



# White Horse Community Shop and Café

## Business Plan

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## Version History

Version	Approved Date	Approved By	Notes
0.1	21/08/24	WHCSC Steering Group	Initial draft
0.2	20/09/24	WHCSC Steering Group	Plunkett Foundation review

## Mission, Aims and Objectives

Our mission is to create and run a financially sustainable, community owned and run shop and cafe that sells produce, provides services and is a place people want to spend time.

Our aims are to

1. Create a not-for-profit shop/café owned and run by the community, for the community.
2. Provide a social space for people to spend time, promoting health and well-being.
3. Provide training and voluntary work opportunities to members of the community.
4. Source products and services locally to support local business and reduce environmental impact.

There are a number of risks that we must mitigate before significant investment is made in a new dedicated building. To do this, we have identified two phases.

### Phase 1 – Temporary building

Once we have identified a suitable location, buy and install a Portakabin-style building. This would allow us to test demand more accurately than paper-based research. This would run until phase 2 is feasible.

### Phase 2 – Permanent building

Once we have proven demand for a shop/café, a more long-term commitment can be made to a permanent building. The proposed site for this would be the Neighbourhood Plan site B2 (behind the village hall).

**This business plan will focus on Phase 1.**

### Phase 1 Milestones

Milestone	When	Notes
Secure location	2024 Q4	
Raise funding	2024 Q4 – 2025 Q1	
Planning application	2025 Q2	
Groundworks and utilities	2025 Q3	

Temporary building and fit-out	2025 Q3	
Staff recruitment	2025 Q3	
Open day!!!	2025 Q4	

## Background

Broad Hinton had a shop and Post Office that closed in 2016. Since then, a weekly half-day Post Office service has been provided in the Village Hall, but no shop.

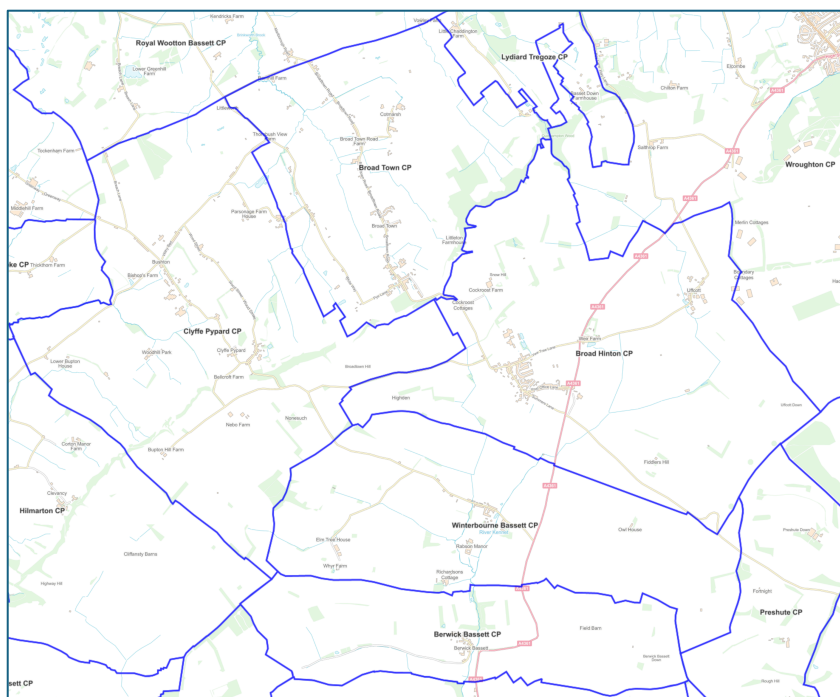
As part of the Neighbourhood Plan, in Q3 2022 the Parish Council surveyed the residents and 81% stated that they would either Value or Highly Value a Village Shop/Café. <https://www.bhwbparishcouncil.org.uk/questionnaire-results>

In October 2023 a steering group was formed with the goal of creating a community owned and run shop/café.

