



**BISHOP WILTON
COMMUNITY SHOP LTD**

BUSINESS PLAN

JUNE 2021



**RUN BY THE
COMMUNITY
FOR THE
COMMUNITY**



CONTENTS

1. Executive summary	2
2. Introduction	3
3. The story so far	3
4. The community shop as a distinctive way of doing businesses.	4
5. The mission of Bishop Wilton Community Shop Ltd	4
6. The objectives of Bishop Wilton Community Shop Ltd	5
7. The reasons for and benefits of a community shop in Bishop Wilton	5
8. What we have learnt	6
9. Moving from 'start up' to a sustainable future.	7
10. Goods, services and suppliers.	8
11. Go to market strategy	9
12. Marketing strategy.	12
13. Staffing and opening hours	13
14. Legal, membership and management committee structures.	14
15. Membership strategy	15
16. Risk management.	16
17. Financial position and forecasts	16

APPENDICES

1. Management committee members - current and past	17
2. Strength, weaknesses, opportunities and threats.	18
3. Risk register	19
4. Profit and cash forecasts	24

1 EXECUTIVE SUMMARY

In June 2018, the village shop in Bishop Wilton ceased trading. A few local people formed a working group to see whether the community would be interested in running its own shop. Over several months the working group worked with the local community to develop formal proposals for a community shop and café using public meetings, surveys and research into how other community shops were set up and run. Once it was clear that the proposals had wide support across the community, the go ahead was given to set up formal structures to take the proposals forward, raise funds and search for premises.

Bishop Wilton Community Shop Ltd was formally registered as a community benefit society with the Financial Conduct Authority in February 2019. It is established as a business owned by the community (through the sale of shares) and run by volunteers with the support of a management committee and two paid staff. The shop and café finally opened for business on Thursday 30th January 2020 in the old refurbished shop premises which are leased from a new landlord.

Eight weeks after opening, the shop then found itself trading under the first Covid lockdown. 15 months later the shop is thriving financially and has been a vital source of community support and networking during the pandemic. In a recent customer survey we asked customers questions about their use of the shop and whether they would recommend the shop to other people. From the survey responses we can calculate our 'Net Promoter Score' (NPS). This is used widely in the retail in-

dustry to measure customer loyalty and satisfaction. Our score of 84% from people living locally is regarded as 'world class' standard according to Bain & Company who originally designed the scoring system.

The challenge for the shop however, as we come out of the shadow of Covid, is to continue to grow its role within the local community making sure it remains a sustainable business and community asset with volunteers at its very heart.

This is our second business plan and is written for current and future members and customers. It sets out our background, our results to date, our main commercial and community development objectives for the future backed up by our financial projections for trading.

As with our first business plan, this one is also written in the spirit of commitment to Bishop Wilton and surrounding parishes as our community. We already have many great examples of what community action can achieve locally. We intend to remain an important and thriving part of this community.

We would like to thank our members for providing the funds and support to enable the shop to open, our amazing band of volunteers without whom we wouldn't be able to operate the shop and all our customers for their ongoing support. We look forward to welcoming more members, volunteers and customers in the future!



2 INTRODUCTION

This is the second business plan for Bishop Wilton Community Shop Ltd., which is a registered community benefit society (CBS) under the Co-operative and Community Benefit Societies Act 2014. This plan has been written after our first 16 months of trading as a local community-based shop in Bishop Wilton. Almost all of our trading so far has been under Covid restrictions. This revised plan sets out

how the community shop will develop its services and products as we hopefully continue to emerge from Covid. It provides detail on the projected sales, income and management of the venture.

Bishop Wilton Community Shop Ltd will continue to trade from the Village Shop, Main Street, Bishop Wilton, YO42 1SR.

3 THE STORY SO FAR

Within living memory the village of Bishop Wilton has changed from a working village with farms, shops, an engineering workshop and a choice of pubs into a village which is essentially residential. In June 2018 the previous village store, which in earlier years had included a post office, ceased trading. There had been a shop on the same premises in the centre of the village for nearly eighty years.

Soon after the shop closed a small group of local residents had a vision to create a new local shop and café to be run by the community and for the community. Following an enthusiastic public meeting in July 2018 a working group was established to explore the viability of setting up such a venture, to undertake detailed research into business models for community shops and, to examine the nature and extent of both the commercial and social demand for a shop in the village.

In conjunction with the Plunkett Foundation (a leading national charity specialising in supporting community businesses) and the support of Bishop Wilton Parish Council and villagers, the working group grew into a formal Project Steering Committee in November 2018.

Between November 2018 and Spring 2019 the hard work started in setting up a company, opening bank accounts, searching for potential premises, and business planning. In February 2019 we officially became Bishop Wilton Community Shop Ltd registered as a CBS under the Co-operative and Community Benefit Societies Act 2014.

In April 2019 we were able to announce that the old shop premises were to be bought by a private individual and we were to be the new tenants. We then were able to launch our share offer and by June 2019, thanks to fantastic support from the local community, we had raised enough money to fund the necessary renovation and start-up costs of the shop. We got keys to the building on 4th September 2019 and began work on the major refit. Through October and November we then trained all the volunteers who had initially come forward.

After a hectic final push over Christmas and New Year we were finally able to open the shop and café for business on Thursday 30th January 2020.

Since then, the shop has been open for business every day (except Christmas Day last year)and this in spite of what was to face us during 2020. No-one could possibly imagine what we would have to contend with over the next 15 months of trading given that within eight weeks of opening we were plunged into the first Covid national lockdown.

It became clear very quickly that the residents of Bishop Wilton and surrounding villages were looking to the shop to help them deal with the impact of the lockdown on their everyday shopping and wider support needs. Although the café had to shut immediately it did not stop the shop acting as a much-needed hub of support and information for the community. Home delivery services were established to support those who were vulnerable and shielding as well as those forced to quarantine.

Our sales went through the roof at the same time as many stock items went into very short supply. This put enormous pressure on the volunteer team, shop manager and Committee in terms of re-stocking, identifying new suppliers, expanding our product range and all done within the requirements of social distancing and safe shopping. And of course we were all learning for the first time about how to run a new shop! Our many local suppliers have given us fantastic support through these interesting times.

We faced several other significant issues during the year – eg loss of volunteers through Covid concerns, a change of shop manager, Committee membership changes, etc. Despite all these the shop remained open 7 days a week and customers' feedback always remained positive.

And now, as we emerge from the Covid pandemic, it is critical that we plan for a strong future for our community shop and café with the continued enthusiasm and commitment from all who have supported us in whatever way so far.

4 THE 'COMMUNITY SHOP' AS A DISTINCTIVE WAY OF RUNNING A BUSINESS

The hallmark of a community shop is community control: it is an enterprise that is owned, managed and staffed by the community in which it is located and trades. The community is the principal stakeholder in the venture, contributing to its sustainability by offering both finance and time through volunteering. The community also provides the core customer base of the shop.

