

Start Up Social Enterprise Business Plan

Company Name:	The Llandyrnog Community Shop Ltd
Legal Structure:	Community Benefit Society
Supported Business Status:	No
Directors:	Viv Rosser Emyr Morris Jackie Le Fevre Gina Johnston
Key POC:	Emyr Morris
Business Address:	Llandyrnog Post Office Llandyrnog Denbigh LL16 4HG Correspondence address – Penisa'r Waen Llandyrnog Denbigh LL16 4HL
Business Telephone Number:	01824 790188 / 07515972300
Business Email Address:	llandyrnogcommunityshop@btinternet.com
Business Website:	www.llandyrnogshop.com
Business Social Media:	Facebook – Llandyrnog Shop

1. Executive Summary

<p>1.1 Summary</p>	<p>The Village shop has existed in Llandyrnog since at least 1841 when it was set up by a Samuel Fox. It moved to its present location in 1982 after being located just across the road for many years. The location is in the middle of the village and used to be the 'heart' of the community.</p> <p>The shop ceased trading just over two years ago as Covid took its toll and after numerous failed attempts to sell it. Only the Post Office section of the shop remains open today and with an added risk of being closed as the property has been placed on the open market and some interest in being expressed to change it to a domestic dwelling.</p> <p>For many years there were two village shops operating, three pubs two of which provided food/restaurant facilities and a butcher's shop – only one pub and the Post Office remain which has taken away the 'heart' of the village for the community and the loss of a valuable and often essential service – young and old alike.</p> <p>Initially a post was placed on the community Facebook page to gauge the level of interest in seeing the Shop re-opened as a Community Shop. Over 120 responses were received in less than 10 days with some emotive comments about how its loss had been felt. With this impetus a Public Meeting was arranged in the Village Hall with a capacity crowd of around 150 people eager to hear about the project.</p> <p>Potential Directors were approached and in total a team of 5 people started the process of getting a legal structure established. After a questionnaire was completed by the audience there was an offer of specialist assistance, shop, and fundraising volunteers currently up to 57 in total.</p> <p>The sustainability of the Business will be greatly enhanced by the guarantee of a Post Office salary – currently £16K per annum and the rental of the owner's accommodation that will be separated from the Shop. This will assist to meet our salary costs.</p> <p>We have planned in our budget and grant application to have Solar Panels and Battery storage which will reduce our electricity costs and overheads. The Shop will offer a wide range of products and services to its customers introducing a Community / Coffee Hub as a new introduction to help make it a focus point for people to choose to use the shop and make it a 'destination' for locals, tourists, and visitors to the nearby Area of Outstanding Natural Beauty.</p>
<p>1.2 The Community</p>	<p>The immediate vicinity of Llandyrnog has a population of around 1200 people although the catchment area which could be serviced by the Shop and Post Office – from Bodfari to Gellifor, amount to around 4000 people (census 2011) Within Llandyrnog there is an active Primary school of 50</p>

	<p>pupils. There are families and a large community of retired and elderly people who make up the village community.</p> <p>There is also a programme of new home building happening now in the village which will add 48 new properties (around 10% increase).</p> <p>People currently have to rely on cars, buses or taxis to travel to the nearest shop in Denbigh to buy even basics – for those that cannot leave their home they rely on family, friends or neighbours and the shop would go a long way to meeting their needs.</p> <p>Our public meeting and questionnaire showed there was a keenness to have a facility that many would wish to walk or cycle to.</p>
1.3 Social Objective Categories	<ul style="list-style-type: none"> ● Sustainable Development ● Labour Market ● Access to local services and facilities
1.4 Trading Activity	<p>None to date, awaiting purchase of the shop.</p> <p>Some fundraising activity has taken place.</p>
1.5 Financial Position	<p>Our aim is to get the property purchased, refurbished and set up for trading in late 2023. A key to this will be the raising of funds. We have a number of avenues which are currently being pursued:</p> <ul style="list-style-type: none"> i) Grant Funding <ul style="list-style-type: none"> - Community Ownership Fund (Granted Dec. 2022) - Community Facilities Programme (Awaiting Decision Jun 23) - Clocaenog Wind Farm Grant Fund - Brenig Wind Farm Grant Fund ii) Community Shares (launch date April 2023) iii) Community Fundraising events

Phase 2

When funding permits or additional grand funding is obtained we would wish to consider the following –

1. Increase battery storage capacity to ensure that the shop and community hub can be run from solar or battery stored green energy. Off peak green energy could be sourced from a company such as Octopus particularly in the winter months
2. Replacement of Garage with an Accessible toilet and changing facility available for community hub patrons. There would also be a tech section in the building for battery storage and inverter and shop storage facility.
3. Replace building roof and include more thermally efficient insulation to improve the EPC for both the shop/hub and rented property.