## Market

We have considered several markets that a shop/café would appeal to.

1. Households within walk/cycle distance of Broad Hinton
2. Households within a 10-minute drive of Broad Hinton
3. Passing traffic
4. Visitors walking and cycling along the Ridgeway and local area.



The first two markets are households within and around Broad Hinton.

Area	Settlements	Distance	Households	Residents
Broad Hinton CP	Broad Hinton and Uffcott	5 mins walk – 15 mins cycle	256	626
Winterbourne Bassett CP	Winterbourne Bassett	30 mins walk – 15 mins cycle	72	163
Clyffe Pypard CP	Clyffe Pypard and Bushton	10 mins drive	129	309
Broad Town CP	Broad Town	10 mins drive	237	588
Berwick Bassett CP*	Berwick Bassett	10 mins drive	41	100

CP = Civil Parish

\* Berwick Bassett census 2021 data includes the adjacent Winterbourne Monkton CP data. For the purposes of estimation, we have used half the households and residents.

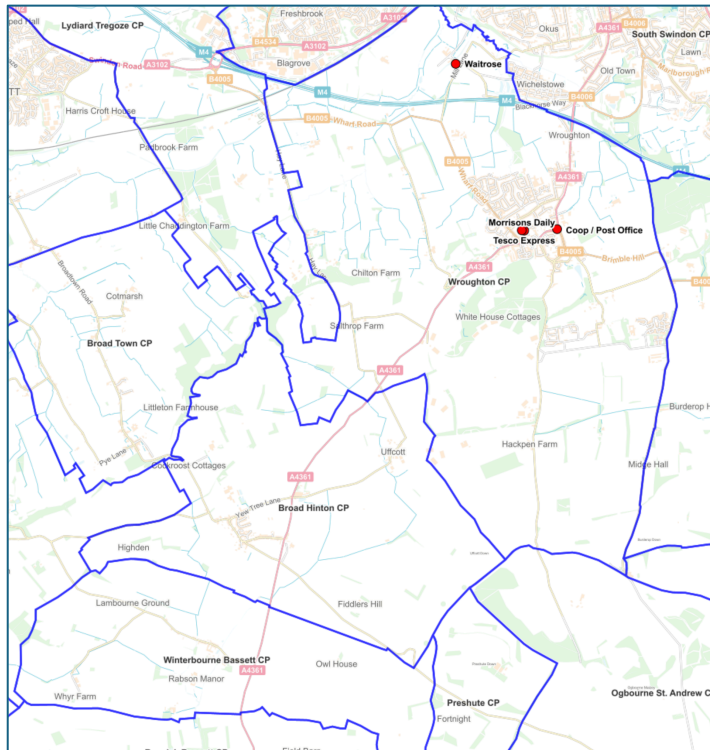
The third market are vehicles passing through Broad Hinton.

Location	Average vehicles per day
Broad Hinton High Street	1793
Broad Hinton Yew Tree Lane	973

The fourth market are walkers and cyclists passing near to or through Broad Hinton. We don't have any data on the volumes but the Ridgeway is a National Trail and Broad Hinton High Street is on the National Cycle Highway

## Market Analysis

There are a number of supermarkets within 6 miles of Broad Hinton.



- Tesco Express is a small supermarket in Wroughton approximately 4 miles away and accessible by car or 49 bus.
- Morrisons Daily is a small supermarket in Wroughton, approximately 4 miles away and accessible by car or 49 bus.
- Coop is a small supermarket in Wroughton, approximately 4 miles away and accessible by car or 49 bus. The Coop contains the main Post Office for the area.
- Waitrose is a large supermarket in Wichelstowe, approximately 6 miles away and accessible by car only.

Note that the 49 bus service is hourly to Wroughton takes approximately 7 mins and 15 mins walking from the centre of Broad Hinton.

There are also a number of farm shops and delivery services in the wider area – see Appendix D.