When a community shop trades as a CBS registered with the Financial Conduct Authority, its members – those people who have bought shares in the society – enjoy limited liability in much the

same way as company shareholders do. However, CBSs are unique as legal business structures, as profits can only be used for the community's benefit rather than being distributed to individual members.

This means that for those involved in a community shop trading as a CBS, whether through financing, as volunteers or as customers, their contribution is an investment in their community. Whatever form it takes, their contribution is welcomed and valued.

5 THE MISSION OF BISHOP WILTON COMMUNITY SHOP LTD

Our mission is to set up and run an economically sustainable village shop owned and managed by the community, which is mainly staffed by community volunteers and which operates exclusively for the benefit of the community as a whole. The shop

will provide an attractive, welcoming, inclusive and valued focal point for the village, servicing and supporting the diversity of the village community and its visitors.



6 THE OBJECTIVES OF BISHOP WILTON COMMUNITY SHOP LTD

To achieve its purpose as a business for the benefit of the community, the Bishop Wilton Community Shop business has the following objectives:

- Retail from a convenient location a variety of goods and services to the residents of, and visitors to, Bishop Wilton and the surrounding area.
- Support local business and the rural economy by providing an outlet for local farmers, producers and other enterprises.
- Facilitate the availability of third-party services to the community.
- Enhance skills and access to training by providing opportunities for volunteering.
- Add to opportunities for social interaction in the community by providing volunteering opportunities and a convenient central information and meeting point.
- Create a sustainable facility that is in keeping with its environment.
- Apply available profits exclusively to the benefit of the community.

7 THE REASONS FOR AND BENEFITS OF A COMMUNITY SHOP IN BISHOP WILTON

Without the shop, local residents would typically have to travel to Pocklington (5 miles away), Stamford Bridge (6 miles away) or further afield for their day-to-day shopping. Public transport through Bishop Wilton is very limited and although online ordering and delivery is available from other retailers this needs to be booked in advance, has a minimum order and delivery charges. A local shop in Bishop Wilton therefore provides substantial convenience for the community.

In addition to supplying goods and services, a community shop has other benefits for local people.

The benefits include:

- Social interaction and reduction of social isolation.
- Volunteering.
- Information.
- Community welcome.
- A meeting point and 'hub' for local people.
- Community spirit and community caring.
- Increased visitor and tourist spend in the community.
- Support for the rural economy by sourcing many products from local suppliers.
- Work experience.
- Educational opportunities for the village school and other local schools.
- Lower environmental impact through reduction in vehicle journeys, food waste and food miles.

The shop (and café) will continue to complement the school, the church, the village hall and the pub as hubs for the community. Being open to everyone on a day-to-day basis makes a positive contribution to a sustainable village life for all.

By 2019 there were 372 community shops in the UK. These shops have a very high survival rate and their number is growing every year. Community shops play a vital part in rural life, promoting the sustainability of local communities and producers, reducing the carbon footprint of a village and returning profits to the communities where they are made.

8 WHAT WE HAVE LEARNT

OUR COMMUNITY SHOP IS A RESILIENT BUSINESS.

Despite the extraordinary pressures we are open and thriving as a community shop and hub seven days a week.

WE ARE GENERATING A SURPLUS TO RE-INVEST IN THE BUSINESS AND COMMUNITY

Trading as a registered CBS means that while the shop must at least break even, it does not need to provide a livelihood for its owner. We are continuing to build our reserves since opening and we will soon be ready to discuss with members how we might use surpluses generated to re-invest in the business or distribute to support activities that benefit the community.

THE COMMUNITY 'BUYS INTO' THE SUCCESS OF THE SHOP

48% of households in the parish have at least one member shareholder. This is a relatively high proportion when compared to similar community shops, although we would like it to be higher!

WE HAVE ESTABLISHED A CLEAR AND EASILY RECOGNISED BRAND IMAGE

We are fortunate to have professional marketing and design expertise on our committee. A successful range of 'in-house' goods have been designed and procured including mugs, tea towels, aprons, preserves, jams, chutneys, chocolates, gin and wines.

VOLUNTEERS ARE KEY TO THE SUCCESS OF THE SHOP

We have an active base of over 60 volunteers who together have made the shop what it is today in giving up their time to make the shop work for all. Volunteers work in a multitude of roles including front of house, back office, cleaning, stocktaking, book keeping, maintenance, deliveries etc etc. Without volunteers the shop would not exist and the success we have seen to date is down to them.

GOOD TRAINING IS AT THE HEART OF GOOD SERVICE

Covid has not stopped new volunteers coming forward. We have taken on over 35 new volunteers since the shop opened. All have been trained on an individual basis using our handbooks and 1 to 1 sessions. We have built capacity locally by providing training and part-time employment for several

young people starting out on their post-school and college lives.

GETTING THE RIGHT BALANCE ON STAFFING COSTS

Although we rely on volunteers to make the shop a success we are also aware of the need for a foundation of good management to support and provide continuity of the operation of the business. We are fortunate that our trading position currently allows us to employ 2 local residents, a full-time manager and a part time cleaner.

A MODERN APPROACH TO COMMUNICATION WITH CUSTOMERS AND VOLUNTEERS

Community ownership and volunteering gives a shop a much more direct link with its customers and volunteers than a private business could hope for. Our shop, using the range of media now available, has a genuine dialogue with customers and volunteers through our website, Facebook page, weekly volunteer emails, zoom social events, and surveys. Our most recent customer survey has fed directly into our new strategy, marketing and business planning.

MEMBERSHIP OF THE PLUNKETT FOUNDATION

We are active members of the Plunkett Foundation, a national charity that specialises in encouraging and supporting rural communities to run community co-operatives such as pubs, cafes and shops. The Foundation's expert teams give guidance on legal, financial, business planning and community engagement aspects of running a business. We are active participants in the regular support seminars run by the Foundation and contribute through Plunkett's community network page on Facebook.

AN EXPERIENCED AND ENTHUSIASTIC COMMITTEE

The management committee (see Appendix 1) is highly motivated to make a success of the shop. The committee has a range of relevant experience and skills, including successful entrepreneurship and business development, accountancy and financial management, marketing, design, communications, management, retail front of house, administration, fundraising and staff development. There is a natural and managed turnover of committee members to allow new ideas to be brought into the committee while retaining continuity of experience and knowledge.

9 MOVING FROM 'START UP' TO A SUSTAINABLE FUTURE

Making a success of a new venture such as a community shop (especially in the midst of Covid) is a terrific start. But the very best community developments also embed sustainability from the off. If the shop is to be sustainable over the long term, then the new task ahead is to build on our initial success, agree a clear community vision for the long term and continue to generate cohesion, enthusiasm and support amongst members, volunteers, residents, and customers.

