

# Creaton Community Benefit Society Limited

Registered with the Financial Conduct Authority no RS007512

## Creaton Village Shop

# Business Plan

<http://www.creatonvillageshop.co.uk>



Community  
Shares  
STANDARD

The Community Shares Standard mark is awarded by the Community Shares Unit to offers that meet national standards of good practice. For more information about community shares, the Community Shares Standard mark and the Community Shares Unit go to: [communityshares.org.uk](http://communityshares.org.uk)

October 2017



Creaton Community Benefit Society  
Business Plan

**Contents**

<b>1. Executive Summary</b>	<b>3</b>
<b>2. Current Situation</b>	<b>4</b>
<b>3. Creaton and Surrounds</b>	<b>5</b>
<b>4. Objectives</b>	<b>8</b>
<b>5. Marketing Plan</b>	<b>9</b>
<b>6. Operations Plan</b>	<b>11</b>
<b>7. Management, Staffing and Administration</b>	<b>13</b>
<b>8. Community Benefit Societies</b>	<b>15</b>
<b>9. Risk Management</b>	<b>17</b>
<b>10. Financial Projections</b>	<b>19</b>
<b>11. Funding</b>	<b>25</b>
<b>12. Appendices</b>	<b>28</b>
<b>13. Contacts</b>	<b>28</b>

## **1 EXECUTIVE SUMMARY**

When the current owners of Creaton Post Office retire later in 2017 without a prospective purchaser to take over, Creaton would face joining the many communities throughout the country that have lost their shop. It is widely recognised that a local shop is not just a retail outlet but a highly valued social hub.

Following several well-attended public meetings hosted by the Parish Council to gauge support for a community owned shop, the Creaton Save Our Shop group (Creaton SOS) was set up in November 2016. Results from a questionnaire, delivered to every household and business in Creaton and neighbouring villages, showed massive support for the formation of a community shop.

The Creaton SOS Steering Group spent the next three months carrying out an extensive search for suitable premises and research into the community shop model, visiting several successful established community shops in other parts of the country.

In March 2017, the SOS Steering Group reported their findings and outline plan to another public meeting attended by 100 people, who were invited to pledge their support for a proposed community shop by indicating what level of investment they would be prepared to make in the venture. With over £60,000 pledged at or soon after that meeting, the steering group felt they had an overwhelming mandate to proceed. Creaton Community Benefit Society Ltd (CCBS) was formed by the end of March and a site for a building on a six-year lease was offered in early May.

The Community Benefit Society model, although relatively new, is a successor to the old Industrial and Provident Societies. It is financed by investment by share subscription from the community with profits made being re-invested in the shop (in this case) or in the wider community. Creaton Village Shop will be owned by members of the community it serves. CCBS is applying for Seed Enterprise Investment Scheme for tax efficient benefits for the investors, who may be able to claim up to 50% tax relief on their investment.

The business plan relies on a rota of volunteers assisting employed management to run the shop. There has been an encouraging response to the request for volunteers.

The shop will aim to supply the goods and services its members and other customers want, and many of these will be locally sourced. It is also planned to deliver a similar range of Post Office services as those enjoyed at the old shop which will be available during full shop opening hours.

Support for this plan offers the best chance for Creaton to retain a Post Office and general stores, breathing fresh life back into the community and saving road miles for those little everyday items that can be bought locally.

## **2 CURRENT SITUATION**

There have been shops in Creaton for well over 100 years and in living memory there were two shops and a butcher's. However, as with many villages, these facilities closed and Creaton was left with one Post Office and shop for several decades. The current owners, Sylvia and David Winter, wishing to retire, put the shop on the market three years ago and despite a little bit of interest, there have been no firm buyers. Time has moved on and the owners intend to retire by the close of 2017.

Creaton Shop and Post Office is a central point for the local community. Until the shop ceased full operation, it provided a wide variety of goods and services including fresh produce, chilled foods, tinned food, household goods, newspapers and magazines and dry cleaning. In January 2016 many of these services were stopped and there is currently only a small stock of essentials plus the Post Office facilities.

The current Post Office offers a wide range of services including vehicle taxation, foreign currency, and banking facilities. Until early 2016 it also had its own sorting office and attached postal delivery person.

When it became clear, in early 2016, that the current owners were unable to sell the shop and Post Office business, the Parish Council held some open meetings with the village to discuss the situation. A representative of the Plunkett Foundation attended one of these.

In November 2016 a group of concerned villagers got together and formed the Creaton Save Our Shop (Creaton SOS) Steering Group. The group included a farmer, two property developers, two accountants and a chartered surveyor. Other members were a retired shop owner, a retired administrator and a retired university lecturer.

The first action the Steering Group took was to distribute a questionnaire to all the local villages (Appendix 1). From this the Group moved on to a more positive footing and set in motion the necessary activities to launch a community shop.

Following a successful village meeting in early March, attended by approximately 100 people, Creaton SOS distributed a second document (Appendix 1) outlining the work to date and asking for indications of share purchase and offers of volunteering. 68 people have so far come forward and are prepared to buy shares in the venture. The current total pledged is in excess of £60000. Creaton SOS applied to form Creaton Community Benefit Society Limited (CCBS), which was approved in April 2017.

The community is the central reason for taking on the village shop and Post Office. The village shop is not just the place to get the forgotten grocery item, or to pick up a bottle of wine because a visitor suddenly turns up. It performs a pivotal role in the community. It is the place where people meet, where you can catch up on the important things of village life, where news is exchanged. And it is the place where you go to if you have lost your watch in the street, or to find out about the bus service, or collect your parcel. The village shop is an essential community hub and to CCBS it is as important to retain this as it is to provide physical goods and services.

