

Weston SOS Limited

Community Benefit Society registered with the Financial Conduct Authority no RS9101



Business Plan

Securing the long-term future of our Shop and Post Office as a vital asset and social hub for the local community

www.weston-sos.org

Version: 1.1

October 2023

Executive Summary

The current owner and incumbent sub-postmaster of the Weston Pantry, the Shop and Post Office within Weston-on-the-Green, announced their intention to put the business and property up for sale in early 2023. With no prospective replacement, the fear as with other local community assets, is that the Shop and PO is financially more attractive as a residential property and would be eventually repurposed and sold as such. This would have resulted in the loss of a key community asset within the village.

The Weston SOS committee was formed following a village meeting in February 2023, which praised the current owner for their service to the village, their successful turnaround of its reputation from the previous owner and a consensus at the meeting that something should be done to save it.

Weston SOS spent the following few months reviewing all possible options - the main ones being moving the shop and PO to nearby premises (e.g. Village Hall, Pub) and different options and legal structures to keep it in its present location (e.g. sale on the open market, private investment). A survey of the community in May showed clear support for the shop and appetite for community ownership, not just from within the village, but also huge interest in its future from neighbouring communities and businesses as well. Some of which have recently faced or are facing the loss of their own community assets as well, such as the very recent closure of the Kirtlington Post Office in October 2023.

A successful Community Ownership Fund grant bid is the only route to make the community ownership route feasible. The Community Benefit Society model was chosen to give the local community the opportunity to 'own' part of this valuable asset and to have their say in how it is run and operated, whilst maintaining the friendly service and community spirit by keeping the existing staff within the shop. The Community Benefit Society model ensures that trading profits are reinvested into the community either into expanding the Shop itself, or by supporting other local community projects.

Weston SOS will need to raise between £105,000 and £405,000 through the sale of community shares, donations and other matched funding sources or grants. This will be topped up by a successful Community Ownership Fund bid for £250,000 and commercial financing (e.g. mortgage/loan) to secure the funding required to purchase the Shop and Post Office. If we are able to raise the full amount (£405,000) from community shares, no commercial financing will be required, and more money will go back to our members in the form of interest payments.

Under community ownership, the shop will continue to offer the products and services needed by the village and keeping the current Post Office community contract is essential to meeting these needs.

Support for this plan is the best chance to keep the Shop, Post Office, its current staff, and friendly atmosphere within the village to serve the local community. Its presence is the most sustainable option for reducing travel by car, providing local employment opportunities, and supporting local businesses by selling local produce and gifts.

We look forward to your support.

Table of Contents

Executive Summary	2
Our Mission	6
Objectives	6
Weston-on-the-Green and the surrounding community	7
Parish Council Neighbourhood Plan	9
Benefits and Impact.....	9
Friends Produce	11
Awards & Recognition	11
Sustainability & Environmental Considerations	11
Community Engagement.....	12
Survey Results	13
Shop Use.....	13
Shop Opinion.....	15
Management Committee Support.....	16
Survey Financial Support.....	16
Project Achievements to Date	17
Marketing Plan	18
Marketing Objectives.....	19
Target Market	20
Competition	20
Raising Awareness.....	20
Community Share Offer	21
Community Share Standard Mark	22
Pre/Post Transition	22
Growth Opportunities	22
Operations Plan	23
Premises.....	23
Stock, Equipment and Goodwill	24
Cash and Liabilities.....	25
Opening Hours.....	25
Products & Services	25
Post Office Transition	26
Management, Staffing and Administration.....	27
Initial Management Committee	27
Special Advisors	29
Staffing Requirements	29

Staff Training and Welfare	29
Policies & Procedures	30
Management Systems	30
Suppliers	31
Stock Management.....	31
Community Benefit Societies	32
Member Engagement	33
Risk Management	33
Capital Funding	33
Funding Requirements	33
Freehold Purchase	33
Flat Renovation Works.....	35
Additional minor works.....	35
Funding Sources.....	36
Community Ownership Fund.....	37
Community Share Offer	38
Community Share Booster Fund.....	40
Donations.....	40
Grant Funding	40
Commercial Mortgage / Loan	40
Financial Projections.....	40
Previous Financial Performance	42
Flat Opportunity	42
Project Timescales	43
Summary	43
Contact Details	44
Appendices	45
Appendix 1 - Project Timeline	45
Appendix 2 - Profit & Loss (£105k community shares).....	46
Year 1 (Month by Month)	46
Year 2 (Month by Month)	47
Year 3 (Month by Month)	48
Year 1-20 (Annual)	49
Appendix 3 - Cashflow Forecast (£105k community shares).....	50
Year 1 (month by month)	50
Year 2 (month by month)	51
Year 3 (month by month)	51