OUR MAIN NEEDS FROM THE COMMUNITY GOING FORWARD ARE:

- Continuing to build a strong and inclusive volunteering ethic across the community
- Continuing to spend money in the shop
- Ensuring the shop is seen first and foremost as the community's own shop
- Providing ideas and feedback on how the shop can be more successful and serve the community better
- Building breadth of membership by getting more households locally with at least one person of the household as a member
- Members being willing to help run the shop by joining the committee

More details of the strengths, weaknesses, opportunities and threats of the business are included at Appendix 2.



10 GOODS, SERVICES AND SUPPLIERS

The initial product range in the shop was determined by

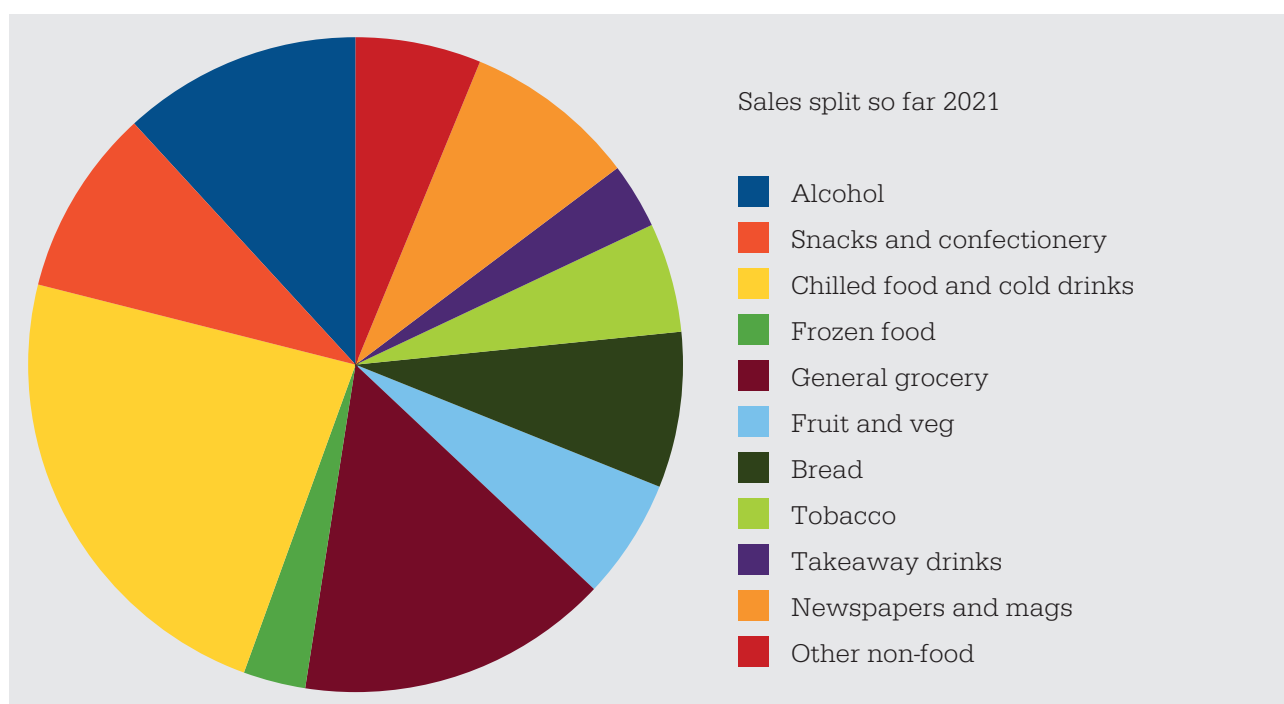
- questionnaire responses from the community
- discussions with and information supplied by other shops
- feedback from our “taste of things to come” event in the village hall
- research about and discussions with many local suppliers

At opening there were around 700 products in stock and having tested demand since then by offering new ranges and responded to lots of suggestions and feedback, we now have over 1,000 products in our core stock range at any one time. This core range is supplemented from time to time by

seasonal/special event ranges eg our recent Christmas and Easter offerings were very well received.

The aim is to provide all the essentials, together with a wide range of local produce. We offer a range of newspapers and magazines which can also be pre-ordered. Due to COVID restrictions, the cafe was closed completely in March 2020 and has been limited to serving hot takeaway drinks since September 2020. These have increased in popularity as restrictions have eased and word has spread about the quality of the drinks. Other services (some of which will only be available once the cafe can re-open fully) include free Wi-Fi, a noticeboard and free water refill.

The sales in the shop split as follows:



Our chilled range in particular is very popular with the vast majority of these products being sourced from local producers.

We have been able to secure a weekly delivery from Parfett's cash and carry in Middlesbrough who are our biggest supplier and are an employee owned business.

We have well over 30 suppliers based locally. Our largest local suppliers include:

- York Wines who supply our own brand and many of our other wines
- Fullers of Goole and more recently Derventio from Malton supplying local bread, cakes and bakery items

- Fresh meat, poultry and smoked fish and meat from Laveracks, Soanes and Staal respectively
- Danbys of Pocklington supplying milk
- Nigel from the Fruit Tree who supplies almost all of our fresh fruit and veg
- Primepak from Driffield who supply cooked meats and cheeses etc.
- Crofters who deliver a large range of mainly fresh and chilled products from a number of local suppliers

11 'GO-TO-MARKET' STRATEGY

BACKGROUND

From a business perspective it has been a highly successful first 16 months of trading. While the pandemic response has been the backdrop of our first year, it has allowed us to show the strength of the community business model.

DEMAND

Demand for the shop has been extremely strong. Sales have outperformed the business plan and we have surpassed expectations. We will never know what our first year of trading would have been like without the presence of COVID-19, but we do know from our survey that many villagers used the shop more than they expected due to the various lockdowns. Our response to COVID, including our delivery services to those isolating, had an impact on our sales too.

Demand has been strong across our product range, but we have seen especially strong demand for general groceries, chilled goods, local products, alcohol and confectionery.

As we progress through the recovery roadmap and commerce opens up again, we are likely to lose some business. However, almost 80% of our survey respondents anticipate using the shop in a similar way post COVID.

With more villagers working from home, with the community shop having played a large part in their shopping habits over the last 16 months and visitors returning to the village we are optimistic that demand will remain strong.

COMPETITION

From our survey we know that the majority of our customers use the shop at least once a week, with over 10% using it daily. Almost 80% of our survey respondents buy certain products from the shop on a regular basis but do the rest of their shopping elsewhere. 10% only use the shop in an emergency.

With no direct competition in the village, we expect that supermarkets have a large share of wallet for our villagers' grocery shopping. Local farm shops and cafes that are more established are likely to act as key competition for walkers and cyclists planning stops along their routes.