1. Purpose and Goals

2.1 Vision	Our Vision is to enhance every day life for the local community of Llandyrnog.
2.2 Mission	To provide the village of Llandyrnog with a much-needed shop and community meeting hub in addition to securing the future of the Post Office.
2.3 Values	<ul style="list-style-type: none"> • Community • Service • Social interaction • Integrity • Inclusivity • Environmental Responsibility • Collaboration
2.4 Strapline	Your community store is here for you!
2.5 Elevator Pitch	Community owned shop and Post Office for the benefit of residents providing a range of local and essential goods with the opportunity to pop in for a coffee and chat.
2.6 Social Impact Reporting Metrics	<p>Sustainable Development</p> <ul style="list-style-type: none"> • Measure green energy consumption versus previous usage <p>Labour Market</p> <ul style="list-style-type: none"> • Number of employment opportunities offering flexible working on a living wage. • Number of volunteering opportunities provided. <p>Access to Local Services</p> <ul style="list-style-type: none"> • Number of local products stocked
2.7 Strategic Objectives	<p><u>Year 1</u> Recruitment: x1 FTE / x2 PT shop/postmaster managers Volunteers: Train and rota at least 40 Turnover: £140K by end of year 2. Profitability: projected at 15 – 20% Capital expenditure: Purchase of property £249,000 (+£3,600 costs) Renovation £154,000</p> <p>Longer term and with a secure financial footing the business could use a proportion of its profits to fund and support other local ventures and enterprises. There are currently no calculations to how much this would be but would be considered at our AGM.</p> <p>There would also be a strategic view taken on expanding the business by reducing the current living accommodation and enabling both growth and complementary business / facilities within the building.</p>

2. Directors Background

<p>Emyr Morris</p>	<p>I have been retired since 2014 after a 36 year career with TSB/Lloyds TSB/Lloyds.</p> <p>Having experienced a range of Banking roles I was appointed to a position of Bank Manager. I progressed through a range of Branches a total of 5 in 18 years. The role had responsibility for staff, compliance, security and meeting Sales and Service objectives. There was a combination of responsibility for both Retail and Commercial customers and meeting their day to day needs and aspirations.</p> <p>I was seconded to a Training and Development role for 12 months and provided mentoring to newly appointed managers. This also included overseeing staff recruitment and promotions.</p> <p>The following 10 years were spent in Area and Head Office functions based at Bangor, Chester, Cardiff and Bristol. My role was that of Local Sales and Service Performance Manager with responsibility for a team of 120 staff covering 15 branches throughout North Wales, Chester and Mid-Wales. Key to this role were attaining Customer service and satisfaction objective, Sales and Profitability Objectives whilst maintaining the highest standard of compliance.</p> <p>I also acted as Deputy Local Director which had direct reporting lines to our Head Office functions in Cardiff and Bristol and assisting in strategic and operational decisions.</p> <p>During my career I took the opportunity to undertake work with secondary schools to develop money management and job interview skills.</p> <p>Having taken early retirement I took up a voluntary role with the Bank's Staff Benevolent Fund as an Area Representative and committee member. I have recently been elected Vice chair. Meeting and assisting staff and retired staff through difficult times is both rewarding and enables me to utilise my career experience in this field.</p> <p>In retirement I also enjoy assisting my son in the running of our family farm and a small Holiday Cottage business.</p> <p>In May 2022 I became a Councillor for Llandyrnog Community Council</p>
<p>Work Experience</p>	<ul style="list-style-type: none"> ● Worked for TSB / Lloyds Bank plc for 36 years ● 18 years as Bank Manager for both Retails and Commercial Banking ● 10 years in Area / Head Office functions as Sales and Service Performance Manager ● Area office roles included – Recruitment, Succession planning, Training, HR functions.

