/wholefoods |
| Specialist Products | Consider diabetic, gluten free, weight control, etc produce |
| Labelling | Consider if appropriate to introduce own labelling on packaging |
| | |
| | |

| | |
|----------------------------------|--|
| SHOP FINANCIAL CONTROL | |
| Till and Computer System | Consider various options and decide choice |
| Checks and Balances | Determine daily, weekly and monthly systems |
| | Methods & responsibility – relationship between Board and Manager |
| Accounts | Determine software package to be used in preparation of accounts |
| Cash Control | Decide maximum level of cash to be held in till |
| | Set up secure system for control of surplus cash – during day / at night |
| | Decide on criteria for determining when cash is banked |
| Daily Control | Cash reconciliation to be done at end of each day |
| | Determine who would be responsible in absence of Manager |
| Weekly Control | Cash reconciliation & record of takings/expenditure to be reviewed by Treasurer or designated assistant to Treasurer |
| Monthly Control | Cash & bank reconciliation to be carried out |
| | To be reviewed by the Board |
| Stock Checks | To be organised twice per year |
| Card Payment | Consider various options for terminal and decide choice |
| | Determine minimum spend for which card payment acceptable |
| | Determine whether just debit or also credit cards acceptable |
| Energy Provision | Review options for best choice |
| SHOP STORAGE | |
| Organisation | Distribution between back of store and garage |
| | Arrangement of products to best suit volunteers |
| | Arrangement of products for date and other considerations |
| | Training of storage system to volunteers |
| COMMUNITY SERVICES | |
| Dry Cleaning | Presumed to continue – arrangements and contract to be reviewed |
| Plant Sales | Determine whether to continue |
| Lottery | Main Lottery terminal – determine whether to continue |
| | Scratch cards – determine whether to continue |
| Newspaper collection | Presumed to continue – consider extension of service |
| DÉCOR | |
| External areas | Consider notices, logo, name, lettering on walls, etc |
| | Consider replacement of window and window dressing |
| Entrance area | Consider redecoration of front area – consider Post Office |
| | Consider ways in which area can be distinguished from present look |
| Notice Board | Consider replacement of Notice Board |
| Service Counter / Till Area | Consider re-arrangement of counter to provide varied display area |
| | Appoint volunteer / Board Member with responsibility for display |
| | Consider promotions / seasonal produce / changing display regularly |
| OPENING CEREMONY | |
| To be organised | |
| PUBLICITY AND ADVERTISING | |
| News Bulletin in Shop | To appoint Volunteer / Board Member to be responsible |
| Advertising | Appoint Board Member / Volunteer to be responsible |



Norton sub Hamdon Community Land Trust Ltd.

Registered Office:

2 Church View, Great Street, Norton sub Hamdon, TA14 6SG

Web Site:

<http://www.nortonclt.btck.co.uk>