We do not expect the competitive landscape in Bishop Wilton to dramatically change in the coming years. We hope that habits have changed towards shopping local and that loyalty formed during the pandemic will translate to strong future sales.



SUMMARY OF OUR 'GO-TO-MARKET' STRATEGY

After a very successful first year, our key focus is to ensure that the shop continues to be commercially viable, that it evolves to meet the needs of the community and that we support our key aims. To do this we have set out two key strategic focus areas: a) Further market penetration in Bishop Wilton and surrounding villages, and b) Evolving our offering to the local community.

a) Market Penetration: Drive forward our current offerings in Bishop Wilton

Our focus is on the local community and those who visit. We want to build on our progress to date and ensure we have a strong offering for the community. Our key focus areas:

- **Continue to provide our existing shop offering seven days a week in Bishop Wilton** - continue to trade from the current premises with similar opening times and product & service focus.
- **Re-start our cafe and community hub offering** - as soon as Covid-19 restrictions allow we want to get this popular offering back up and running.
- **Work to evolve our offerings to meet community needs and drive strong sales** - For example, our community survey highlighted some areas we can focus on such as frozen goods, value products, fruit & veg, cakes and bakery and we are already making changes here.
- **Continue our delivery service for vulnerable villagers** - we do not plan to add any extra delivery capability on top of our current service, which supports vulnerable villagers who cannot make it to the shop.

b) Product Development: Add new offerings to the Bishop Wilton community

It is also important that we continue to add to our current products and services. Feedback from our annual community survey showed an extremely high level of satisfaction with the shop and its offerings. However, it also highlighted some gaps in our offering and areas where we can improve. Our key focus areas:

- **Continue to experiment with new product ranges** - for both shop and cafe we want to trial new offerings and ensure we can meet wider demand in the community.
- **Add an ordering capability** - due to limited space it is difficult for us to keep a wide range of key products lines like fresh meat and fish. We want to add a capability for villagers to order from a wider range and collect in the shop.

- **Actively support a post office capability for villagers** - our community survey showed some interest in us adding a Post Office or parcel drop service in the shop. However, due to a range of limitations we are unable to provide these services currently. We plan to look at how we can facilitate supporting villagers who struggle to get to a local Post Office.

DETAILS OF OUR 'GO-TO-MARKET' STRATEGY

a) Products & Services: What will we offer?

Shop

Sales performance, stock waste statistics and community feedback in the survey show that our approach to stock has been well received so far. Taking this into account, our approach is going to be to continue to tweak our range rather than make any significant changes. We plan to:

1. Continue with similar space dedicated to the shop as at present
2. Introduce new products from time to time to keep our offering fresh and meet demand and withdraw non-essential products with low or no demand
3. Continue to add good value for money products and buy price-marked products whenever available
4. Test new product ranges, for example loose bakery and summer gardening products and continue to look for opportunities to support very local suppliers (eg arts and crafts)
5. Add more data-driven decision making to ensure we are stocking what our customers want to buy
6. Offer a wider product range in certain areas on an order only basis
7. Ensure we have a strong customer feedback system in place, so that we can tweak as we go

Cafe & Community Hub

The cafe & hub have been a big loss to the community throughout the pandemic. As soon as we can, we will re-open the cafe and hub. We plan to:

1. Continue to monitor the rules for our cafe and COVID-19 best practice
2. Re-open the cafe and hub when it is safe to do so
3. Have the cafe range as drinks (hot & cold), snacks (cakes, pastries etc.) and pre-packaged meals. We do not plan to prepare meals onsite at this stage.
4. Keep the current cafe space in the shop
5. Put tables on the shop plinth for seasonal use

outside and with some weather protection from our awning.

b) Place: How will we take our offerings to the community?

Our plan is to maximise our current physical premises. While there are some space issues, there is more we can do to maximise space and sales. We have no plan to operate outside of Bishop Wilton or to use other premises.

Beyond our proposed limited ordering capability mentioned above, we have no plans to offer a full online service like 'click & collect' or online shopping and deliveries.

c) Pricing: What is our approach to pricing?

The message from the community survey showed strongly that our overall pricing strategy is good. Our pricing strategy, as it has been to date, is as follows:

- Price local products as cheap or cheaper than suppliers' retail price
- Be as cheap or cheaper overall than other local shops in the area
- Continue to focus on price-marked products
- Increase in-store product promotions and offers
- Work hard to keep prices low on everyday items
- Ensure the community understand that we offer a very competitive price point

d) Promotion: How will we promote our offerings?

The launch of the shop, and the community involvement in getting it launched, led to high brand awareness and a strong novelty factor in people visiting. As the shop has become a more established part of the community we need to evolve our marketing and communications to continue and increase engagement.

TARGET MARKET

Key to our marketing and communications plan is whom we plan to target to use our shop & cafe. There are a number of factors in how we have selected our target groups. Positives of key groups include spend, frequency of shopping and the impact on the local economy. However, there are also downsides to some groups such as traffic, parking needs, cafe table availability for villagers and litter. After analysis of potential target market segments, we plan to focus on:

- **Bishop Wilton Parish and surrounding villages residents** - Build sales with current clients and in particular focus on those who do

not use the shop currently or only use the shop very occasionally.

- **Walkers & cyclists passing through the village** - we want to attract as many of the walkers and cyclists passing through the village as possible. We don't plan though to attract more walkers & cyclists to the village who would arrive by car.
- **Holidaymakers staying in the village** - we want to maximise sales from people staying in the village on holiday. Better targeting pre-visit, as well as incentivisation during their stay, should support strong sales in this area.
- **Motorists** - but only those who are passing through the village anyway.
- **People using other facilities in the village** - For example school children and parents and visitors to the village hall/playing fields and church.

The main aim is that we do not want to generate extra traffic into the village and therefore put no extra strain on traffic volume or parking.

MARKETING & COMMUNICATIONS

Our plan is to mature our marketing capability. We have added to our marketing team over the past six months and have been working on our marketing and communications strategy. An overview of this strategy can be seen later in this plan.

The community will be a central part of our messaging. It is also important for us to get our focus message of everyday value items alongside nice, local luxuries across in the right way. Most importantly we want the shop to feel a part of the community for all.

BRAND & PHYSICAL LOCATION EXPERIENCE

It is important to us that the community is proud of the shop and that our brand represents the key values of the community. Through the 'in-shop' experience and our online presence we want to ensure that:

- We have a look and feel in the shop that reflects well on the wider village
- We represent local suppliers and culture
- We create a pleasant place to spend time, meet others and be in the community
- We make the shopping experience enjoyable and efficient
- Our branding attracts locals & visitors to our two key offerings of the shop and cafe
- Our volunteers represent the community well

12 MARKETING STRATEGY

Key aspects of our marketing strategy, such as products, pricing and brand, have been covered above in the wider 'go-to-market' strategy. In this section, the focus is on how we will promote our offering to and communicate with our stakeholders.