## Risk Analysis

ID	Theme	Risk	RAG	Mitigation
1	Demand	Community won't buy products and services from the shop.	M	Survey community. Run "farmers market" event. Trial products and services.

2	Demand	Community won't use the shop/café enough to sustain it.	M	Cashflow forecast. Create temporary shop.
3	Location	Suitable location for temporary building isn't available in Broad Hinton.	VH	Discuss with potential location landowners.
4	People	Can't recruit people with marketing / FMCG retail experience into the steering group.	L	Keep recruiting through Local News and Facebook.
5	People	Can't recruit enough volunteers to run the shop/café and employ a full/part-time manager	H	Create a more compelling opportunity for volunteers.
6	Time	Can't deliver shop/café quickly and keep momentum	L	Create a realistic schedule and provide regular updates to the community.
7	Funding	Shop/café can't financially sustain itself	H	Ensure reserves are built up in financial plan. Look at alternate funding sources.
8				

## Marketing Strategy

The shop/café will be marketed via the following channels;

- Shop/café web site
- Social media accounts on Instagram, TikTok and X
- Local Facebook groups that each village in the target market has.
- Local News printed monthly newsletter that is delivered to all households in the Broad Hinton and Winterbourne Bassett CPs.
- Mailing list

Information will be posted regularly for awareness of the shop/café as well as new stock and special offers.

## Communications Plan

As phase 1 is progressing, Adam Gilmore will post of social media and the Local News to keep the community up to date.

Once the shop/café is opened, a member of the management committee (ideally from a marketing background – see Risks) will work with the shop/café manager to manage the marketing.

## Products and Services

The shop's offer will primarily be designed to meet the needs of convenience shopping and high quality, local produce shopping. The products and services will be tailored to meet the needs of Broad Hinton, Winterbourne Bassett, Uffcott and surrounding villages.

The range will include;

- Local produce such as seasonal fresh fruit, vegetables, and local farm produce
- Bread, milk etc.
- Wines, spirits and beers
- Newspapers, magazines, cards, and stationery
- Household essentials
- Frozen food
- Confectionary
- Over the counter medicines
- Impulse items, e.g. boxed chocolates, gifts etc
- Niche items, e.g. local cheeses, local wines, and possibly local crafts
- Cycling and walking supplies
- Baby products
- Café facilities serving hot and cold drinks, with cakes etc...
- Cigarettes and vapes

The shop will also provide a collection and delivery point for local residents who are away during the day.

Community/Services ideas

- Second-hand – books, dvds, games, toys (could operate some of these as a library/swap so can borrow or for use in cafe), art materials/scrap store, Pre-loved magazines/newspapers
- Chatty café table (like school buddy bench)
- Water refills
- Community fridge/larder etc, “pay what you can afford”/advance coffees etc – ways of including everyone all the time
- Workspace – at least power/charging for devices and wi-fi for customer use
- Gallery/craft display for sales
- Delivery/parcel pick-up – would need opening hours to cover courier drops and customer pick-up?
- Dry cleaning drop-off
- Cyclist/walker/dog/horse friendly – Ridgeway, King Alfred's Way, other local leisure routes and car parks (e.g. Hackpen) nearby
- Tool “library” Library of things
- Packed lunches



## Organisation

The Steering Group is made up of the following people;

- Alex LaRoche (Chair)
- Anna Solinis (Secretary)
- Claire Le Gresley (Treasurer)
- Adam Gilmore
- Nick Mathews
- Paul Fleming
- Tash Morshead

## Legal Structure

Community Benefit Society using the Plunkett Foundation Model Rules.