	<ul style="list-style-type: none"> • Acted as Deputy Local Director with direct line report to Head Office • Councillor on Llandyrnog Community Council
Qualifications	<ul style="list-style-type: none"> • Associate Chartered Institute of Bankers • Financial Planning Certificate • Certificate in Mortgage Advice and Practice (CeMAP) • Diploma in Business Studies • Diploma in Marketing
Transferable Skills	<ul style="list-style-type: none"> • Analytical • Financial Planning • Customer Service • Recruitment • Training • Compliance • Fluent Welsh speaker (reading and writing)

Vivien Rosser	<ul style="list-style-type: none"> • I am a local resident who wanted to help the village of Llandyrnog secure the future of the Post Office and provide a much-needed shop and community meeting hub. • I am now retired from PepsiCo International where I worked for 27 years as an experienced National Account Manager gaining skills in negotiation, sales management and a wide cross section of experience in a variety of channels. • Negotiated terms and promotional budgets with national customers' head offices and managed their profit and loss in conjunction with finance departments. • Managed and trained teams of Regional Account Executives in addition to National Account Manager duties. • Now retired, interests include gardening, reading, socialising and keeping up with the grandchildren.

Jackie Le Fevre	<p>Jackie Le Fèvre FCMI is the founder of Magma Effect and is currently researching values and wellbeing for her PhD with the University of Hertfordshire. Originally qualified as a zoologist and after more than a decade in nature conservation Jackie turned her attention to human behaviour and has been trying (often unsuccessfully) to understand people ever since.</p> <p>Following a career in the voluntary and community sector working at local, regional and national level Jackie began to specialise in consciously values-based practice in 2004. Jackie is National Advisor on Values to Wellbeing Teams which in 2018 won three national awards for values-based recruitment including the Guardian Public Service Award for HR. As a member of the Subject Matter Experts Group of the Chartered Institute of Management Jackie holds a remit</p>
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	<p>for values and culture. Jackie is also a member of the Steering Group of the UK Values Alliance and is a founder member of the Global Values Alliance.</p> <p>Became a resident of Llandyrnog in October 2020 and part of the reason for choosing this village was the presence of a village shop, butcher and Post Office so keen to see this project succeed.</p> <p>EXPERIENCE</p> <p>Seventeen years of running own small consultancy company.</p> <p>Eighteen years prior employment in the voluntary community sector across nature conservation and broader community development: served six years as Skills Development Director for Sefton CVS 1998-2004 which included managing and reporting upon UK government, EU and Lottery funded projects.</p> <p>Current range of consultancy projects includes: organisational development, values based governance/strategic planning, individual and team values based development. Also deliver open programmes on behalf of other organisations for example this one day workshop for the Association of Chief Executives of Voluntary Organisations https://acevocommunity.force.com/s/community-event?id=a3a3z000003RGKFAA4</p> <p>QUALIFICATIONS</p> <p>BSc (Hons) Zoology</p> <p>Certificate in Education (Post-Compulsory)</p> <p>NVQ 5 Management</p> <p>SKILLS</p> <p>Project planning and management</p> <p>Project monitoring and evaluation</p> <p>Public Relations</p> <p>Volunteer recruitment, training and management</p>
<p>Gina Johnson</p>	<p>Gina Johnston</p> <p>She was appointed as Development Officer (EBL) for Careers Wales North East in November 2006. She worked in the Careers Service for 20 years.</p> <p>Brought up on The Wirral, she worked in local commerce then began her career with the Local Government Careers Service in 1995. She moved to</p>

	<p>North Wales when she joined Careers Wales, and lives in Llandyrnog, just outside Denbigh.</p> <p>In 2010 she was seconded to Welsh Government working within DfES, Qualifications and Learning Branch based at Llandudno Junction. As part of her secondment she was invited to participate in an EU study visit to Norway, she then returned to Careers Wales in 2012 and Trained to be a Careers Advisor working primarily with vulnerable and hard to help young people aged 16-25. She took Voluntary Release from Careers Wales in 2015. After leaving her career she worked with a local charity to apply for grants to start a club for siblings of children with life limiting conditions.</p> <p>During her career she attained a NVQ Advice & Guidance and latterly she part completed a Level 6 Diploma in Careers Guidance & Development.</p> <p>She is a member of the Careers Development Institute.</p> <p>Her skills are varied, she is a good team member who is able to communicate and gain the confidence of people at all levels. Likewise she can work on her own and can prioritise activities. She is dependable, honest and trustworthy and will go the extra mile to achieve her goals.</p>