MARKETING ASSETS

During the setup period and throughout our first year of trading we have built up a number of key marketing & communication assets. These assets can be used as tools in our ongoing marketing approach. These key assets include:

- Outside shop signage
- In shop design & displays
- Till digital display
- Village notice board
- Parish Pump publication
- Local press
- Social media profiles & groups
- Email databases of members, volunteers & subscribers
- Direct mail drops
- Website
- Volunteer and member word of mouth
- Annual Members' Meeting
- Third party reviews and websites

Our focus will be to mature these communication assets to help us evolve our marketing capability

MARKETING STRATEGY

Marketing is a critical part of our success as a community enterprise. It is how we interact with our community and the value proposition we bring to the individuals who live & work in the area. We have eight key marketing strategies that we will focus on:

1. Build a communications infrastructure and programme that supports the day-to-day operations of the shop and cafe - we need to ensure we can keep the community involved and communicate with them effectively. To do this we need to focus on developing our website, social media presence and contact data for key groups. We also need to develop our communications to drive stronger brand awareness, sales and community engagement.

2. Run strategic campaigns focused on community, seasonal stock, local suppliers and events - we plan to run eight seasonal campaigns per year. These will include campaigns around seasonal events like Valentine's day, Easter and Christmas. We will also run six local supplier campaigns to provide insight into the local businesses who support our shop. Finally, we will ensure communications for key events like the Annual Members' Meeting, pop-ups and hub activity.

3. Drive more business from current customers, members and volunteers - drive awareness and engagement from these key groups through communications, product positioning and through pop-up stock events.

4. Acquire new customers from households in the village who do not currently shop with us - use direct marketing, social media and word of mouth to reach these households. Use financial incentivisation to drive footfall and to retain customers.

5. Maximise sales from walkers, cyclists and motorists passing through the village - we will focus on shop signage to drive awareness of the shop and also of the cafe offering. Using our online presence to encourage using the shop & cafe as a route stopping point will also drive additional sales.

6. Drive more business from holiday makers in local lets - we plan to engage with local let owners to discuss how we can collaborate on encouraging use of the shop by guests. Key will be to encourage pre-sales and awareness of visitors before they visit to take sales away from online supermarket deliveries. Incentivising more visits during their stay will also be a focus.

7. Support volunteer and member acquisition and retention - the marketing team will work with the Membership and Volunteer teams to create a communication plan to encourage more volunteers and members. We will also support programmes to drive volunteer satisfaction and retention.

8. Own customer/community feedback collection & analysis - ensuring that we listen to and represent our community is going to be key to our success. On top of our annual community survey, we will focus on ensuring we have strong feedback mechanisms and that insight gathered is presented to the Shop Manager so decisions can be made.

13 STAFFING AND OPENING HOURS

Our shop is staffed by volunteers as well as a full-time paid manager and a part-time cleaner. If possible we will also employ a summer temp to help us over the vaccation period.

The management committee manage the strategic direction of the shop in collaboration with the shop manager who oversees the operational running of the shop and volunteers. One of our committee takes the lead on day-to-day management of volunteers working with the shop manager eg leading the volunteer organising team, overseeing the shift rota and training.

All Front of House staff wear shop-branded aprons whilst on shift. They have been trained in use of the cash register/EPOS system, handling money, customer service, health & safety, food hygiene, manual handling and Challenge 25/age-restricted sales. Some volunteers have also been trained in stock management. As a community organisation, we work on a 'no blame' team culture in the staffing of the shop. Everyone is here to help and learn together.

The shop has already offered opportunities for work experience to local students and has a developing careers programme.

We have a team of over 60 active volunteers covering front of house, cleaning, back office, stocktaking and maintenance roles. However, filling all the shifts is sometimes a challenge and we are keen to add as many volunteers as possible to our team. Full training is provided and everyone is welcome to join us in helping provide a crucial service to the community whilst having some fun and getting to know lots of people along the way.

Since the shop opened on 30th January 2020, we have been open every day except Christmas Day. We have changed opening times at various points during the COVID-19 pandemic to help manage volunteer availability and safety. Bank holiday opening times are decided on an individual basis according to volunteer availability and current pandemic restrictions.

Following a recent customer survey, we have decided to open longer on Sundays to support villagers and visitors walking or cycling through the area.

Our current opening hours are:

Monday to Friday	09.00–17.30
Saturday	09.00–17.00
Sunday	09.00–15.00

Our current shift times are:

Monday to Saturday	Sunday
08.00–10.30	08.00–10.30
10.30–13.00	10.30–13.00
13.00–15.30	13.00–15.30
15.30–18.00	N/A



14 LEGAL, MEMBERSHIP AND MANAGEMENT COMMITTEE STRUCTURE

Bishop Wilton Community Shop Limited (the Society) is a community benefit society, registered with the Financial Conduct Authority, under the Co-operative and Community Benefit Societies Act 2014, registration number 8047. The Society has adopted the Plunkett Foundation's 2017 model rules for community ownership.

PRINCIPAL FEATURES OF THE SOCIETY:

- The Society is a community venture owned by its members and the Society actively encourages membership.
- Although the Society operates on commercial lines, its purpose is to benefit the community and it must not distribute profits to individual members.
- Individuals become members by buying at least one £10 share in the Society.
- Members have limited liability, which in general terms means that if the Society becomes insolvent, they may lose the purchase price of their shares but they cannot be called upon for more money to meet the Society's liabilities.
- Members are restricted to one vote per person at Society meetings, irrespective of the number of shares that they own.
- Membership is open to people over the age of 16.
- Membership gives members information, the right to attend and vote at general meetings and the opportunity to be elected to a representative role in the running of the Society.
- Shares must be held for a minimum of three years. This period may be extended by the Management Committee. Once withdrawal applications are allowed any such applications will be considered at the time. Shares are not transferable except on death or bankruptcy. Members are encouraged to think of their shares as a long term or permanent investment in the community.
- The Society is managed by its Management Committee who, for the most part, are elected by and from the membership, although there is limited power of co-option of no more than a quarter of the Management Committee's membership.
- The Management Committee reports to the members at the Annual Members' Meeting.
- The Management Committee has adopted the Plunkett Foundations model code of conduct for management committees and every member of the Committee must comply with this code.



15 MEMBERSHIP STRATEGY

Bishop Wilton Community Shop is owned by our members. It is important that we have strategies in place to communicate and engage with our current members, but also that we focus on attracting new members.

OUR CURRENT MEMBERSHIP

Our membership is currently made up of 238 individuals from 138 households who between them own 4965 shares of £10 each. Just under half the households in Bishop Wilton parish hold membership. This represents an excellent level of membership from the local community, but we would like to increase this further.