## Financial Plan

For Phase 1, we will need to raise funds to cover the startup costs. These will include;

- Building – unit, groundworks, planning
- Fittings – sink, heating, coffee machine, fridges, freezers, food heater, cupboards, shelves, tables, chairs, lighting
- EPOS – till and card machine, software
- Decorations – painting, flooring

Building	Pre-application advice	£	367.00
Building	Architect	£	2,000.00
Building	Planning application	£	578.00
Container		£	60,000.00 *
Groundworks		£	35,000.00
Fittings		£	25,000.00
<b>Total Capital Costs</b>		<b>£</b>	<b>122,945.00</b>

*\*Note this is at the higher end of price as quote is for new container and used containers are available.*

Once the shop/café is setup, there are a number of operating expenses including;

- Employees salary, tax, pension
- Business rates
- Legal
- Security
- EPOS
- Insurance - public liability, building, stock
- Utilities – electricity, water, telecoms
- Marketing – web site, social media
- Stock – purchase, wastage

- Transport – cash and carry trips

### **Cashflow forecast**

To produce a cashflow forecast, we have to estimate revenue and expenditure. We ran a short survey online that asked questions about how often people would use a shop/café and how much they would spend.

We had 31 responses (see Appendix B) and used this data to extrapolate across the households in our primary market of Broad Hinton CP (256) and Winterbourne Bassett CP (72) totalling 328 households.

This resulted in a predicted total sales of £ 66,891.93 from 7149 shop and 1405 cafe transactions with an average value of £8.57 for the shop and £4.00 for the café.

Note that this assumes 25% of households will use the shop and 10% of households will use the café with use/spending patterns as outlined in the survey results. The forecast doesn't consider sales from households in the secondary markets or passing trade from vehicles, cyclists or walkers. The forecast assumes an annual increase in sales of 5% achieved via improved merchandising and marketing.