4. Research & Analysis

<p>4.1 Market Research</p>	<p>From questionnaire and public meeting the following has been discerned as needed by the village:</p> <ul style="list-style-type: none"> • Groceries and every day essentials. Wines, beers, cider and spirits • A wide range of local produce • Full Post Office services • Sit in and take away coffee hub offering sandwiches, savoury and sweet food items • Rental accommodation. • Prescription collection service • Dry Cleaning collection service • Parcel Distribution and collection point e.g. Amazon • Electric Vehicle Charging Point. 	
<p>4.2 Competitor Analysis</p>	<p>There is no other convenience store within a 3-mile radius and would require a car, bus or taxi journey.</p> <p>There is no competitor that provides the three key ranges that our Community Shop will provide i.e Convenience Store, Post Office and Coffee Hub under one roof.</p>	
<p>4.3 SWOT Analysis</p>	<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Following our Public Meeting and completion of our questionnaire there was very strong level of support for a village shop. The facility appealed to young and old alike and in particular young families. • The coffee hub would provide a new community facility enabling people to meet, socialise and undertaking their shopping and post office transactions from one centre. • Having low overheads and running costs the business can maintain a value for money approach. 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Our research demonstrated a strong demand for the facilities offered and in particular to support local producers and reduce food miles. • People were also concerned about the current cost of living and in particular the cost of travelling to and from our nearest shopping town located in Denbigh.
<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • As the shop has been closed for over two years it will have to start trading as a completely new business and change current mindsets of town and 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • I believe we can maintain a tight control on our overheads and therefore our main reliance is on customers coming through the door. 	

	<p>on line shopping even for every day essentials</p> <p>Not achieving our Community Shares and Grant funding goals would potentially put the project at risk.</p> <p>We could approach interested investors to increase their holding to meet the minimum Share Offer required</p> <p>Should we not be successful in obtaining the Community Facilities Programme Funding in June then we would look at the option for alternative grant funding or make the decision to cease the project.</p>	
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5. The Product/Service

5.1 Product/Service	<p>There are four elements to the business plan:</p> <ul style="list-style-type: none">• Shop• Post Office• Cafe• Rental Accommodation <p>SHOP</p> <p>It is anticipated that the shop, in the first year, will provide groceries in three categories:</p> <p><i>Everyday basic</i>, with in the majority of cases a longer shelf life, with a mid to low price bracket:</p> <ul style="list-style-type: none">• Tea• Coffee (instant)• Confectionary (sweets, chocolate)• Crisps and snacks• Tinned good (baked beans, tomatoes, fish, soup)• Dried Pasta, noodles and rice• Condiments• Cooking sauces• Household (detergent / cleaning products, tissues, toilet Rolls)• Wines, beers, cider and spirits• Newspaper and magazines• Batteries• Matches <p><i>Fresh Food:</i></p> <ul style="list-style-type: none">• Bread• Eggs• Milk• Prepacked meat (from a local supplier)• Cheese• Yoghurts, butter, spreads <p>Specialty Welsh Products</p> <ul style="list-style-type: none">• Blodyn Aur oils and salad dressing• Mug Run Coffee (fresh ground and whole bean)• Welsh Lady Jams and Chutney• Henllan bread and cake• Sudd Afal Bryn Clwyd Apple Juice• Chilly Cow Ice Cream• LLaeth y Llan Yoghurt• Vale Wine• Pentrefelin Milk
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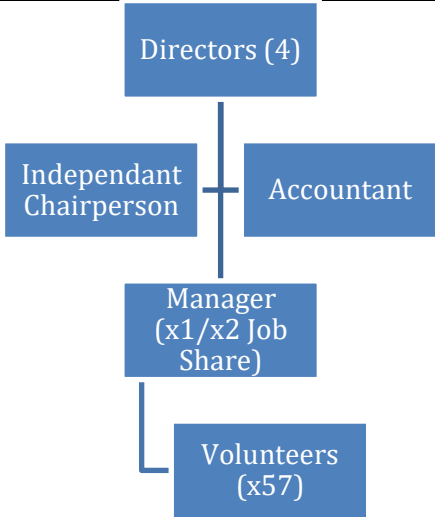
	<p>POST OFFICE</p> <ul style="list-style-type: none"> • Full postal service • Pay in and cash withdrawal • Bill payments • Greetings cards • Postal stationery <p>CAFE</p> <ul style="list-style-type: none"> • Sit in and take away coffee hub offering sandwiches, savoury and sweet food items. <p>RENTAL ACCOMMODATION</p> <ul style="list-style-type: none"> • Three bedroom house for minimum of 6 month let at min £750.00 per month
<p>5.2 Product/Service Variations/Extensions</p>	<p>Future Products/services may include:</p> <ul style="list-style-type: none"> • Fruit and vegetables • Veg. Boxes • Prescription collection service • Dry Cleaning collection service • Parcel Distribution and collection point e.g. Amazon EVRi , DPD, • Electric Vehicle Charging Point • Delivery service for food and prescriptions • Delicatessen • Charcuterie • Welsh Honey • Seasonal promotions e.g. Christmas hamper • Book swap • Food boxes for local holiday accommodation • Promotional gifts e.g. Llandyrnog community shop branded tea towels, Tote Bag • If tourism and footfall to the shop increases it may be possible to sell gifts relating to the local area
<p>5.3 Unique Selling Point</p>	<p>It is the only outlet in the village where people may walk to and is especially crucial to that part of the population who do not drive and therefore can't access other outlets independently.</p> <p>The nearest location to any competitor shop is 3 miles away. In addition footfall will be enhanced to the shop by having the post office as part of the building, given the nearest [post office] is also some 3 miles away. Given the village is not served well by public transport, this is particularly relevant.</p> <p>It provides opportunity for social interaction on a daily basis, which is crucial in combating isolation.</p> <p>Members of the community may be invested in the success of the shop through their shareholding and involvement in its day to day operation.</p>