We have a very active membership. A large group of our members volunteer in the shop regularly, many use the shop and our members engage with our marketing campaigns regularly.

COMMUNICATING & ENGAGING WITH CURRENT MEMBERS

While our members own the shop through shareholding, we want to make our members feel part of the shop team. We feel the more we can engage our members for ideas, feedback and support the more successful the shop will be in meeting its aims. We plan to:

- Regularly communicate with our members to update them on key events & performance
- Seek opinion from our members on key issues
- Use the Annual Members' Meeting to share strategic plans and get feedback
- Ensure members feel part of the shop through social activity and events
- Encourage our members to volunteer

ATTRACTING NEW MEMBERS

Bishop Wilton Community Shop Ltd welcomes as many new members as possible and has an open share offer under which membership can be obtained by buying a share for £10. Since this offer was opened in June 2020, nine new members have been added.

Attracting new members to the shop will play a vital role in the sustainability and success of the shop. We need to play an active role in adding to our membership. New members are likely to come from a) existing residents of the parish who do not currently hold membership, b) people who move to the Parish, c) those who live in local towns & villages and d) those who visit Bishop Wilton regularly.

Membership will be encouraged in such a way that no sector of the community is excluded. We plan to:

- Mobilise our current members to encourage non-members to join by providing them with the right information.
- Advertise membership in the shop in prominent locations.
- Improve the website content on membership and its benefits.
- Promote membership on our social media channels, as well as in local social media groups.
- Provide direct marketing to households in the village that do not currently hold membership.
- Create 'Welcome to the village' packs that include membership information.

Membership is not required to use the shop. By becoming a member though you get to

- Help ensure Bishop Wilton has a village shop
- Be part of the team that is providing a key service at the heart of the Bishop Wilton community
- Own a part of the community shop
- Have your say on key issues and direction of the shop by attending and voting at members' meetings.
- Have a chance to join the Committee and be part of the team driving the shop forward.

Key performance indicators will be used in Management Committee meetings to ensure that our membership focus remains a priority.

16 RISK MANAGEMENT

Identifying and managing risks in the set up and now the ongoing operations of the Society is a key function of the Management Committee. A risk register is in place to facilitate this and is regularly discussed at Committee meetings and updated accordingly. The current version of this register is

included at Appendix 3. This includes a relatively standard approach of categorising risks using a likelihood and impact scale and this ensures that extra attention is directed to the biggest (red) risks. A report on risks will be made at each Annual Members' Meeting going forward.

17 FINANCIAL POSITION AND FORECASTS

CURRENT POSITION

The financial performance of the Society has been much stronger than anticipated in our original plan. This has arisen almost entirely from the much higher shop sales than anticipated. The level of support from the community in using the shop was higher than expected when we opened at the end of January 2020 and then increased very rapidly just a few weeks later during the first COVID lockdown. As COVID restrictions eased shop sales reduced gradually but remain above our opening levels. This is likely to be due to people using the shop during COVID restrictions now intending to continue to use it in the future and the significant increase in products now available for sale in the shop.

The sales, profit and cashflow forecast for the first full trading year ending 30 June 2021 (2020/1) is included in Appendix 4. The trading profit expected for 2020/1 of £18,000 is higher than the forecast for subsequent years due mainly to the increased sales during COVID restrictions and lower wage costs as a full-time manager was not in place for a large part of this year.

As a result of the increased sales and profit, the Society has been able to build much higher than expected profit and cash reserves. The rules of the Society stipulate that prudent reserves should be maintained and a reserves policy will be presented at the next Annual Members' Meeting. Any surplus reserves can be maintained in the business or distributed to benefit the local community. Proposals on the use of surplus reserves will be made for members to determine at Annual Members' Meetings.

FORECAST FOR NEXT 3 YEARS

Profit and cash forecasts for the next 3 years are also included in Appendix 4. As we have barely had any period of trading not under some form of COVID restrictions, it is very difficult to establish what a "normal" trading pattern looks like. There is therefore a higher risk of actual trading patterns varying substantially from these forecasts than would normally be the case.

The key assumptions in the forecast are

- cafe to reopen on 1 September 2021
- sales in 2021/2 to be 5% lower than 2020/1 as excess sales during lockdown periods are removed (partially offset by impact of cafe reopening)
- sales growth for 2022/3 of 6% and 2023/4 of 5%
- gross margins to increase due to the reopening of the cafe
- 5 hours of additional paid labour per week included from 1 July 2021 (eg for summer cover)
- capital expenditure of £5,000 in 2021/2 rising to £7,500 in 2023/4 as equipment starts to wear out and requires replacement. The forecast does not allow for early unexpected failure of any major equipment as this will be covered within the reserves policy.

The above assumptions result in forecast trading profits of around £9,000 per annum (4% of sales) and trading cashflow of around £12,000 per annum.

It has been assumed for now that no corporation tax will be payable. This is pending a response from HMRC on a claim made by our accountants for a notional tax deduction for volunteer time. The society continues to be liable for both VAT and PAYE and these taxes have been included in the forecasts. No amounts have been included for interest payments as the Management Committee is not planning to recommend any payments of interest on members' investments over the next 3 years. A downside scenario has also been prepared allowing for 10% lower sales than forecast, a 1% lower gross margin and an extra 10 hours per week of paid labour. This would result in an operating loss of approximately £3,000 per annum and an operating cash outflow of approximately £2,000 spread over the 3 years. This could be absorbed if required from brought forward reserves.

APPENDIX 1

LIST OF CURRENT COMMITTEE MEMBERS



Colin Pollock
Chair



Annina Diston



Sally Smith
Vice-Chair



Rory Innes



David Gaskin
Treasurer



Emma Stamford



Ingrid Haywood
Secretary

OTHER COMMITTEE ATTENDEES (NON-VOTING)



Sue Dixon
Shop Manager



Ruth Mardall

Our thanks also go to the following people who have served at various times on the Management Committee over the last two years.