Year 1-20 (annual)	52
Appendix 4 - Balance Sheet (£105k community shares).....	53
Year 1 (month by month)	53
Year 2 (month by month)	54
Year 3 (month by month)	55
Year 1-20 (annual)	55
Appendix 5 - Financial Projections (£250k community shares).....	56
Year 1-20 Profit & Loss (annual)	56
Year 1-20 Cashflow (annual).....	56
Year 1-20 Balance Sheet (annual).....	57
Appendix 6 - Financial Projections (£405k Community Shares)	58
Year 1-20 Profit & Loss (annual)	58
Year 1-20 Cashflow (annual).....	58
Year 1-20 Balance Sheet (annual).....	59
Appendix 7 - Theory of Change	60
Appendix 8 - Job Description - Shop and Post Office Manager	61
Appendix 9 - Community Engagement Finalist	62
John Howell - Local MP Letter	62
Bicester Advertiser Press Coverage.....	63
Post Office Press Release	63
Post Office Pets Submission.....	64
Appendix 10 - Risk Register	65
Appendix 11 - Current Shop Floor Layout	68
Appendix 12 - Potential Future Floor Layout	69
Appendix 13 - Flat Renovation Works Estimate.....	70
Appendix 14 - John Howell MP Letter of Support	72
Appendix 15 - Parish Council Letter of Support	73

Our Mission

Our mission is to bring the Weston Pantry into community ownership to secure its long-term future as a thriving Shop and Post Office for the residents and businesses of Weston-on-the-Green and nearby villages and for it to serve as a social hub for the local community.

We want to prevent the Shop and Post Office from closing, being redeveloped (e.g. into residential property) or from losing its community status with the Post Office that would mean losing key Post Office services that the local community and businesses depend on.

Whilst the Shop and Post Office provides essential services to the community, from household essentials and hot food to postal/banking services, it also plays an important social role in the village as a focal point for casual conversation, social connection and as a local employer.

Under community ownership, we can seek to grow both the retail, social and community opportunities offered by this valuable community asset. An example of this would be to grow the café offering and provide additional seating space so it can act as a meeting point for conversation.



Figure 1 - Weston on the Green Village Centre (image from oxfordshirevillages.co.uk)

Objectives

Our objectives are to:

- Bring the Shop and Post Office into community ownership as a shop owned by and for the community of Weston and the surrounding villages.
- Provide products and services for the local community, with convenience as a key factor.
- Support local businesses (e.g. food producers, suppliers).
- To identify opportunities to grow the Shop and PO as a hub for the community (e.g. as a meeting place and social hub, increased café offering).
- To be a self-sustaining and long-lasting asset to the community.
- Long term, to use excess trading profits to support other community ventures and projects.

Weston-on-the-Green and the surrounding community

Weston-on-the-Green¹ is a small village of approximately 200 households and 505 residents located in West Oxfordshire. It is situated between the towns of Bicester and Kidlington and is close to the M40 junction with the A34 - a key link road connecting the south coast to Oxford, Bicester and the neighbouring counties of Buckinghamshire and Northamptonshire.