Creaton Community Benefit Society  
Business Plan

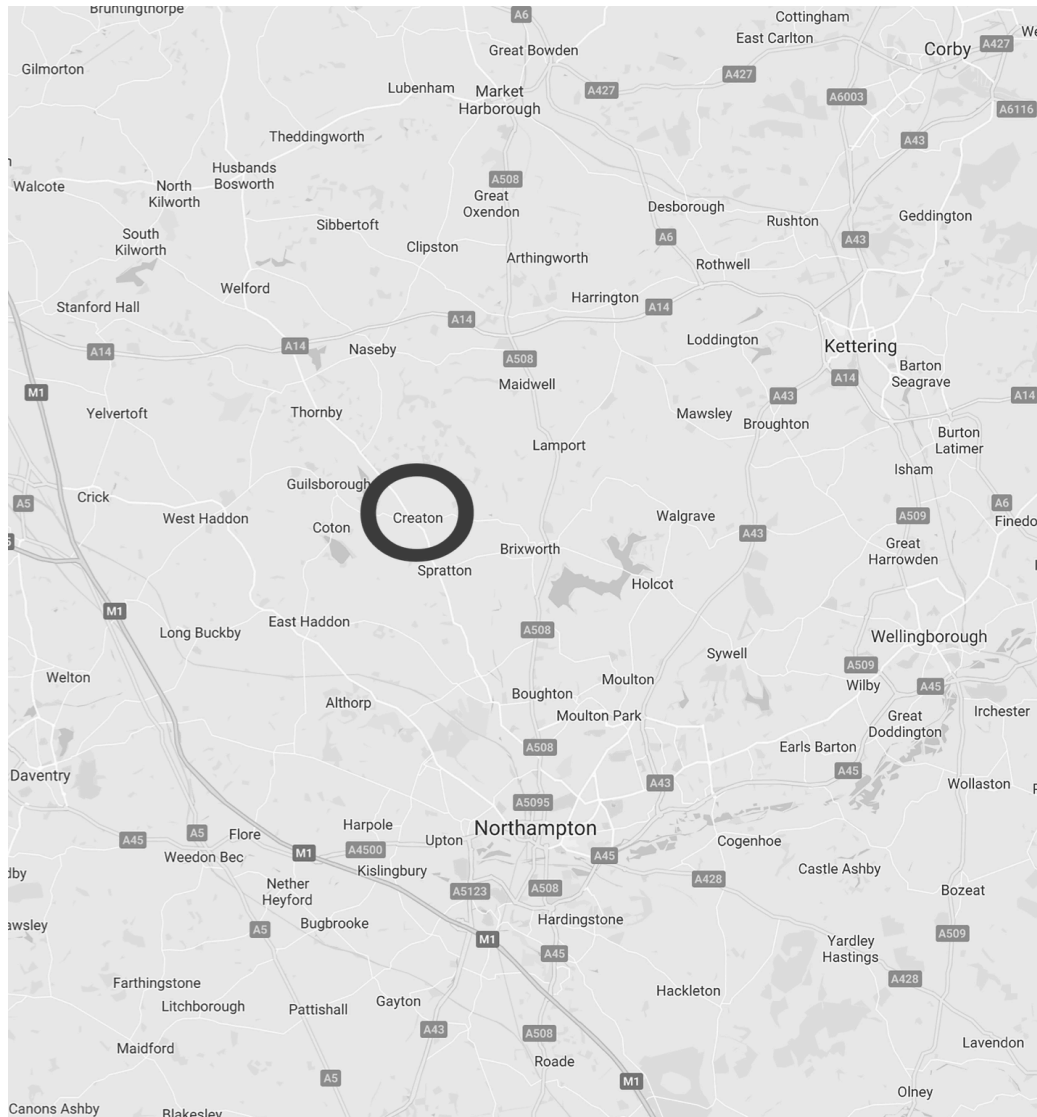
### 3 CREATON AND SURROUNDS

#### 3.1 Community description

The village of Creaton, in the Daventry District of Northamptonshire, lies 8 miles north west of Northampton. It has a population of 500+ in 207 households. The shop and Post Office serve not just the community of Creaton, but also the villages of Hollowell, Teeton and Cottesbrooke together forming an additional 239 households. Customers regularly come from Spratton, Haselbech and Thornby, which are slightly further afield. The shop and Post Office also serves the local business community in and around the village.

#### 3.2 Maps

Creaton in relation to Northampton and surrounding villages



Creton Community Benefit Society  
Business Plan

Creton, Cottesbrooke, Hollowell and Teeton



**3.3 Questionnaire**

In December 2016 questionnaires (Appendix 1) were distributed to every household in Creton, Cottesbrooke, Teeton and Hollowell. In addition, several were left at the pub in Thornby and copies were emailed to a contact in Haselbech. Copies were also left in the shop for people to complete. A total of approximately 500 were distributed. The following table shows the response:

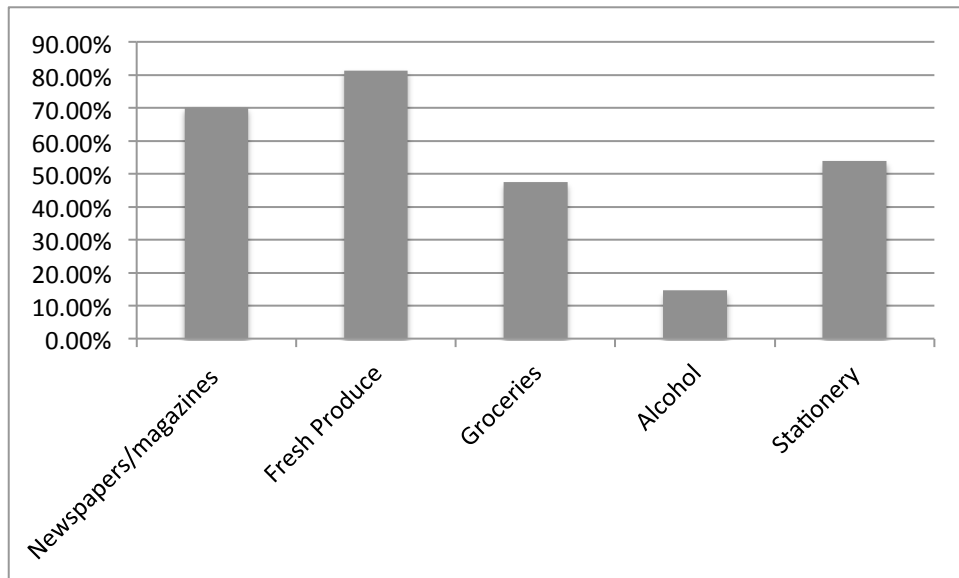
	Households	Responses	% response
Creton	207	116	56.04
Hollowell + Teeton	149	35	23.49
Cottesbrooke	69	14	20.29
Others*		21	

\*Other responses also came from the villages of Spratton, Haselbech, Brixworth, Old, and Long Buckby.

Creaton Community Benefit Society  
Business Plan

The questionnaire asked who would use the shop and Post Office and the sort of things they would expect to buy. 99% of respondents said that they would use a new village shop when the current one closes. A subsequent question asked people to place on a scale of 1-5 the importance of having a village shop and Post Office in Creaton. 82.4% gave a 5 and nearly 10% a 4. No one gave it a 1.

Based on the general sections of the shop, the following table illustrates the product types that people would buy:



When asked how often people would use the shop, over 46% said 2 to 3 times a week, whilst 24.5% said they would use it daily, many with the proviso that newspapers would have to be sold.

Another question asked what services people would like to see in the new shop, based on what have been offered in the current one. Over 98% said that they would want to see postal services. Other services people would be likely to use include an advertisement board (32%), tickets for local events (29%) and collecting prescriptions (27%) – the latter an important asset for many of the elderly in the population.

A selection of other suggestions for what the shop might sell or provide is given in Appendix 1.

The results from the questionnaire gave Creaton SOS a clear mandate to move towards creating a community village shop. A number of successful community shops were visited by members of the Steering Group to learn from their experiences and to inform the plan of the building as well as the stock that will be carried.



## **4 OBJECTIVES**

### **4.1 What we are seeking to achieve**

The aim of CCBS is to ensure that Creaton retains a viable shop and Post Office for the convenience of its residents, for those of neighbouring villages and for passing visitors.

In addition to the retail aspect of the project, it is important to note that the village shop plays an important social role in the village. People will meet and talk and make new connections. The shop will also provide a place of employment, both voluntary and paid, for the people in the community. Therefore, CCBS aims to employ people of all ages, from those at school to those in retirement, and to engage as wide a spectrum of the community as is possible.