<p>5.4 Location of the Product/Service</p>	<p>It is expected in the first year customers will access all goods and services physically e.g. driving or walking to the shop. Whilst there is no car park solely for the shop or post office parking is available immediately adjacent to the premises and on nearby roads.</p> <p>In year two it may be possible for elderly residents to have deliveries of prescriptions and household essentials. In addition, orders may be taken and paid for digitally for a range of goods.</p>
<p>5.5 Pricing of the Product/Service</p>	<p>The shop will provide a mixed economy of provision, possibly three price points, low (basic products) mid ranged (perishable goods) and premium products</p> <p>Pricing of the rental accommodation will be determined by local letting agents. However, three who have been approached to date have all suggested the same rent should be charged (£750 per calendar month.)</p> <p>We will accept cash and card payment and in the future it may include online ordering and payment systems. We will expect payment to be made either in advance, where specific goods are ordered, or on receipt of goods</p>

6. Marketing

<p>6.1 Pricing Strategy</p>	<p>Our pricing strategy for the shop will be determined by the promotions and pricing set by the manufacturers and suppliers of our goods. Our aim will be to offer value for money where ever possible and a variety of promotions will be employed to include:</p> <ul style="list-style-type: none"> • Price downs • Link or bundle deals e.g. meal deal/snack & drink/2 for a price etc • Event promotions e.g. PO & Shop relaunch, Football, Rugby, Easter, Christmas • Cost price plus % mark up • Sell at Retail Sales Price (RSP)/ Recommended Retail Price (RRP) • Buy One Get One Free (BOGOF)
<p>6.2 Channels</p>	<p>To reflect the diverse population and ensure the maximum penetration for all communications to potential customers and shareholders we will utilise both digital and physical means of communication. For example:</p> <ul style="list-style-type: none"> • Facebook Groups • Llandyrnog Shop & Post Office Website • Llandyrnog Village Voice magazine (digital & analogue) • Leaflet drop • Meetings in Village Hall • Comms on Notice Boards • Word of mouth • Local Radio • Supplier websites <p>The Launch of our Community Shares will be supported by a range of marketing and publicity event –</p> <ul style="list-style-type: none"> - Local BBC coverage - Local Newspapers – Daily Post and Denbighshire Free Press - Local Posters - Leaflet drop for every community householder. - Our Webpage and Face Book page - Local Communities Facebook page – Llandyrnog, Aberwheeler and Llanychan - Public launch meeting
<p>6.3 Branding</p>	<p>A local graphic designer has volunteered her time to undertake a Welsh and English version of our shop literature design. Local children also took part in a logo design competition in 2022.</p>
<p>6.4 Launch Event</p>	<p><i>The shop will be opened in mid 2023</i></p>
<p>6.5 Marketing Budget</p>	<p>See Inc/ Exp spreadsheet</p>