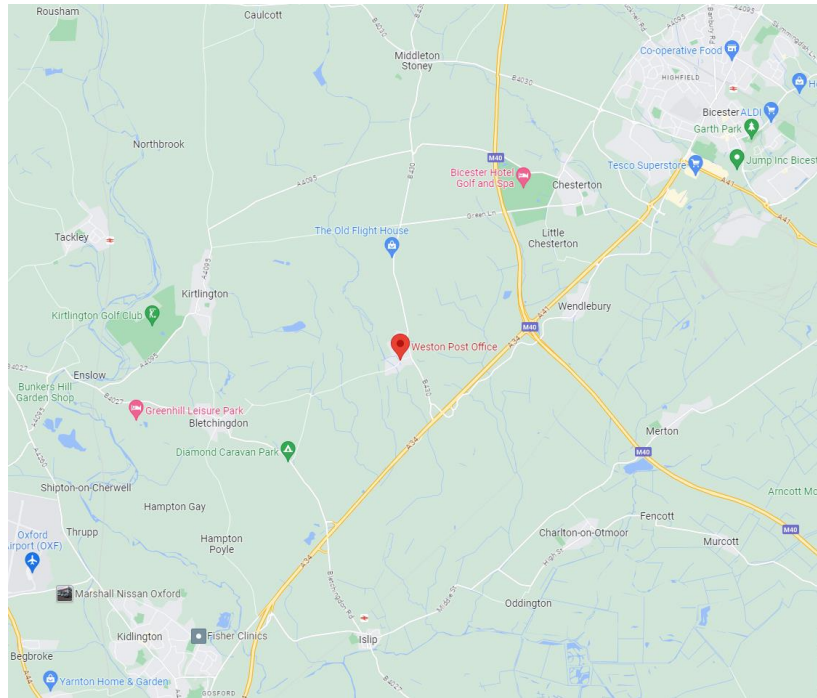


Figure 2 - Location Map

In addition to the Weston Pantry Shop and Post Office, the village is served by St Mary's Church, a thriving Village Hall, two pubs (The Chequers & Ben Jonson) as well as other nearby businesses (e.g. Weston Manor Hotel, Milk Shed Café). There are approximately 50 businesses located within the village confines - there is a small business park located on the B430 close to the village. The Shop and Post Office provides these businesses with a convenient location for employees to get lunch, access postal services or to do their business banking - with approximately 35% of all PO banking transactions from businesses.

The Shop and Post Office also serves the neighbouring villages of Bletchingdon (1062 residents²), Chesterton (1179 residents³), Kirtlington (985 residents⁴), Charlton-on-Otmoor (435 residents⁵) and Middleton Stony (303 residents⁶).

Approximately 50% of the responses to our survey were from nearby villages who value it as being considerably more convenient than travelling to the main Post Office branch in

¹ <https://weston-on-the-green.parish.uk/>

² <https://bletchingdon.parish.uk/>

³ <https://chesterton.parish.uk/census/>

⁴ <https://kirtlington.parish.uk/census/>

⁵ <https://charlton-on-otmoor.parish.uk/census/>

⁶ <https://middleton-stoney.parish.uk/census/>

Bicester (which, due its position on the high street with no vehicular access, is not easily accessible).

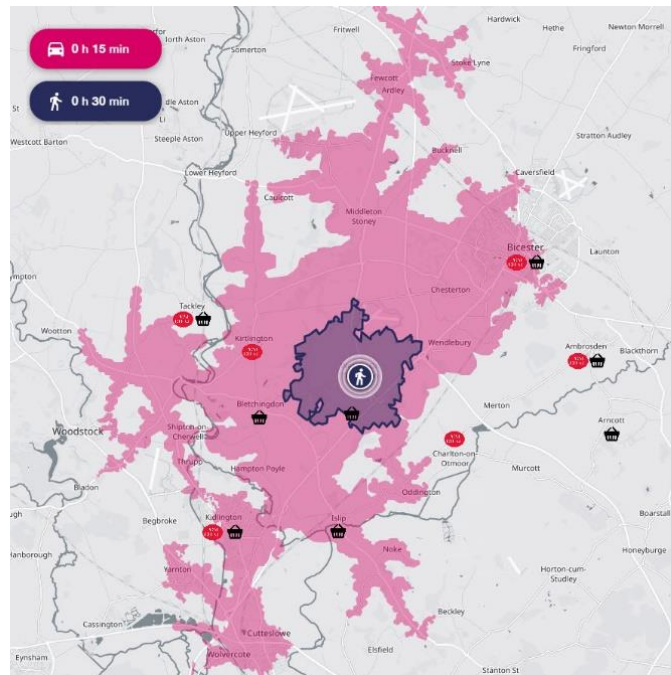


Figure 3 - Nearby Shop and PO Travel Radius

The nearest convenience shop is the M&S services on the A34, however this is a busy road and access requires either a considerable walk across open fields or driving to the next southbound junction on the A34 and then looping back. Besides that, there is a Co-op in Bletchington 2.8 miles away. Neither offers a selection of local produce.

For Post Office services, the Co-op in Bletchington only offers parcel collection/drop-off services via a Post Office Drop and Collect service, but does not offer the additional services (e.g. banking, foreign exchange) of a full sub-post office branch or Local Contract, such as the Weston Pantry Post Office. Up until October 2023 there had been a Post Office in Kirtlington, but it had sporadic and limited opening hours with no attached shop and its contract with the Post Office was withdrawn and it was closed. This highlights the importance of maintaining the Post Office within Weston-on-the-Green to be able to serve those that can no longer use the Kirtlington Post Office.