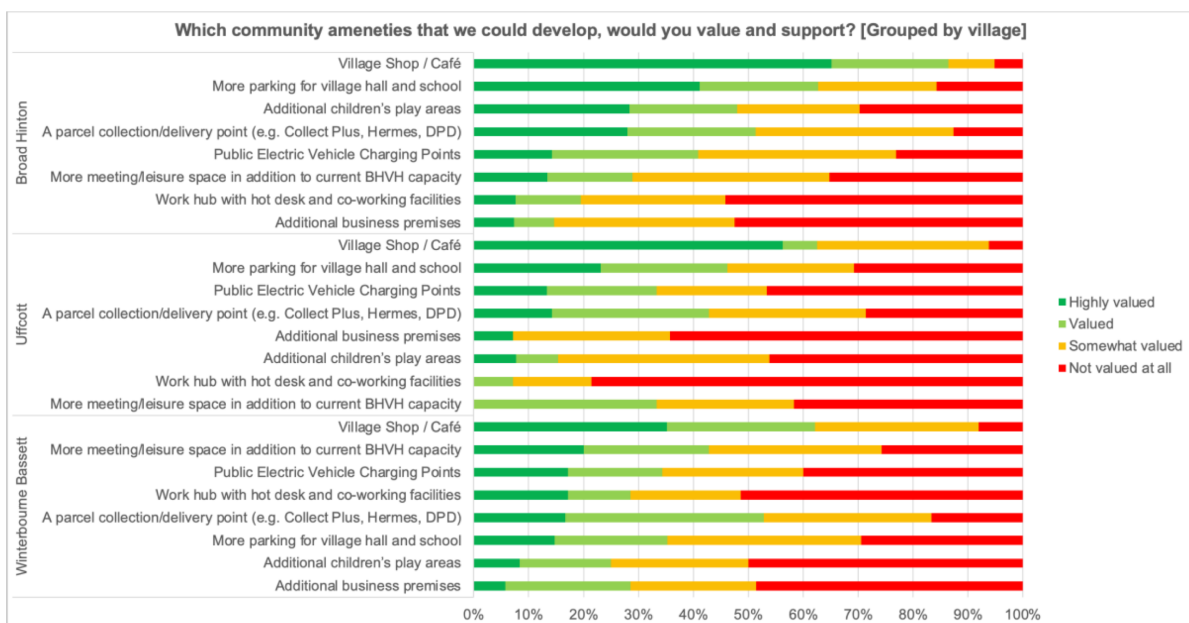
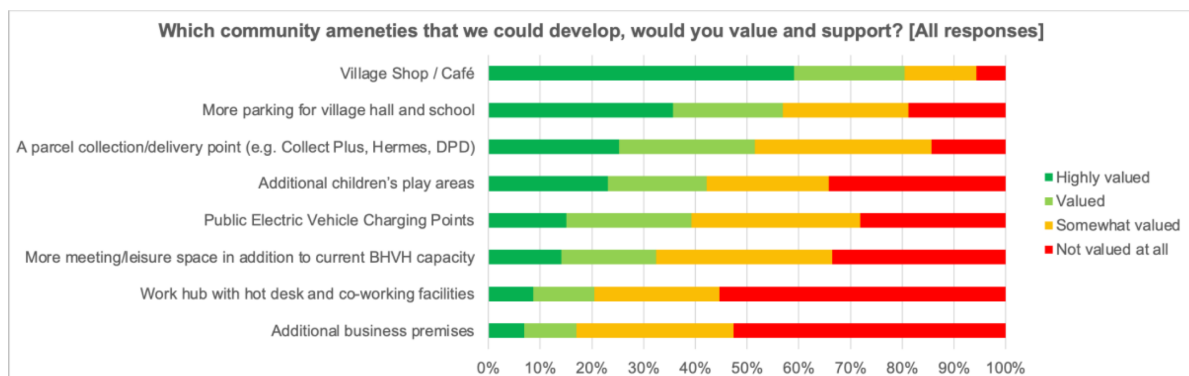
	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Sales - Shop YoY Growth	0%	10%	10%	10%	10%
Sales - Café YoY Growth	0%	10%	15%	15%	15%
Sales - Shop	£ 61,273.68	£ 67,401.05	£ 74,141.15	£ 81,555.27	£ 89,710.79
Sales - Café	£ 5,618.25	£ 6,180.07	£ 7,107.08	£ 8,173.14	£ 9,399.12
<b>Total Income</b>	<b>£ 66,891.93</b>	<b>£ 73,581.12</b>	<b>£ 81,248.23</b>	<b>£ 89,728.41</b>	<b>£ 99,109.91</b>
EXPENDITURE					
Stock - Shop	£ 40,440.63	£ 40,440.63	£ 40,440.63	£ 40,440.63	£ 40,440.63
Stock - Café	£ 280.91	£ 280.91	£ 280.91	£ 280.91	£ 280.91
Staff	£ 12,285.00	£ 12,899.25	£ 13,544.21	£ 14,221.42	£ 14,932.49
EPOS charges	£ 796.56	£ 796.56	£ 796.56	£ 796.56	£ 796.56
Transport	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00
Rent	£ 1,200.00	£ 1,200.00	£ 1,200.00	£ 1,200.00	£ 1,200.00
<b>Cost of Sales</b>	<b>£ 55,503.10</b>	<b>£ 56,117.35</b>	<b>£ 56,762.31</b>	<b>£ 57,439.52</b>	<b>£ 58,150.59</b>
Repairs	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00
Business Rates	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00
Legal / Accounts	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00
Banking	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00
Insurance	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00
Utilities	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00
General admin / marketing / IT	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00
<b>Operating Expenses</b>	<b>£ 8,420.00</b>	<b>£ 8,420.00</b>	<b>£ 8,420.00</b>	<b>£ 8,420.00</b>	<b>£ 8,420.00</b>
<b>Total Expenditure</b>	<b>£ 63,103.10</b>	<b>£ 63,717.35</b>	<b>£ 64,362.31</b>	<b>£ 65,039.52</b>	<b>£ 65,750.59</b>
<b>Gross Profit</b>	<b>£ 11,388.83</b>	<b>£ 17,463.77</b>	<b>£ 24,485.92</b>	<b>£ 32,288.89</b>	<b>£ 40,959.32</b>
Tax	£ 2,163.88	£ 3,318.12	£ 4,652.33	£ 6,134.89	£ 7,782.27
<b>Net Profit</b>	<b>£ 1,624.95</b>	<b>£ 6,545.65</b>	<b>£ 12,233.60</b>	<b>£ 18,554.00</b>	<b>£ 25,577.05</b>