### **4.2 Long term sustainable vision**

- To provide the services that the community wants
- To reduce the need to travel longer distances for the same services
- To support local producers
- To contribute to a strong community
- To have a positive impact on the health and wellbeing of the community

## **5 MARKETING PLAN**

### **5.1 The Shop**

From the data compiled from the questionnaire and from informal discussions with members of the community, a picture has been drawn of the services and products that the new shop will provide. This is based on the successful formula that the current owners developed over time and will include some tuning for matters of economics. However, the aim is to make a distinct difference not only in relation to the current shop but also in respect of representing the community brand. To this end, CCBS intends to stock, where possible, local produce. Given that there are a lot of producers of various foodstuffs in Northamptonshire and in the adjoining counties, CCBS will be championing these.

Consequently, the business plan reflects the fact the stock will be a mix of essentials and high quality produce alongside newspapers, milk and fresh produce. The inclusion of the Post Office is also an important factor in meeting the community's needs.

### **5.2 Competition, differentiation and market share**

It is clear that a small village shop is not going to compete with a supermarket on price. Asda and Waitrose are the nearest branches of major supermarkets, in Kingsthorpe on the outskirts of Northampton. Some villagers go shopping in Market Harborough (14 miles) where Sainsburys, Waitrose, Lidl and Aldi are all in close proximity. Some households have home delivery from Tesco, Sainsbury, Ocado and Waitrose. Tesco runs a free bus from Creaton to the shopping centre at Weston Favell. There is a bus service once a day to Brixworth where there is a small Co-op supermarket (3 miles) and there are village shops in Spratton (1 mile) and Guilsborough (3 miles). There is a Post Office in the shop in Guilsborough.

### **5.3 Marketing the shop – before and after launch**

Three broad target groups of customers have been identified:

- **Local Shop Customers**  
The questionnaire results, combined with visits to similar community shops, have informed the product range that the shop will aim to stock. The successful promotional campaigns carried out by Creaton SOS and then CCBS included leaflet drops to every household in the communities of Creaton, Cottesbrooke, Hollowell and Teeton. Similar drops will be carried out prior to opening, detailing opening times, stock and services. This will be accompanied by an on-line promotional campaign starting with the database currently being built and utilising Facebook, Twitter, the website and email. Additionally, word-of-mouth will play an important role.
- **Morning and Evening Passing Trade**  
Moving the shop to the main Welford Road will in itself make its presence known. The growth of this market will be slower but the use of signage (temporary and permanent) will advertise the shop. The advertisements will target such passing trade by promoting take-away hot drinks and hot and cold snacks.

- **Post Office Customers**

The Post Office is an important part of the current shop and a valued asset to the community. The new shop will have a Post Office Local Plus with the majority of the services as the current Post Office. (Post Office Local branches integrate Post Office services into retail businesses, so they can be offered from the same service point and over the same opening hours.) The Post Office is a recognised way to increase the footfall of the shop.

**Other Groups**

- Local businesses - there are approximately 40 companies registered in Creaton alone
- School children
- Walkers - the MacMillan Way runs through the village
- Cyclists – Creaton is on many popular road cycle routes

During the first weeks of opening there will be several methods of promotion:

- Leaflet drop to all properties in Creaton, Hollowell, Teeton, Haselbech and Cottesbrooke.
- Advertisements in local magazines (e.g. Village Link, Brixworth Trader Magazine, Brixworth Bulletin); local attractions (e.g. Village Emporium).
- Social Media: Shop and village websites; Facebook; Twitter
- Local Press: The Chronicle & Echo, BBC Radio Northampton, NNBC

#### **5.4 Marketing the share offer**

The sale of shares is an integral part of the raising of capital and is an important early step. Marketing the share launch will be by:

- Direct mailshot to all households in Creaton, Cottesbrooke, Hollowell and Teeton
- Advertisement in the Village Link
- Posters in relevant places around the local villages (shops, pubs, village noticeboards)
- Promotion through Facebook, Twitter and the website
- Direct email to those who have previously indicated that would like to invest in the project

The flyers and posters give details of email and phone contact if people are unable to attend the launch but wish to purchase shares. Following the share launch, a secondary round of advertising will detail the options of how to buy, either by making phone contact with a member of the Committee or through the website.

## 6 OPERATIONS PLAN

### 6.1 Premises/site

Possible sites for a building have been investigated and a shortlist of 3 was presented to a pre-planning meeting with the local planning authority. The favoured choice was on land near to the village pub on the A5199 Welford Road (See Appendix 2a). Planning permission was granted on 31 August 2017.

The land will be leased to CCBS for a term of 6 years. The rent for the land is to be £1 per annum.

Work has started on designing and planning the shop. The building will be 9m x 6m and constructed using a structural integrated panels system (SIPs). SIPs is a high performance building system used in both residential and light commercial construction. The panels consist of an insulating foam core sandwiched between two structural facings, typically orientated strand board (OSB). SIPs are manufactured under factory-controlled conditions and can be made to fit nearly any building design. The result is a building system that is extremely strong, energy efficient and cost effective. With security in mind, the walls are as secure as a typical masonry wall and the roofing may be harder to penetrate than that of a typical building. (Appendix 2b)

This building allows CCBS to provide suitable premises for the village shop and Post Office and at a cost that makes the whole project attainable.

### 6.2 Equipment

The main capital items of equipment we need will be:

- EPOS Till
- Freezer(s)
- Dairy Chiller(s)
- Air Conditioning
- Coffee machine
- Scales
- Shelves and internal fittings
- Back up fridge/freezer
- Telephone/broadband
- Credit card machine
- Sign above the door
- Free-standing sign for the footpath
- Newspaper storage facility

### 6.3 Products and Services

It is not possible to compete with the supermarkets either in range of products or price. However, what Creaton Village Shop will be able to do is to offer something different. There will be an emphasis on providing local products as much as possible, whilst at the same time being mindful of the need to have basic, everyday items for people to 'top up' and for those who are not able to travel out of the village easily.

Locally sourced products may cost a little more but people are prepared to pay a little more if the product is good. In addition, prices of local products are more difficult to compare with standard supermarket goods.

The search for local suppliers has commenced with a number of local businesses already contacted, all with the aim of providing the greatest range of products. To date over 16 suppliers have said they would be willing to help by providing items as diverse as milk, bread, meat, ice cream, alcoholic drinks and various bakery products.

Creaton Community Benefit Society  
Business Plan

In addition to this, one member of the Management Team, an ex-village shop owner, knows of specialist suppliers for other items that can be stocked, subject to space. It will be necessary to use Cash and Carry outlets for more basic items. There are 2 in Northampton, Bookers and Bestway, both of which can be joined when the business is starting up. Newspapers and magazines will be obtained from Smiths News. The range of magazines will be limited. However, advance orders will be taken if requested.

Other services the shop will explore include dry cleaning, shoe repairs, home delivery, internet or email ordering.

The Post Office has been very supportive of the project, including backing the planning application. CCBS is working with the Post Office to ensure that a continued provision of service is maintained.