The Post Office is required by the UK government to meet the following Access Criteria:

- 99% of the UK population to be within three miles of their nearest Post Office outlet.
- 90% of the UK population to be within one mile of their nearest Post Office outlet.
- 95% of the total rural population across the UK to be within three miles of their nearest Post Office outlet.

In August 2023, news was announced about a Financial Conduct Authority consultation on 'Access to Cash' whereby they will have powers to ensure that high street banks provide access to withdraw cash within 3 miles, else they risk facing fines. This legislation, part of the Financial Services and Markets Bill, is expected to come into force in Summer 2024.

The Post Office in the Weston Pantry is ideally located to fulfil these requirements for the local area.

Parish Council Neighbourhood Plan

The Weston-on-the-Green Neighbourhood plan⁷ was last updated and adopted in 2019 to cover through to 2031. The plan makes reference to the ‘importance’ of the retained shop and Post Office when other services have been closed or lost within the village (e.g. the Ben Jonson pub, which has now reopened).

The plan references that the village has more than 90 businesses and 37% of households have residents who work from home for all or part of the week. This, along with a large proportion of retirees results in 50% of the population is based within the village during the working day.

The plan has policies and aims in place to support the shop and post office within the village:

- A13: Local retail and community services should be expanded to support the local resident population and businesses.
- A16: The village centre facilities should be more flexible with improved retail opportunities.
- C1: Developments should not adversely affect facilities of community benefit.

The neighbourhood plan also reports that many residents use the Shop and Post Office daily and a clear emphasis on the importance of maintaining this service for the village.

Weston SOS intends to support the aims of the neighbourhood plan by ensuring the shop and post office is retained within the village and to grow it as a community hub.

The incorporation as a Community Benefit Society allows the shop and post office to give back to the community e.g. to support the Church, Village Hall, Parish Council projects and other local community projects with excess trading profits, where deemed appropriate by the Management Committee.

The Parish Council has provided Weston SOS Limited with a letter of support which can be found in Appendix 15 - Parish Council Letter of Support.

Benefits and Impact

With the support our COF Advisor, we developed a Theory of Change model showing the activities conducted by the Shop and Post Office, the outputs and the short-term and long-term outcomes provided by the shop. This model can be found in Appendix 7 - Theory of Change.

From this exercise, we identified the following social and economic benefits of the Shop and Post Office that would be lost or negatively affected if the Shop and PO were to close:

- Benefits to Local Businesses:
 - Reduced supplier delivery miles.
 - Increased profits for local suppliers.
 - Local access to banking and postal services.
 - Convenience for employees (e.g. to purchase lunch).
- Benefits to Customers:
 - Reduced travel & convenience.

⁷ <http://www.westononthegreen-pc.gov.uk/content.asp?id=8>

- Reduced overall costs of shopping (cost of shop vs. travel time/costs).
- Increased social contact & village support network through the shop.
- Reduced reliance on cars & public transport.
- Access to news for those without internet access.
- Access to in-person services (in a time when most banks are closing their high-street branches).
- Economic Benefits:
 - Increase local spend (local multiplier - local spend is circulated in the local economy).
 - Village becomes a destination for people to stop - more attractive to visitors.
- Social Benefits:
 - Increased opportunities for casual conversation & social interaction at the 'heart' of the village.
 - Decreased loneliness & isolation.
 - Increased village 'support' network (e.g. somewhere to seek assistance, reducing reliance on social care).
 - Location for the bi-monthly village food bank collection in conjunction with the Village Hall, St Mary's Church and the Parish Council.
 - Donations to Village Hall & St. Mary's Church through the Friends Produce collection.
- Environmental Benefits:
 - Reduced delivery miles from local suppliers.
 - Reduced travel miles for customers.
 - An estimated annual saving of over 20,000 miles or 4.5 tonnes of carbon from the amount of travel saved by having a PO in Weston on the Green vs. the next nearest Shop/Post Office amenity.

These benefits have the following longer-term outcomes:

- Reduced carbon emissions.
- Increased viability of local businesses.
- Improved local economy.
- Reduction in isolation and loneliness.
- Increased independence of elderly, disabled & vulnerable persons in their own home.
- Increased attractiveness of the village for new residents.

This shows how the activities of Weston SOS running the Shop and Post Office can feed back into the local community and improve long term metrics such as the local economy, loneliness scores and environmental targets.

Weston-on-the-Green has an aging population and some with disabilities or limited mobility, many of whom do not drive, so the Shop and Post Office is vital for providing access to essential services within the village - especially for those that do not bank online and require access to the Post Office banking facility provided by the Shop - especially in light of banks closing large numbers of high-street branches.