## Appendices

## Appendix A – Neighbourhood Plan Questionnaire

The Neighbourhood Plan Steering Group ran the questionnaire between 21<sup>st</sup> July and 11<sup>th</sup> September 2022. Paper copies were distributed to every household and business in the Neighbourhood Plan Area. An online version of the questionnaire was also made available. The questionnaire was publicised in the Local News, Facebook groups, Village Hall and Parish Council websites, and the Village Hall e-news.

216 questionnaires were received, 112 paper and 104 online, including 53 pages of comments. The responses represented 542 people in total out of 809 residents (Census 2011).



Overall, the most valued new amenities would be a village shop/café, more parking for the village hall and school, and a parcel collection/delivery point (50%+ highly valued/valued).

The loss of the shop/post-office in Broad Hinton is felt keenly and the desire for a village shop and/or cafe is the most frequently mentioned theme in the questionnaire responses. A popular suggestion is to have a community-run shop/cafe; another is to have a shop/cafe as part of the offering at The Crown. There is recognition of the challenges: financial sustainability, possible threat to pubs and coffee mornings, impossible to compete with supermarkets (and deliveries) on staples so need to provide something more special. Several people commented that we need a “hub” that brings together several amenities and

creates a social centre for the community. It was suggested that a community owned and run enterprise may increase the feasibility.

Source: <https://www.bhwbparishcouncil.org.uk/questionnaire-results>

## Appendix B – Community Shop & Cafe Survey

The Steering Group ran a short survey Advertised in the July Local News, and on the Broad Hinton & Uffcott and Winterbourne Bassett Facebook groups.

The survey asked the following questions.

- What products and services would you buy?
  - How often would you use the shop per week?
  - How often would you use the cafe per week?
  - How much would you spend in the shop per week?
  - Are there any other ideas, suggestions or comments you want to share with us?
  - Would you be interested in getting involved in helping set up the shop / cafe?
- Please add your contact detail if you would.

As of 19<sup>th</sup> Aug 2024, we had 31 responses.

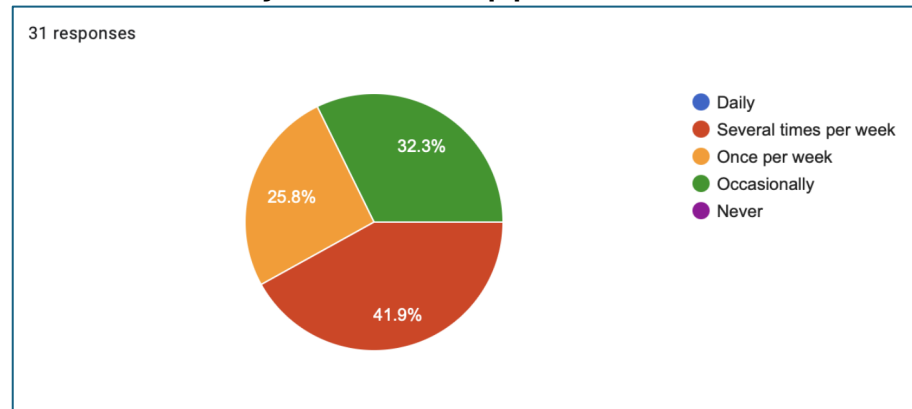
### **What products and services would you buy?**