#### **6.4 Opening Hours**

The proposed opening times for the shop and the Post Office Local are:

Monday-Friday	7.30 – 18.00
Saturday	8.00 – 12.00
Sunday	8.00 – 12.00

## **7 MANAGEMENT, STAFFING AND ADMINISTRATION**

### **7.1 Initial Management Committee**

(see Appendix 3 for details)

Charles Matts	Chair
Richard Hollingum	Vice-Chair & PR
Michael Rogerson	Treasurer
Jane Kimberlin	Society Secretary
Bill Warden	Property Lead
Ben Hall	Project Manager & Property Team
James Hill	Parish Council Chair & Property Team
Simon Robinson	Operations Director
Patsy Hollingum	Volunteer Coordinator
Katrina Pateman Shaw	Compliance and Risk Management
Aileen McDonald	Minute Secretary

The Committee would also like to acknowledge the valuable contributions made by Simon Bown, Stuart McGregor and Ken Hall who were members of the original Creaton SOS team.

### **7.2 Staff requirements**

The business will be run by paid part-time staff (a manager with one or two assistants) supported by a team of volunteers from the community.

### **7.3 Volunteers**

The responsibility for coordinating the volunteers will be shared between the Management Committee representative and the Shop Manager. It is envisaged that 90 hours per week volunteer staffing will be required. To date over 80 volunteer shop serving hours have been offered plus additional hours offered to assist in the build, set up and long-term maintenance of the shop. People of all ages have volunteered including some under the age of 18 and older members of the community.

### **7.4 Staff and volunteer training and welfare**

All who serve in the shop, whether paid or not will undergo training on the equipment in the shop and services provided by it. There will be a Staff Handbook detailing procedures and the Food Standards Agency booklet, 'Safer Food Better Business For Retailers' will be in the shop and used for reference on good practice. Staff will receive training and briefing on health and safety, food hygiene, and compliance with age related legislation. At least one member of staff will hold a personal licence for the sale of alcohol and a Food Hygiene Certificate. Training will continue on an on-going basis as required.

The health and safety of our staff, volunteers and customers is a prime concern. The layout of the shop and the operating procedures will be regularly assessed for hazards. Staff and volunteers will be given training in safe working procedures. Staff and some volunteers will be given first aid training.

### **7.5 Other advisors**

From early on in the process Creaton SOS members have been engaged with the Plunkett Foundation who have provided advice and guidance including financial support for a visit to a community shop in Herefordshire that was in a similar position to that of Creaton. Advice has also been received from someone specialising in rural businesses who was involved in the setting up of a community shop, as well as the Community Share Unit, local government staff and elected members.

Discussions with the Post Office have resulted in strong support for the continuation of the Post Office in Creaton. An application is in process for a Post Office Local contract, which will have all the services of the current Post Office with the possible exception of Car Tax, which is in the gift of DVLA.

### **7.6 Management systems**

The Shop Manager will be responsible for stock control, and daily and weekly accounting on a simple software package. The monthly and annual accounting will be overseen by a member of the Management Committee. The Manager will report to the Committee regularly where the P&L and cash flow will be monitored against budgets. The Manager will also work with the Committee to ensure a common strategy is delivered.

Management will oversee and support the volunteers.

The relationship between staff and CCBS will be governed by modern HR contracts and practices.

## 8 Community Benefit Societies

### 8.1 Structure

Following detailed research, the Committee decided that the best legal form for the organisation to take would be a Community Benefit Society. Under law, the Society is registered for the benefit of the community with the Financial Conduct Authority (FCA). It was formally registered on 28 March 2017, registration number RS007512.

The Registered Office for CCBS is

The Farm Office  
Grooms Lane  
Creaton  
Northampton  
NN6 8NN

The form of CBS became available under the Co-operative and Community Benefit Societies Act 2014. This replaced what hitherto were known as Industrial and Provident Societies. A CBS has corporate body status thus having perpetual succession even if its membership changes. It also has limited liability status meaning that the personal liability of its members is limited to the amount of any share capital.

Community Benefit Societies are member-owned organisations that provide services for the wider community as well as for its members. Pre-tax trading profit can be reinvested in the enterprise, or distributed for social or charitable purposes in accordance with the rules. It is a democratic structure that encourages a large membership and empowers communities by giving members a direct say in the management of the enterprise through the elected committee.

Membership of a CBS is established by the purchase of at least one share. An important feature is that there is one vote for each member, irrespective of how much is individually invested in the enterprise. The benefits of a large membership base include:

- Having a large number of people who have a financial interest in the enterprise who, because of this, are more likely to support it
- A greater number of people who attend AGMs and committee meetings and positively contribute to the overall direction of the business
- A more accessible pool of people to draw on when elections for committee members are requested, or when more volunteers are needed.

CCBS is governed by rules that are binding on its members. The most recent standard rules prepared by the Plunkett Foundation have been adopted and are in use by many other similar organisations. A copy is available in Appendix 4.

The Community Benefit Society structure requires the business to be run in the interests of the community at large and not primarily for the benefit of its members. Neither profits nor the assets of the Society can be distributed to the members. This is an “asset lock” under the regulations.



Whilst the rules of CCBS would allow us to pay a modest rate of interest on members' shares, the Management Committee has taken the decision not to do this. It is the intention of CCBS that profits will generally be used to further the objectives of the Society by being ploughed back into the business. If profits are achieved above the needs of the business, surplus funds will be donated to good causes within the community. In the eventuality of dissolution, the assets of the Society would be transferred to another body with similar objectives for the good of the community.

Should the CBS receive any loan from its members, any interest paid must not be more than is reasonable to obtain whilst retaining sufficient capital to run the business.

## **8.2 Membership Strategy**

CCBS will develop a membership strategy, which will involve the following areas:

- **Community.** How we ensure that as many members of the community become members of the Society
- **Customers.** How our customers and potential customers are invited to become members
- **Benefits.** Membership allows local people to have a say in how the shop is run and to benefit from its success. It allows a vote at the AGM, where the Management Committee is elected
- **Communication.** This will involve as many channels as possible, including a website, social media, emails, leaflets and public meetings
- **Volunteering.** A vibrant volunteer workforce can bring an enterprise to life, as many volunteers care passionately about the cause and convey that passion to their customers. A volunteer handbook will clarify the role of volunteers. It will contain a Volunteer Charter
- **Governance.** Good governance is critical to the success of a member-owned enterprise and it is essential that members are included in the decision-making through the election of the Management Committee at the AGM

## **9 RISK MANAGEMENT**

A risk register has been compiled and is amended regularly as CCBS moves forward. A copy is available at Appendix 5.

### **9.1 Risks – set-up and on-going**

The risk register has been divided into

- Governance
- Operational
- Financial
- Environmental or External
- Compliance (Law & Regulation)

These reflect not just the risks during this period of set-up but also the on-going risks once the shop is operating.

### **9.2 Category – high, medium, low**

The high risks are denoted on the Register by a red colour. At the time of writing, the following are noted as High Risk once mitigation has been considered:

- Theft or damage & vandalism
- Volunteer recruitment
- Volunteer competencies
- Loss of premises at the end of the lease

### **9.3 Mitigating actions**

Many of the medium and low risks have been mitigated against by planning ahead and by considering and employing techniques and practices that reduce the risk.

The risk of theft, damage and vandalism is a real one that can have an impact on the safety of staff and the security of the premises. A number of security measures will be installed by the Post Office, including a panic alarm, and CCBS intend to install CCTV. An asset register and regular stock checks and inspections will inform of petty theft, particularly of goods and money. The shop and its systems will be audited at least annually and any recommendations for changes will be followed up.