- Louise Butcher
- Liz Collins
- Ed Fitzpatrick
- Susan Frost
- Hatty Lord
- Ruth Rowland

APPENDIX 2

SWOT ANALYSIS FOR THE BISHOP WILTON COMMUNITY SHOP LTD

STRENGTHS

- Look and feel
- Reputation with and support from community
- Resilient and invaluable through COVID
- Diverse skills amongst committee/volunteers
- Balanced stock range
- Strong sales, profits and cash generation
- Gives volunteers purpose/integration especially during COVID
- Location in village and only shop in area
- Engaged and diverse age range volunteers
- Good employees
- Strong seasonal offerings and sales
- Building reputation outside of village
- Good press presence
- Own brand and local products
- Friendly atmosphere
- Customers and volunteers feel safe
- Volunteer initial training
- Food hygiene
- General professionalism
- Number of members
- Being part of Plunkett
- High customer satisfaction
- Providing lots of volunteering opportunity

WEAKNESSES

- Lack of space inside and outside shop
- Parking
- Don't reach lots of people in village
- Dependent on high volunteer hours needed to run business
- Reliance on one full time manager
- Small customer base = erratic demand
- Not knowing what normal trading is
- Volunteer acquisition capacity
- Succession plan and candidates for committee
- The premises could require a lot of maintenance

OPPORTUNITIES

- Tourists returning post COVID
- Services expansion
- Reaching more people in and out of village
- Get cafe going again
- Working more with other organisations (church, school, hall, pub)
- More volunteers available post COVID
- Volunteer training and events
- Doing more with younger volunteers
- Providing work experience
- Collaborations with local makers
- Community/hub/events start again
- More people working from home in village
- Expanding product offering (eg baking bread)
- Lack of transport links = more people shop in village
- Marketing better/earlier to visitors to holiday lets
- Increase membership levels

THREATS

- Volunteer engagement/hours tail off post start up and COVID
- Bleak economic outlook and/or COVID restrictions finishing leads to lower customer spend
- Ongoing pandemic issues
- Manager not available
- Lose major cash and carry delivery
- Internet shopping
- Losing committee members / hours available
- Building/major equipment issues - cost and business continuity issues
- We lease the building

APPENDIX 3

Last Reviewed: April 2021

	Risk Event	Causes	Impact	Owner	Score			Actions
					L	I	T	
GOVERNANCE RISKS								
1	Management Committee under-performance	<ul style="list-style-type: none"> • Members too busy have other commitments • Sudden resignation or unexpected loss of key committee members • Ongoing roles not clearly defined or appropriately filled. • Inexperience • Poor succession planning 	<ul style="list-style-type: none"> • Shop inadequately overseen • Important threats / opportunities not foreseen • Future development of business sub-optimal. 	Chair	3	4	12	<ul style="list-style-type: none"> • Review KPI's and focus on strategic matters at Committee level • Recruitment of Cttee members to fill competence gaps. • Succession planning • Retain and motivate high performing shop manager to mitigate any operational risk • Obtain support from Plunkett where required. • Officers to support each other as needed • Undertake Plunkett skills audit • Prioritise workload of Committee
2	Undeclared conflicts of interest	<ul style="list-style-type: none"> • Lack of awareness of issues involved in conflicts • Lack of formal conflicts of interest documentation 	<ul style="list-style-type: none"> • Reputational damage • Adverse impact on impartiality of committee decisions 	Chair	2	3	6	<ul style="list-style-type: none"> • Ensure new committee members are aware of the purpose and need to declare conflicts of interest • Chair and vice-chair to ensure conflicts of interest are identified early • Formal annual review of conflicts of interest register documentation by committee
3	Organisational structure not fit for purpose	<ul style="list-style-type: none"> • Inadequate consideration of impact of changes of committee personnel and key paid staff 	<ul style="list-style-type: none"> • Workload impact on individual committee members • Poor performance in key areas of business • Difficulty recruiting new committee members 	Chair	2	4	8	<ul style="list-style-type: none"> • Annual review of committee structure and functioning • Undertake Plunkett skills audit • Consider external audit of committee and shop functioning. • Consider joint peer review with another community shop
4	Problems in relationship with landlord	<ul style="list-style-type: none"> • Risk of loss of lease 	<ul style="list-style-type: none"> • Cease trading unless find another premises 	Buildings	1	5	5	<ul style="list-style-type: none"> • Maintain good relationship • Ensure comply with all terms of lease • Link to recovery plan from major building failure

OPERATIONAL RISKS

5	Unplanned absence of manager / paid staff	<ul style="list-style-type: none"> • Acute illness • Long term sickness • Disaffected staff • Resignation/dismissal 	<ul style="list-style-type: none"> • Immediate operational problems eg shop opening • Impact on committee members' workload • Organisational memory lost 	Chair	3	5	15	<ul style="list-style-type: none"> • Ensure all main shop operational processes are shadowed by at least one other person • Good electronic storage of key documentation • Learn from short unplanned absences • Consider benefits from having additional paid management input (?call up contract)
6	Gradual decline in customer numbers	<ul style="list-style-type: none"> • Shop carries 'wrong' stock • Existing / new local and on-line competition • Insufficient promotion; • Disappointing 'look and feel'. • Prices too high or poor price perception 	<ul style="list-style-type: none"> • Inadequate revenue reduces shop to skeleton activity / possible closure • Long term loss of shareholders' investments 	Manager	3	4	12	<ul style="list-style-type: none"> • Ongoing effective promotion and publicity. • Planning to ensure supply what customers want • Ongoing focus on appearance, ambience, etc. • Explore pricing/loyalty scheme
7	Major sudden loss of customers as come out of COVID	<ul style="list-style-type: none"> • Customers revert to using existing / new local and on-line competition. • Bleak economic outlook significantly reduces funds customers have to spend 	<ul style="list-style-type: none"> • Inadequate revenue reduces or wipes out profits. Insufficient funds to pay employees 	Manager	3	4	12	<ul style="list-style-type: none"> • Ongoing effective promotion and publicity. • Planning to ensure we supply what customers want (incl continuing/growing value range) • Compensate by reopening cafe • Changing hours to meet customer demand pattern changes as less working from home • Explore pricing/loyalty scheme
8	Failure to retain sufficient volunteers especially post COVID	<ul style="list-style-type: none"> • Decline in community motivation, poor morale, disappointed expectations. • Want to do other things as restrictions ease. • Increased opening hours 	<ul style="list-style-type: none"> • Short-staffed • Reduced opening times • Customer disappointment • Reduced revenues. • Higher cost for paid employees 	Volunteer Group	3	4	12	<ul style="list-style-type: none"> • More recruitment and reactivation • Engaging training • 'No blame' culture • Volunteer involvement in decision making • Volunteer events • Keep processes as simple and efficient as possible • Find ways of managing with less volunteers if circumstances demand this
9	Failure to maintain adequate / appropriate day-to-day operating procedures	<ul style="list-style-type: none"> • Poor stock control and re-ordering • Day-to-day operating procedures ill-defined or poorly trained out • IT issues • Inadequate management 	<ul style="list-style-type: none"> • Customer disappointment and disengagement • Reduced revenue 	Manager	2	4	8	<ul style="list-style-type: none"> • Good staff timetabling • Clear procedures • Effective training and refreshing programme • 'Lead volunteers' to support manager with supervision.