The Shop hosts the village food bank collection every 2 months which is organised in conjunction with the Village Hall, St Mary's Church, and the Parish Council. This is well supported by the village and people often buy extra items from the shop to donate to the food bank.

The use of volunteers to supplement the paid staff in the shop can help to alleviate boredom and isolation in the community. Volunteering can provide training and skills development, improve self-esteem and wellbeing, and make people feel valued and part of the community.

Friends Produce

When the current owner took over the Shop and Post Office, the 'Friends Produce' was set up. The concept is that people either donate produce or make goods for which they are paid at cost price. Every two months, the total (minus 2% for payment handling) is split between the Shop, Village Hall and St Mary's Church.

This has typically raised £100-300 each for the Village Hall and Church every couple of months. At its peak (e.g. Christmas), this has resulted in donations of £600 to each.

This is one way that the Shop and Post Office is already gives to the local community and something that the Society aims to retain.

Awards & Recognition

In 2020, the Weston Pantry was a finalist in the Community Engagement Category and received press coverage and a letter from the local MP, John Howell OBE. These can be found in the appendices as Appendix 9 - Community Engagement Finalist.

In addition, the Shop has raised money for numerous charities including SeeSaw, which provides support for children young people and their families in Oxfordshire when their parent or carer is seriously ill or has died. A note from the charity is shown in Figure 4 - SeeSaw Charity Note.

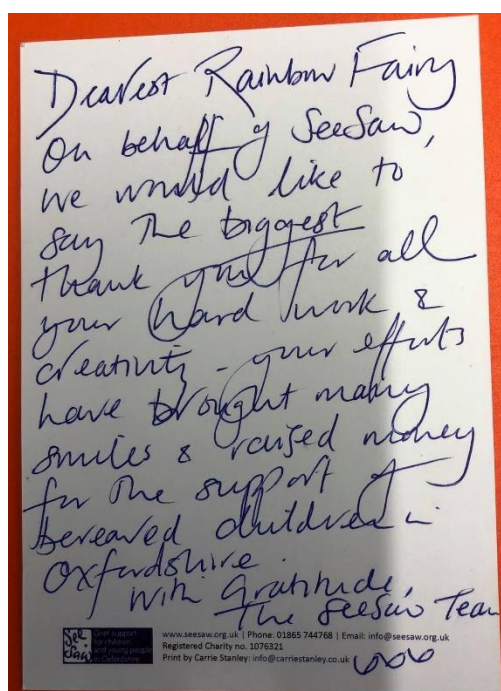


Figure 4 - SeeSaw Charity Note

Sustainability & Environmental Considerations

Weston SOS has considered the environmental and sustainability considerations of the Shop and Post Office, by considering the impact if it were to close and how its environmental footprint can be reduced as part of our organisational aims.

Maintaining local access to the Shop and Post Office reduces travel miles by car. If the Shop and PO were to close, it would force many residents to use their cars for access to the services provided by the shop, as there is no other alternative available within walking distance (~30 mins). This is supported by our survey results, with 79% of respondents agreeing that having the Shop in the village saves on travel. The only alternative at present is via public transport - but the only current bus service in the village is on a 2-year trial and could be withdrawn after this point if not sufficiently profitable. We have estimated an annual saving of 4.5 tonnes of CO2 by having the Shop and PO within the village, compared to customers visiting more distant alternatives (calculations & methodology available on request).

The use of local suppliers reduces 'food miles' (the distance food travels from the supplier to table) - reducing reliance on importing food from further away or abroad. This, in turn, reduces the CO2 emissions of transporting food.

As part of the survey results on suggestions/improvements for the Shop, there were comments/requests for more local produce (reducing food miles), an environmentally friendly refill service (reducing packaging) and extended opening hours (reducing need for customers to travel further to somewhere that is open).

If we can encourage more people to use the Shop and PO, or to use it more frequently (via our Marketing Plan), compared to travelling to nearby alternatives or supermarkets, this will also result in a reduction of travel miles and an improved environmental benefit. Based on the figures above, this could lead to an additional CO2 saving of up to 1 tonne per year.

As part of the flat renovation works, additional loft and floor insulation will be installed to the first floor flat to improve its energy efficiency, and thereby reduce electricity consumption for heating to reduce bills and reduce the carbon footprint of the property. This could reduce the CO2 emissions by 125kg per year.