28 responses

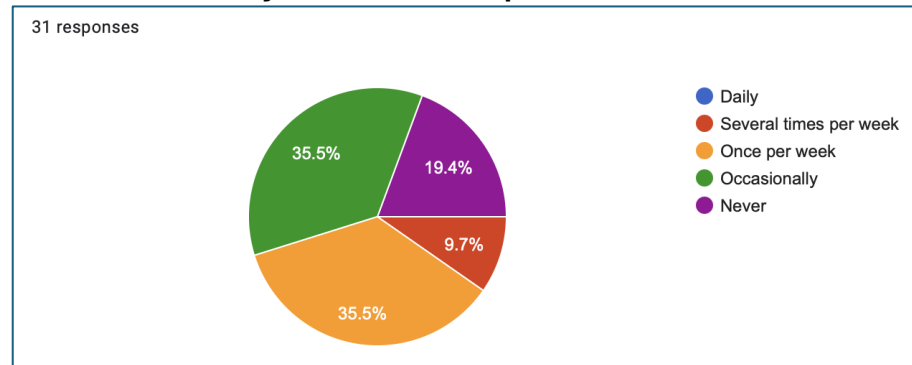
- All groceries, delicatessen type stuff, stamps, local produce
- "Milk, fresh meat, eggs, sausages. Fresh veg and fruit. Dry cleaning collection occasionally. Post office occasionally. "
- Bakery products
- Milk, Bread, Vegetables, other basic items. Also lunch items (sandwiches, rolls, or deli items)
- Sourdough bread, cheese, ham/pork pie/scotch egg, dips/coleslaw, sweet pastries/small cakes, good quality sausages/burgers/bacon/stew meat/mincemeat, cider, ice cream tubs, tinned tomatoes/beans/coconut milk, high quality ethical chocolate, BoxRoll toilet/kitchen roll, Ecover cleaning products, Faith in Nature toiletries,
- Most of the above, depending on the quality and if it was different from what I can get in a supermarket.
- Anything local and organic
- Anything local and organic
- Fruit and veg, bakery goods, dairy and meat, other grocery and toiletry items as needed. Coffee and cake from the cafe.
- Milk , eggs , sweets chocolate , drinks,meat , frozen foods , fresh vegetables
- Any missing ingredients for a meal, snacks and cakes probably
- Everything listed above
- Fresh fruit and veg, environmentally friendly cleaning and household products, milk.
- Bakery, deli, odd emergency items.
- Milk bread fruit veg sweets
- Fresh bread, chocolate, deli items if not overpriced
- Fresh veg & dairy
- Occasional bread and meat
- Daily items like bread and milk

- "Fresh items - fruit / veg, dairy, bread, eggs. Treats like chocolate or cake."
- Fresh veg, meat, dairy, bread,
- Fresh veg, fruit, bread, milk and meat if it was all locally produced.
- Basic essentials
- Possibly eggs or milk
- Essential items as well as great local produce
- Newspapers, deli goods. Batista coffee.
- Bakery, local meat and dairy, fruit and veg, deli items
- Fresh bread, milk, occasionally fruit

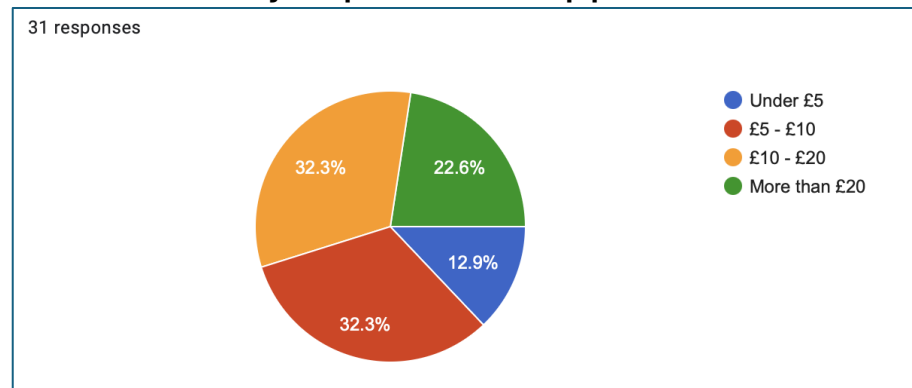
### How often would you use the shop per week?