10	Mishap or other adverse incident on premises including critical equipment failure and sudden closure	<ul style="list-style-type: none"> • Power-cut • Fire • Flooding • Staff / customer accident • Robbery • IT loss <24 hours / > 1 day. • Chiller / freezer / other major equipment failure • Structural building failure • Environmental Health shut down • Significant pest infestation 	<ul style="list-style-type: none"> • Damage to premises / stock • Liability to customer / staff • Emotional upset. • Closure of shop • Fix costs • Loss of revenue • Disappointed customers 	Buildings	3	4	12	<ul style="list-style-type: none"> • Appropriate training • Appropriate insurance • Clear documented and shared emergency plan for such events • Testing of emergency plan • Maintenance plan in place for building and key equipment • Replacement strategy for key equipment
11	Loss of major cash and carry delivery or other key supplier	<ul style="list-style-type: none"> • Review by or failure of supplier 	<ul style="list-style-type: none"> • Higher buy prices • More volunteer time and effort • Less customer choice 	Manager	3	3	9	<ul style="list-style-type: none"> • Maintain good relationships • Continue to transfer order lines to main cash and carry supplier to mitigate risk of increase in minimum order
12	Disruption to shop stock supply	<ul style="list-style-type: none"> • Under-stocking, • Stock not matched to demand. • Inadequate management. • Brexit border checks on imports when implemented • Other external events impact product availability 	<ul style="list-style-type: none"> • Customer disappointment and disengagement • Reduced revenue 	Manager	3	3	9	<ul style="list-style-type: none"> • Experienced stock management involvement with committee. • Regular physical stock counts • Maintain ordering system • Carry more stock where possible before change in import checks • Use diverse supplier base

FINANCIAL RISKS

13	Fraud /other criminality	<ul style="list-style-type: none"> • Criminal act by manager / volunteer / Committee member 	<ul style="list-style-type: none"> • Loss of property including cash • Loss of member / public confidence • Reputational harm 	Finance	1	5	5	<ul style="list-style-type: none"> • Two signatories for all payments • Monthly a/cs summaries • Clear delineation of roles and financial authorities. • Appropriate external fraud protection policy • Clear financial procedures policy in place and followed • Regular banking of cash
14	Inadequate financial performance monitoring	<ul style="list-style-type: none"> • Lack of collective committee experience • Loss of finance experience on committee 	<ul style="list-style-type: none"> • Failure to spot issues quickly enough 	Finance	3	3	9	<ul style="list-style-type: none"> • Ensure have appropriate level of finance experience on committee • Establish KPI's and review regularly at committee meetings

15	Inadequate reserves and cash flow	<ul style="list-style-type: none"> Spend too much Lack of adequate business plans 	<ul style="list-style-type: none"> Insufficient cash to support business needs Borrowing required 	Finance	2	4	8	<ul style="list-style-type: none"> Establish and follow reserves policy Regularly update business plan All major expenditure to require committee review and approval
16	Inadequate insurance cover	<ul style="list-style-type: none"> Not obtaining enough cover Insurers refuse to pay out 	<ul style="list-style-type: none"> Loss of profits/cashflow 	Finance	2	5	10	<ul style="list-style-type: none"> Ensure appropriate cover in place Follow terms and conditions of cover

COMPLIANCE RISKS

17	Failure to fulfil significant compliance / governance requirement	<ul style="list-style-type: none"> Failure to fulfil obligations in relation to HSW, HR, food, fire, DP, alcohol, consumer protection and trading standards, CBS trading rules and governance, amongst others. Ethical breaches Lack of knowledge of relevant regulatory requirements 	<ul style="list-style-type: none"> Enforcement, (including prosecution and fines) Restrictions on trading Civil action Damage to reputation Loss of funder support 	Secretary		5	10	<ul style="list-style-type: none"> Identify compliance obligations and formulate policies. Training of committee and employees/volunteers Engagement with regulators, inc. EYCC. Seek advice, eg Plunkett Active risk management Appropriate insurance cover. Ensure appropriate attention at committee level Appoint Health & Safety Competent Person
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OTHER EXTERNAL RISKS

18	Loss of community goodwill and poor reputation	<ul style="list-style-type: none"> Adverse environmental impact (eg parking) Poor relationships with local businesses Shop perceived as expensive/exclusive Examples of poor customer care ethos Perception not using surplus funds available wisely 	<ul style="list-style-type: none"> Complaints Stress for staff and volunteers Loss of customers Loss of volunteers 	Chair	3	4	12	<ul style="list-style-type: none"> Plan parking contingencies. Staff training in customer care Ongoing liaison with local businesses. Good customer 'dialogue' and promotional activity (eg annual customer survey) Have a clear use of funds policy approved by members Price perception marketing
19	Difficult national economic environment eg depression and unemployment	<ul style="list-style-type: none"> External economic factors 	<ul style="list-style-type: none"> Lower sales and profits 	Finance	3	3	9	<ul style="list-style-type: none"> Ensure good range of well promoted value products in stock Maintain good reserves to manage through difficult times

20	Adverse change in government policy on community / small businesses	<ul style="list-style-type: none"> Elections Severe economic scenarios 	<ul style="list-style-type: none"> Difficult to get grants Profitability drops Opening hours pressures Reduction in volunteering 	Secretary	2	4	8	<ul style="list-style-type: none"> Membership of Plunketts as lobby Build relationships with local politicians
21	Future pandemic or other community threat	<ul style="list-style-type: none"> Novel virus Terrorist Radiation Chemical 	<ul style="list-style-type: none"> Risk to safety of staff and/or customers 	Chair	3	5	15	<ul style="list-style-type: none"> Maintain pandemic expertise Follow government guidance of time Ensure building well cleaned ongoing

L = Likelihood (1: remote; 2: unlikely; 3: possible; 4: probable; 5: highly probable)

I = Impact (1: insignificant; 2: minor; 3: moderate; 4: major; 5: extreme/catastrophic)

T = Total (L x I)

I M P A C T	Extreme/catastrophic	5	5	10	15	20	25
	Major	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Minor	2	2	4	6	8	10
	Insignificant	1	1	2	3	4	5
			1	2	3	4	5
			Remote	Unlikely	Possible	Probable	Highly Probable
			Likelihood				

Red: Major or extreme/catastrophic risks;

Amber: moderate or major risks;

Green or Blue: minor or insignificant risks

APPENDIX 4

PROFIT AND CASH FORECASTS (£'000)

For financial years ending 30 June

	2020/21	2021/22	2022/23	2023/24
Sales	220	210	220	231
Cost of products/ waste etc..	163	154	162	170
Gross profit	57	55	58	61
<i>Gross profit %</i>	<i>26.0%</i>	<i>26.4%</i>	<i>26.4%</i>	<i>26.4%</i>
Wages and overheads	39	46	49	51
Trading profit	18	9	9	10
<i>Trading profit %</i>	<i>8.1%</i>	<i>4.4%</i>	<i>4.2%</i>	<i>4.2%</i>
Add Depreciation	7	8	9	10
Less capital expenditure	6	5	7	8
Less stock increase	2	0	1	1
Trading cashflow	17	12	11	12