The recruitment and retention of a volunteer work force is known to be a large potential risk, a message that comes clearly from all community shops and the Plunkett Foundation. To mitigate this risk, CCBS has already embarked on a community engagement programme specifically to recruit people to work in the shop. This is proving successful with over 90% of necessary volunteer-hours filled. However, it is also appreciated that volunteers will need to be retained and that more will need to be recruited, as there is a potential for a considerable turnover.

Recruitment is taking many forms. It commenced with a village meeting and that process is supported by 'surgeries' held in the village coffee shop. However recruitment also takes place by word-of-mouth, use of local magazines and CCBS website, Facebook and Twitter feeds. All ages are included, from the local secondary school, through mothers' groups to retired members of the community. It is important that the volunteer staffing reflects and represents all members of the community.

Creaton Community Benefit Society  
Business Plan

Part of the recruitment process is to encourage ownership of the project, not just through buying shares, but through a sense of community involvement, a desire to put something back into the community and pride in contributing to a community venture. Volunteers understand that they will have to go through an induction process to assess their suitability for the job and for them to gauge what they are comfortable in carrying out. Training will be given before the shop opens and there will be experienced members of staff (voluntary or paid) on hand to help.

There is a risk that at the termination of the lease after 6 years, no alternative premises have been located and the business needs to close. The Management Committee will continue to find alternative premises and build reserves to help fund the cost of moving.

## 10 FINANCIAL PROJECTIONS

The following pages show the Set-up Costs, Profit and Loss Budget for the first five years' trading and the associated cash-flow forecast and balance sheet. All costs and outputs are shown net of VAT. The following notes relate to the numbered references on each page of the financial projections.

### 10.1 Set-up Costs

These represent the costs that are likely to be incurred before the shop is ready to start trading and include the costs associated with the building, the fixtures and fittings, pre-opening staff and volunteer training, and newspaper deposit and security box.

#### Notes on the set-up costs

- 1. Planning/lease.** This is the cost of legal and planning fees
- 2. Site preparation.** This includes lopping the sides of three trees, removing one live and one dead tree, removing a hedge and clearing the site; removing the existing bus shelter (the new building will have a canopy to provide shelter for waiting bus passengers); levelling the site, preparing for and laying concrete; laying a footpath, and fencing.
- 3. Services.** This includes connection to electricity, water, telephone and sewer.
- 4. Modular building.** The building will be 9m x 6m and constructed using a structural integrated panels system (SIPs). The cost includes the manufacture of the panels, delivery, erection on site, fitting out and cladding.
- 5. Staff training costs.** A grant of £3,000 has been received from the Northamptonshire Community Foundation to spend on set-up staff and volunteer training costs.
- 6. VAT.** It is estimated that approximately 40% of the stock to be sold in the shop will be subject to VAT. The VAT on this and the other items listed will be payable on receipt of invoice and, although recoverable, will have a short-term impact on the cash flow.
- 7. Awards for All grant.** The successful application for a £10,000 grant from the Big Lottery Awards for All will be spent on fixtures and fittings as indicated.
- 8. LEADER grant.** These financial projections assume an application from LEADER will be successful. At the time of going to print the application has not been submitted. The quotations for the building costs are still being sought. The actual size of grant applied for will match the quotations received from suppliers that the CCBS Management Committee believe represent the best value for money. The figures shown represent a combination of quotes received to date and a best estimate of the remainder. Whilst the Management Committee is hopeful of a successful outcome, the LEADER assessment panel may choose not to award the grant or may award only part of the requested sum. See more detail in section 11.2 in the Funding section.
- 9. Other grants.** A further £28,000 has been applied for from the Prince's Countryside Fund to cover increased staff costs over the first 3 trading years. This is not shown in the set-up costs, the P&L budget or cash-flow forecast, as it will be spread over 3 years to cover increased staff costs (if awarded) so the effect would be neutral.
- 10. Short-term loan.** There will be a period of a few months when a short-term loan will be required between the payment of those costs planned to be funded by the LEADER grant until the receipt of that grant. This may be up to three months and it is planned that this will be provided by members of the community who have already agreed to this. In the event of a shortfall a small commercial loan will be sought.

Creaton Community Benefit Society  
Business Plan

SET-UP COSTS	Notes	Cost	Sub-totals	Grants Received	Grants Applied For	Net Cost to CCBS
Planning/lease	1	2,360				2,360
Site preparation	2	8,245			5,232	3,013
Services	3	10,585			7,108	3,477
Modular building	4	45,400			36,320	9,080
<b>Total property costs</b>			<b>66,590</b>		<b>48,660</b>	<b>17,930</b>
<b>Fixtures and Fittings:</b>						
Fridge freezer, chiller unit, EPOS, a/c		10,000		10,000		
Shelving/counters		3,000			2,400	600
CCTV, window and door security		2,732			2,185	546
Newspaper box display stands		1,598			1,278	320
Tills/scales/coffee m/c		1,000				1,000
Computer/printer		1,000				1,000
Other		2,000				2,000
<b>Total Fixtures and Fittings</b>			<b>21,330</b>	<b>10,000</b>	<b>5,864</b>	<b>5,466</b>
<b>Other Set-up Costs</b>						
CCBS Registration Fee		550				550
Printing/promotion		1,250				1,250
Set-up staff training	5	3,000		3,000		
Other		2,000				2,000
<b>Total Other Set-up Costs</b>			<b>6,800</b>	<b>3,000</b>		<b>3,800</b>
<b>TOTAL SET-UP COSTS</b>			<b>94,720</b>	<b>13,000</b>	<b>54,524</b>	<b>27,196</b>

Other Cash Requirements					
Opening stock		12,000			12,000
Newspaper deposit		1,000			1,000
Opening cash		500			500
VAT on building Costs		13,318			13,318
VAT on fixtures and fittings		4,266			4,266
VAT on other set-up costs		760			760
VAT on 40% of opening stock	6	960			960
<b>Total cash requirements</b>			<b>32,804</b>		<b>32,804</b>
<b>TOTAL SET-UP CASH REQ'MNTS</b>			<b>127,524</b>	<b>13,000</b>	<b>54,524</b>

**SOURCE OF FUNDS**

**Grants Received to Date**

Big Lottery Awards for All Grant	7	10,000			
Northants Community Foundation		3,000			
<b>Total Grants Received to Date</b>			<b>13,000</b>		

**Other Grants Applied For Set-up**

LEADER	8			54,524	
<b>Total Other Grants Applied For Set-up</b>	9			<b>54,524</b>	

**Further Funds Required for Set-up**

Share subscription (target)		60,000			
Short term loans	10	54,524			
<b>Total Community Funds</b>			<b>114,524</b>		
<b>TOTAL FUNDS TO FINANCE SET-UP</b>			<b>127,524</b>		

## 10.2 Profit & Loss Budget

This budget assumes a successful outcome to the application for a LEADER grant. If this bid is unsuccessful or only partially successful, further funding will be required as outlined in the Funding section paragraph 11.2. The set-up costs are shown in the P&L in a separate period. It is the intention to close the first financial year to coincide with the end of the pre-trading period. In practice there is likely to be some overlap but for simplicity this budget assumes a clean break between set-up and trading.