7. People Planning

7.1 Operational Structure	 <pre> graph TD D[Directors (4)] --- IC[Independent Chairperson] D --- A[Accountant] IC --- M["Manager (x1/x2 Job Share)"] A --- M M --- V[Volunteers (x57)] </pre>		
8.2 Paid Staff	Job Title Shop / Post office Manager (FT) or 2 Part time (job share) positions	Weekly Hours To be negotiated and dependant on business opening hours Budget calculated on 2 x 30 hours per week Managers	Hourly Rate To be evaluated
8.3 Volunteers	Job Title Shop Assistant Coffee Hub Assistant Fundraising	Weekly Hours Rota system to be introduced Rota system to be introduced	Agreed Expenses TBC TBC TBC
8.4 Stakeholders	<p>Our Community Benefit Society will offer the Community an opportunity to purchase 'Community Shares' and become a stakeholder in the business.</p> <p>We had our Legal Structure and advise provided through Cwmpas (Social Business Wales) who have also guided us through Grant Applications and launch of our Community Share offer.</p> <p>Both legal and accountancy advise / work will be provided externally.</p> <p>As our mission is to source locally produced products wherever possible this will in turn support local producers and give them an additional 'shop window' for their products.</p> <p>Our main stakeholders will be our community customers which, after public consultation demonstrated a swell of support for the return of a shop in the village and to secure the future of the Post Office.</p>		

	<p>In addition to a Shop/ Post Office Manager(s) the backbone of the day to day operation will be from the current pool of 57 individual volunteers. This will allow us to plan for staff sickness and holidays and provide appropriate levels of staff cover whilst giving as wide a range as possible of volunteering opportunities</p> <p>This flexibility will also give us the option to provide a 7 day service with an expected 8.00am to 6.00pm Monday to Saturday and 8.00am to 12.00pm Sunday.</p>		
<p>8.5 Supply Chain</p>	Name of Supplier	What they supply	Contact Details
	We are currently compiling a list of local producers and products that are suitable for our business	Local products such as - Milk, Yoghurt, bakery items, ice cream, meat,	
	TBA	Newspapers/ magazines	
<p>8.6 Partnerships/ Networks</p>	<ul style="list-style-type: none"> • Clwydian Range Food and Drink Group • Clwydian Range Tourism Group • Age Connect • Denbighshire Voluntary Services Council • Citizens Advise Bureau • Denbighshire County Council – Countryside Service/ Business Economic Development / Tourism Department • Local Holiday Lets / Campsites • Social Business Wales 		

8. Regulatory Planning

<p>9.1 Internal Policies</p>	<p>Currently adopted:</p> <ul style="list-style-type: none"> • Equality and Diversity Policy • Environmental Policy • Welsh Language Policy • Data Protection • Safeguarding Policy with appropriate minimum Level 1 Criminal Records Bureau Training • Directors Code of Conduct <p>Working towards:</p> <ul style="list-style-type: none"> • Acceptable, Safe and Responsible use of all on-line Technologies • Volunteer Policy
<p>9.2 Internal Procedures</p>	<ul style="list-style-type: none"> • Health & Safety Policy • Fire Safety Procedure • GDPR Policy • Customer Complaints Procedure • Cash Security & Cashing Up Procedure inc. EPOS • Stock Control and Rotation Procedure • Sales of Alcohol and age related products
<p>9.3 Insurance</p>	<ul style="list-style-type: none"> • Public liability insurance • Employers' liability insurance • Product liability insurance • Business equipment and stock insurance • Equipment breakdown insurance • Commercial building insurance – to cover shop and rental property • Business interruption insurance • Crime insurance <p>It is intended that a multi cover policy be sourced to cover a number of the elements listed above.</p>
<p>9.4 License Requirements</p>	<p>Local Authority planning classification to include Sale of take away on & on site food items</p> <ul style="list-style-type: none"> • Sale of Alcohol Licence • Food Hygiene Registration • Staff DBS checks
<p>9.5 Internal Systems</p>	<ul style="list-style-type: none"> • Digital Marketing and Social Media is through a registered Web design company. • Book keeping and payroll software to be discussed and agreed with appointed accountant

	<ul style="list-style-type: none">• Lloyds Bank on-line and App Banking facility incorporating card payment system
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