### How often would you use the cafe per week?



### How much would you spend in the shop per week?





**Are there any other ideas, suggestions or comments you want to share with us?**

- As there is such an elderly population, we wondered about having disability equipment to rent eg wheelchair, commode, shower stool etc etc. Having just gone through a painful process with my mum - people can donate items?
- Aim to stock as much ethical and good quality produce as possible, not just cheap essentials that can be bought at Wroughton Co-Op.
- Would have a coffee/cake after Pilates in BHVH and use the shop too if produce was interesting enough. Would value being able to return Evri/Collect+/yodel and any other parcels too.
- Proposed opening times would impact my answers above. My experience of village shops is they're open 9-4/5, which rules out anyone working (who don't work from home). However, also appreciate the evening could be a struggle to find volunteers!
- Have local crafts have a table once a week
- Having an evri or yodel drop off and collection point would be really useful
- Not really but I'd certainly support it.
- No
- In terms of location, can we take advantage of some of the great vista we have around the village? We should be ambitious ... have a look at Harvey Brown's Arreton on the Isle of Wight ...
- Possible use of the Crown having a small area for essential goods, similar to the days of covid?

## Appendix D – Competitor Analysis

Avebury Shop	Used to respect the “patch” of Broad Hinton P.O. (deliveries restricted to as far as Winterbourne Monkton but reach is now quite broad, e.g. publishes newsletter in our local news and recently featured a volunteer from Broad Town. It is recently 15 years old – outlived BH shop. No cafe (very small shop no tables?) but has some tourist footfall perhaps and has some parking for short visits. Walkable only from Avebury and Avebury Trusloe/Beckhampton and close to main road and bus stop on village high street. Wholly volunteer run? Community owned? Baking? Delivery. Reports energy costs struggles recently. Pre- school still in Avebury may provide some footfall.
Avebury Sports and Social Club - “Unhinged” Cafe.	Open Thursday-Sunday. Good parking - 1 hour is free, easily accessed and visible from A4361. Access on foot from NT Car Park footpath, Avebury ring footpath and East Kennet Avenue. Covered outdoor seating - bikers/cyclists/walkers -stop off on Ridgeway. Pre-school nearby.
Gourmet Goat Farmer	Farm shop. Located off A4361 between Avebury and W. Monkton - easy access and parking Shop space with cafe tables indoor and out - retail was goat dairy products, meat and gifts, order collection, take away, cakes and picnic snacks. Perhaps seasonal opening only previously but closed, with strong hint this was indefinite, in autumn 2023 and not reopened as of March 2024. Recently only attending markets.
10 Green Bottles	Recently resurrected milk & grocery round that serves the villages (and wide area including all of Swindon) from Berkeley Farm Dairy, Wroughton. App driven. Organic milk and other products often in plastic-free or reused packaging.

	Delivers wide range of groceries twice weekly including bread plus flowers, toiletries/household, charcoal, firewood. Now retailing Abel & Cole boxes.
Milk n More, Riverford, Abel and Cole, Hello Fresh recipe boxes, other mail order (Deerbox, Fish4Thought, Laithwaites wine) etc	Established users of these may not be convinced to switch to our shop.
Other farm/village shops	<p>The Piggery - Bishops Cannings Pound Farm (Calne – Lyneham)  Three Trees – big, convenient, and has it all.  All Cannings Village Shop  NT Café/gift shop Avebury – NT visitors  Independent shops/cafes/markets in Marlborough, Wootton Bassett, Wroughton, Lyneham, Devizes  Wroughton Country Market.  Sustain – new (2024) farm shop nr RWB</p>
Supermarkets & Amazon	Delivery vans a common sight in the villages. People tend to have an established routine, loyalty and shopping-around on cost habits involving car travel to nearby towns.