### Notes on the Profit & Loss Budget

- 11. Sales.** Net of tax. General Shop sales in the old Creaton shop have been in decline since their peak in 2014 as the owners reduced staffing and stocks in preparation for retirement. Although the site of the new shop, on the main road through the village, is likely to have the advantage of attracting passing traffic, it is assumed the Year 1 sales will be 20% below the 2014 peak. Lost custom will take time to attract back. Year 2 assumes a 10% improvement followed by a further 7% in Year 3. Thereafter the assumed increase is in line with inflation.
- 12. Sales margin.** The old shop achieved 23% in 2014 and 20.6% in 2015. This fell to 20% in 2016 but on declining sales. Other shops appear to seek c. 22% overall margin.
- 13. PO commission.** The figure assumed in year 1 is provided by the Post Office, based on the previous year at the old shop. The PO anticipates an improved income at the new site, so the Year 2 figures have been increased by 10% with a further 10% increase in Year 3.
- 14. Capital Grants.** The LEADER grant (if successful) will be posted as a liability in the balance sheet and written off in the P&L over 5 years. This is a result of the terms of the grant which potentially could require partial repayment should the shop cease to trade at any time during the first five years of trade.
- 15. Staff pay.** This includes pension. Employer NI contributions would fall within the £3000 allowance, so are exempt. Although the pay will be above the minimum wage, in the context of a community run shop partly staffed by volunteers, it will not be very much higher. It is hoped that when the enterprise is in profit there will be an incentive scheme to top up salaries. The assumption is that there will be a manager and assistant manager, both part-time, covering a total 52 hours paid management time per week. With a requirement for two people on duty each hour the shop is open, this represents 36% of required man-hours covered by paid staff. A grant has been applied for from the Prince's Countryside Fund to cover the cost of increased staff salaries. A sum of £28,000 has been requested, to be paid over 3 years on a declining basis. If successful, it would allow more paid staff time to help and mentor volunteers, ensuring a better experience for the volunteers and improved service for the customers. As it would have a neutral effect on the P&L it has not been shown in this budget.
- 16. Training.** CCBS has already received a grant of £3000 to contribute towards training and pre-trading staff costs. Training of both staff and volunteers is considered vital and will continue on an annual basis to include induction of new staff/volunteers and updates for existing.
- 17. Sundry.** The set-up costs include registration of CCBS £550 and £2000 contingency
- 18. Depreciation.** The capital items have been depreciated as shown below in the P&L budget.
- 19. Profit.** The Management Committee will develop a prudent reserves policy. Reserves will be needed to fund the longer-term future of the shop, to re-invest in the fixtures and fittings, and to buy back shares if any investor wishes to withdraw after three years. See also Funding section in paragraph 11.4.

Creaton Community Benefit Society  
Business Plan

**10.2 Profit & Loss Budget**

<b>Profit &amp; Loss Budget for Set-up Period and First Five Years' Trading</b>								
<b>Set-up Period</b>			<b>1st 5 Years' Trading</b>					
Notes	<b>Costs</b>	<b>Grants</b>	<b>Net</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>SALES</b>								
				140,000	154,000	164,780	169,723	174,815
				<u>112,000</u>	<u>121,660</u>	<u>128,528</u>	<u>132,384</u>	<u>136,356</u>
				<b>28,000</b>	<b>32,340</b>	<b>36,252</b>	<b>37,339</b>	<b>38,459</b>
				20%	21%	22%	22%	22%
				<u>8,772</u>	<u>9,649</u>	<u>10,614</u>	<u>10,932</u>	<u>11,260</u>
				<b>36,772</b>	<b>41,989</b>	<b>46,865</b>	<b>48,271</b>	<b>49,720</b>
				12,905	12,905	12,905	12,905	12,905
				<b>49,677</b>	<b>54,894</b>	<b>59,770</b>	<b>61,176</b>	<b>62,624</b>
<b>OVERHEADS</b>								
	1,500			22,453	23,336	24,252	24,964	25,698
	1,500	3,000		500	500	500	500	500
				2,500	2,575	2,652	2,732	2,814
				500	515	530	546	563
				750	773	796	820	844
				250	258	265	273	281
				800	824	849	874	900
				600	618	637	656	675
	1,000		1,000	300	309	318	328	338
	250		250	250	258	265	273	281
				1,000	1,030	1,061	1,093	1,126
				250	258	265	273	281
				500	515	530	546	563
				250	258	265	273	281
				1,000	1,030	1,061	1,093	1,126
					200	206	212	219
				500	500	500	500	500
	2,550		2,550	500	515	530	546	563
				4,540	4,540	4,540	4,540	4,540
				4,238	4,238	4,238	4,238	4,238
				4,266	4,266	4,266	4,266	4,266
				<b>3,800</b>	<b>45,947</b>	<b>47,313</b>	<b>49,546</b>	<b>50,597</b>
				<b>-3,800</b>	<b>3,729</b>	<b>7,580</b>	<b>11,243</b>	<b>12,028</b>
						1,440	2,136	2,285
				<b>-3,800</b>	<b>3,729</b>	<b>6,140</b>	<b>9,107</b>	<b>9,742</b>
				<b>-3,800</b>	<b>-71</b>	6,069	15,176	34,339
<b>CAPITAL COSTS</b>								
				45400 Write off over 10 years. Annual depreciation =				4,540
				21190 Write off over 5 years. Annual depreciation =				4,238
				21330 Write off over 5 years. Annual depreciation =				4,266

Creaton Community Benefit Society  
Business Plan

**10.3 Cash Flow**

FORECAST SUMMARY OF SET-UP PERIOD AND FIRST 5 TRADING YEARS

FORECAST FOR SET-UP PERIOD AND FIRST TRADING YEAR

	Set-up Period		Year 1												Year Totals							
	Q-3	Q-2	Q-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Set-up	Year 1	Year 2	Year 3	Year 4	Year 5	
	13,000	9,440	9,440	20,760	19,404	19,493	19,582	19,823	20,052	20,281	20,711	21,127	21,543	22,110	22,665	0	20,760	23,221	30,892	40,834	44,467	
<b>OPENING BALANCE</b>																						
<b>INCOME</b>																						
Shop sales				10,500	10,500	10,500	11,200	11,200	11,200	12,133	12,133	12,133	12,833	12,833	12,833		140,000	154,000	164,780	169,723	174,815	
PO commission				731	731	731	731	731	731	731	731	731	731	731	731		8,772	9,649	10,614	10,932	11,260	
Grants				34,524	34,524	34,524	34,524	34,524	34,524	34,524	34,524	34,524	34,524	34,524	34,524		33,000	34,524	34,524	34,524	34,524	
Loans				-54,524	-54,524	-54,524	-54,524	-54,524	-54,524	-54,524	-54,524	-54,524	-54,524	-54,524	-54,524		54,524	-54,524	-54,524	-54,524	-54,524	
Shares issued				60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000		60,000	60,000	60,000	60,000	60,000	
<b>TOTAL INCOME</b>				<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>	<b>134,524</b>		<b>147,524</b>	<b>147,524</b>	<b>147,524</b>	<b>147,524</b>	<b>147,524</b>	
<b>EXPENDITURE</b>																						
Cost of sales				8,400	8,400	8,400	8,960	8,960	8,960	9,707	9,707	9,707	10,267	10,267	10,267		12,000	112,000	121,660	132,384	136,356	
Overheads				1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871		22,453	23,336	24,252	24,964	25,698	
Staff salaries				871	871	871	871	871	871	871	871	871	871	871	871		10,450	10,934	11,232	11,538	11,855	
Other overheads																						
Property costs				66,590	66,590	66,590	66,590	66,590	66,590	66,590	66,590	66,590	66,590	66,590	66,590		66,590	66,590	66,590	66,590	66,590	
Fixtures and fittings				21,330	21,330	21,330	21,330	21,330	21,330	21,330	21,330	21,330	21,330	21,330	21,330		21,330	21,330	21,330	21,330	21,330	
Other set-up costs				2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800		2,800	2,800	2,800	2,800	2,800	
Op cash + deposit				1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500		1,500	1,500	1,500	1,500	1,500	
<b>TOT. EXP. PRE TAXES</b>				<b>11,142</b>	<b>11,142</b>	<b>11,142</b>	<b>11,702</b>	<b>11,702</b>	<b>11,702</b>	<b>12,449</b>	<b>12,449</b>	<b>12,449</b>	<b>13,009</b>	<b>13,009</b>	<b>13,009</b>		<b>108,220</b>	<b>144,903</b>	<b>155,929</b>	<b>164,011</b>	<b>168,887</b>	
<b>TAXES</b>																						
Input VAT																						
On overheads				157	157	157	157	157	157	157	157	157	157	157	157		1,881	1,968	2,022	2,077	2,134	
On building costs																						
On fixtures & fittings																						
On other set-up costs																						
On 40% stock																						
Output VAT																						
<b>VAT Balance</b>				<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>	<b>18,544</b>		<b>19,304</b>	<b>-359</b>	<b>-3,865</b>	<b>-4,266</b>	<b>-4,400</b>	
Revenue & Customs																						
Corporation tax																						
<b>TOTAL TAXES</b>				<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>	<b>17,784</b>		<b>18,544</b>	<b>-18,593</b>	<b>49</b>	<b>1,440</b>	<b>2,136</b>	
<b>TOTAL EXPENDITURE</b>				<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>	<b>123,204</b>		<b>126,764</b>	<b>126,311</b>	<b>155,978</b>	<b>165,452</b>	<b>171,023</b>	
<b>CASH MOVEMENT</b>				<b>13,000</b>	<b>-3,560</b>	<b>11,320</b>	<b>-1,356</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>		<b>20,760</b>	<b>2,461</b>	<b>7,671</b>	<b>9,942</b>	<b>3,633</b>	
<b>CLOSING BALANCE</b>				<b>13,000</b>	<b>9,440</b>	<b>19,493</b>	<b>19,582</b>	<b>19,823</b>	<b>20,052</b>	<b>20,281</b>	<b>20,711</b>	<b>21,127</b>	<b>21,543</b>	<b>22,110</b>	<b>22,665</b>		<b>20,760</b>	<b>23,221</b>	<b>30,892</b>	<b>40,834</b>	<b>44,467</b>	



Creation Community Benefit Society  
Business Plan

	Set-Up Period	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Fixed Assets</b>						
Modular building		40,860	36,320	31,780	27,240	22,700
Other building costs		16,952	12,714	8,476	4,238	
Fixtures & fittings		17,064	12,798	8,532	4,266	
<b>Total Fixed Assets</b>	<b>87,920</b>	<b>74,876</b>	<b>61,832</b>	<b>48,788</b>	<b>35,744</b>	<b>22,700</b>
<b>Current Assets</b>						
Cash	500	500	500	500	500	500
Bank	20,760	23,221	30,892	40,834	44,467	54,424
Stock	12,000	12,000	12,000	12,000	12,000	12,000
Prepayment	1,000	1,000	1,000	1,000	1,000	1,000
Grant money (debtor)	34,524					
VAT due from HMRC	18,544					
<b>Total Current Assets</b>	<b>87,328</b>	<b>36,721</b>	<b>44,392</b>	<b>54,334</b>	<b>57,967</b>	<b>67,924</b>
<b>Current Liabilities</b>						
Corporation tax		0	1,440	2,136	2,210	2,285
VAT due to HMRC		49				
Short term loans						
<b>Total Current Liabilities</b>	<b>54,524</b>	<b>49</b>	<b>1,440</b>	<b>2,136</b>	<b>2,210</b>	<b>2,285</b>
<b>Net Current Assets</b>	<b>32,804</b>	<b>36,672</b>	<b>42,952</b>	<b>52,198</b>	<b>55,757</b>	<b>65,639</b>
<b>Total Net Assets</b>	<b>120,724</b>	<b>111,548</b>	<b>104,784</b>	<b>100,986</b>	<b>91,501</b>	<b>88,339</b>
<b>Financed by</b>						
<b>Opening Business Capital</b>						
Profit/Loss	0	(3,800)	(71)	6,069	15,176	24,596
	(3,800)	3,729	6,140	9,107	9,420	9,742
<b>Closing Business Capital</b>	<b>(3,800)</b>	<b>(71)</b>	<b>6,069</b>	<b>15,176</b>	<b>24,596</b>	<b>34,339</b>
<b>Long Term Liabilities</b>						
Share capital	60,000	60,000	60,000	60,000	54,000	54,000
Deferred grant	64,524	51,619	38,714	25,810	12,905	
<b>Total LT Liabilities</b>	<b>124,524</b>	<b>111,619</b>	<b>98,714</b>	<b>85,810</b>	<b>66,905</b>	<b>54,000</b>
<b>Total Financed by</b>	<b>120,724</b>	<b>111,548</b>	<b>104,784</b>	<b>100,986</b>	<b>91,501</b>	<b>88,339</b>

## 11 FUNDING

### 11.1 Share offer

A major form of funding for this project, and a valuable method of illustrating the community support for the shop, is the raising of capital through a share issue. CCBS will be selling shares at £20 each to anyone over the age of 16 who supports the cause, with a maximum holding of £15,000. The shares entitle the owner to become a member of the Society and to have a vote. Only one vote is available per person, irrespective of the number of shares held.

#### **Tax Benefits.**

There are a number of tax relief schemes available to members, designed to encourage investment in community projects and/or start-up businesses. **The Management Committee have applied to use the Seed Enterprise Investment Scheme.**

Under the scheme, investors will be able to claim 50% tax relief (income tax or capital gains) on their share purchase. This is regardless of the rate of tax they pay, providing they have paid sufficient tax to cover the amount being reclaimed. This will include both tax paid in the year in which the investment is made and the preceding year.

#### Example

Providing the investor is a tax-payer, then an investment in shares of £1,000 will cost £500 after the tax has been reclaimed. If at a future date the shares are withdrawn – repaid at face value – the investor will receive the original £1,000. For the tax relief to be retained the shares have to be held for a minimum of 3 years.

The business has to trade for 4 months before a formal application for qualification for the relief can be made by the business. The relevant forms will then be provided to investors to make the appropriate claim to HMRC for tax relief at that time.

This very generous support by the government to investors in small start-up businesses recognises the risk involved. We hope that this will encourage strong interest in supporting the share issue.

**Please note that until HMRC have issued assurance, there is no guarantee that SEIS tax-relief will be available. The amount of tax relief, if any, is decided following your application to HMRC and cannot be guaranteed by CCBS.**

The target to be raised through the share issue is £60,000. The minimum figure to raise through shares is £50,000; the maximum figure to raise has been set at £80,000. The lesser figure will have an impact on how the business will operate.

£60,000, the optimum figure, represents the minimum that the Society considers necessary to become a viable enterprise with the current plan. Pledges from the March meeting suggest that the issue may realise in excess of £60,000. To reach the optimum figure, CCBS will be relying on a high proportion of multiple shares. Although it is recognised that some will be more able to buy large numbers of shares than others, CCBS would like to encourage everyone to be as generous as they can in supporting the shop.

Community shares such as these can only be issued by societies. Societies are subject to the Co-operative and Community Benefit Societies Act 2014. This Act allows societies to issue community shares, or what the law calls withdrawable shares. These shares are not transferable except on the death or bankruptcy of the shareholder. Shares may be withdrawn at face value after a minimum period of 3 years (or such other period as the Management Committee may decide) **and at the sole discretion of the Management Committee having regard to the needs of the business.** Withdrawals must be funded from the profits or reserves of the business, or from new share capital raised.

By Year 4, the Management Committee will review its share withdrawal policy. It is hoped that at this stage there will be greater clarity on the level of reserves required to continue having a shop in Creaton at the end of the lease period. In anticipation that some investors may wish to withdraw some of their share capital, the cash flow and balance sheet projections in this Business Plan show 10% withdrawal in year 4.

It is the aim of CCBS to attract as wide a membership as possible from within the local community as this will ensure maximum involvement and interest in ensuring that the business will succeed and be valued by all.

The window for share application will be between 21<sup>st</sup> October 2017 and 22<sup>nd</sup> December 2017. There will be a formal share launch event on 21<sup>st</sup> October 2017 comprising a village meeting and stalls with produce from local producers. The share prospectus and this business plan have been approved by the Community Shares Unit to ensure that it meets national standards.

### **11.2 Grants**

Grants form an integral part of the financing of this project. To date successful applications have been made to the National Lottery Awards for All (£10,000) and the Northamptonshire Community Foundation (£3,000). CCBS have been awarded a grant by The Hive (Co-op) to support and approve the share prospectus and this business plan.

Applications are in process for two other grants, which the Management committee see as key to the success of the business:

**LEADER**, a French acronym which means 'Liaison among Actors in Rural Economic Development', is an EU funded rural grant programme designed to support local businesses and rural communities. A successful bid for this grant would provide a substantial contribution towards the capital costs of the building and fixed equipment. Community enterprises like Creaton Village Shop can apply to receive up to 80% of eligible capital costs for certain projects. Whilst there is no guarantee that this application will be accepted at all, or even partially, the first stage of the application, an outline application, was approved allowing a full application to proceed. At the time of writing the necessary three quotations for each element of capital expenditure in the application are being sought.

An indication of the amount of funding to be requested through the LEADER programme is shown in the Financial Projections section at Paragraph 10.1. It should be noted that the actual figures will be those quotations that the Management Committee consider represent the best value for CCBS.

If the LEADER grant is reduced in size, the Management Committee will need to raise the target for fund-raising through shares or donations from other sources, which may delay the opening date of the shop. If no LEADER funding were achieved it is deemed probable that the shop would not open. In this event shares and donations would be returned to the community.

**The Prince's Countryside Fund (PCF)** provides more than £1.2m in grant funding every year to projects across the UK that help to provide a secure future for the countryside. An application has been made for funding that would pay for increased staffing in the early years of the shop opening. Although the number of volunteers coming forward to serve in the shop is encouraging, experience from other community shops suggest that some volunteers are reluctant to play a full part through lack of confidence or inexperience. This can lead to problems later on as volunteer enthusiasm dwindles. It is expected that a successful training and mentoring programme would provide a better experience for both the volunteers and the customers. If the PCF grant is awarded it is intended to ensure there is a member of staff present in the shop each hour the shop is open. The financial projections in this Business Plan assumes some hours during the day are only covered by volunteers and make no assumptions about receiving this grant. If it is received, the effect on the accounts is neutral as the income received would be offset by the extra staff costs. However, the grant would ease the process and ensure more chance of the targets being met or exceeded.

### **11.3 Commercial loan**

Some of the grants, if awarded, will not be available until stages of the project have been completed and it is expected that certain funds are required to purchase component parts during the process. It is hoped that the share launch will realise enough capital to commence the building project. Some individuals have pledged limited short-term financial support, however, commercial loans will be considered as a last resort during the setting up of the project, if deemed necessary and viable.

### **11.4 The Long-Term View**

The campaign to set up a community shop started only a year ago. In the past twelve months, a lot of support has been gained for the project and we all look forward to the shop opening and thriving. As has already been stated, once a sound financial footing has been gained, it is the ambition of CCBS to be able to put money into community projects as well as secure the future for Creaton Village Shop. Part of this security is to consider what will happen at the end of the first five years when 3 possible opportunities may present themselves:

- Continue to rent the piece of ground on which the shop stands
- Rent or buy another piece of land and move the shop
- Move into larger premises

The best option may be for CCBS to purchase some land and either move the current building or construct a larger one. The last two of these options will incur further expenditure and CCBS will be planning to save towards the next stage. There may be other options that occur at the time, but CCBS will continue to work to keep a shop and Post Office in the heart of the village and in the heart of the community.

Creaton Community Benefit Society  
Business Plan

**Appendices**

The Appendices are available on-line at [www.creatonvillageshop.co.uk](http://www.creatonvillageshop.co.uk), otherwise, if you would like to view a copy of these documents, please contact the Chair or Vice-Chair. Their contact details are given below.

Appendix 1	Questionnaire, December 2016 Results Form, March 2017
Appendix 2a	Location Site Plan
Appendix 2b	Floor Plan and Elevations
Appendix 3	Management Committee details
Appendix 4	Creaton Community Benefit Society Rules
Appendix 5	Risk Register

**Contact details**

For more information about this business plan, how to buy shares or how to support Creaton Village Shop, please contact

Charles Matts  
mobile: 07966 363997  
email: [charles@creatonvillageshop.co.uk](mailto:charles@creatonvillageshop.co.uk)

or

Richard Hollingum  
mobile: 07887 652599  
email: [richard@creatonvillageshop.co.uk](mailto:richard@creatonvillageshop.co.uk)

For general enquiries about Creaton Community Benefit Society or Creaton Village Shop,  
email: [enquiries@creatonvillageshop.co.uk](mailto:enquiries@creatonvillageshop.co.uk)

or write to:

Creaton Community Benefit Society Ltd  
The Farm Office  
Grooms Lane  
Creaton  
Northampton  
NN6 8NN

Web: [www.creatonvillageshop.co.uk](http://www.creatonvillageshop.co.uk)  
Facebook: [creatonvillageshop](https://www.facebook.com/creatonvillageshop)  
Twitter: [@CreatonShop](https://twitter.com/CreatonShop)