Subject to sufficient business performance or availability of grant funding, the Management Committee will also review long-term plans for the installation of photovoltaic (solar) panels to reduce electricity usage. Installation of photovoltaic panels could save approximately 1-2 tonnes of CO2 per year.

To involve the community in our sustainability and environmental efforts, we will include a sustainability report at our Annual General Meeting and promote sustainability by prominently displaying our calculated carbon savings in the Shop.

Community Engagement

Weston SOS was formed following a village meeting on 22nd February 2023 organised by the Parish Council to discuss the future of the Weston Pantry Shop and Post Office in light of the current owner wishing to sell the property and exit the business.

Concern was raised about the future of the shop, should it be bought by a property developer who would try to show the business as unviable to seek change of use and convert it into a residential dwelling. There was also concern that the 'community feel' of the shop may be lost should the current staff in the shop be replaced.

A website (www.weston-sos.org), email mailing list and Facebook group ('Weston SOS') was created by the committee to share information and invite feedback. A paper survey

and leaflet was distributed to all residents and businesses within the village in April 2023. The survey received ~130 responses from Weston and the surrounding villages.

The committee has met with local figures and organisations of importance such as the Parish Council, who have supported us with a financial donation and the Village Hall Committee have supported us with ongoing use of the Village Hall for committee and village meetings. We have also engaged with nearby community projects such as the Kirtlington Community Shop, the Ben Johnson CIC group and spoken to the Tackley Village Shop, another nearby community run shop.

A follow-up village meeting was held in early July 2023 to present our plan to move forward with the Community Benefit Society, the outline of our business plan and community share offer and to seek pledges from the local community.

The Parish Council and our local MP, John Howell, have provided letters in support of our efforts to save the Weston Pantry and bring it into community ownership. These can be found in the appendices.

Survey Results

As discussed above, a paper survey was distributed to all residents of Weston on the Green as well as being made available to complete online by the wider community and shop users. The intention of the survey was to perform market research on the use of the shop, to identify opportunities for improvement and to understand the appetite within the community to save it.

At the closing date, the survey received 122 responses, however the survey has remained open for additional input/comments. The survey represents the views of 63 households, 49 individuals and 9 businesses. 55% of responses were from Weston on the Green, 40% were from the nearby villages of Middleton Stoney, Kirtlington, Bletchingdon and Chesterton.

For Weston on the Green, the survey represents approximately 25% of the population and 35% of households within the village.

Shop Use

57% of responses said that they use the shop at least once per week:

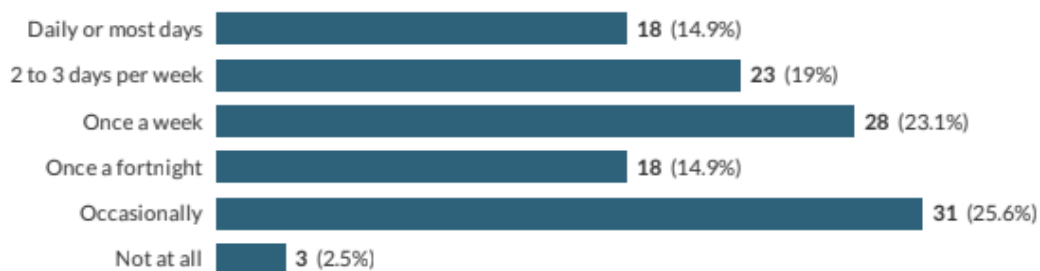


Figure 5 - Survey Shop Use - Visits

The total approximate annual spend by respondents was £72,000:

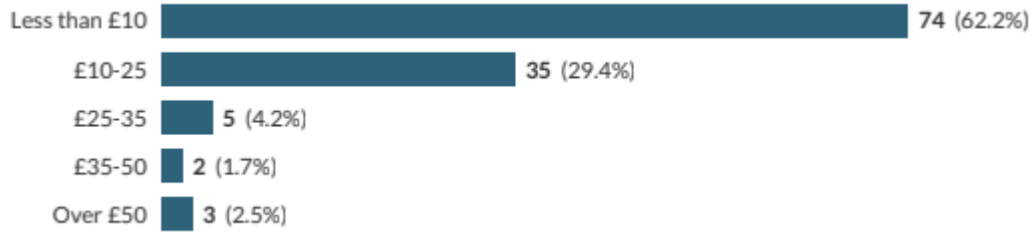


Figure 6 - Survey Shop Use - Average Weekly Spend

The Post Office is key - with 90% saying that they use the shop for parcels/letters, 33% for banking services and 30% for other Post Office services:

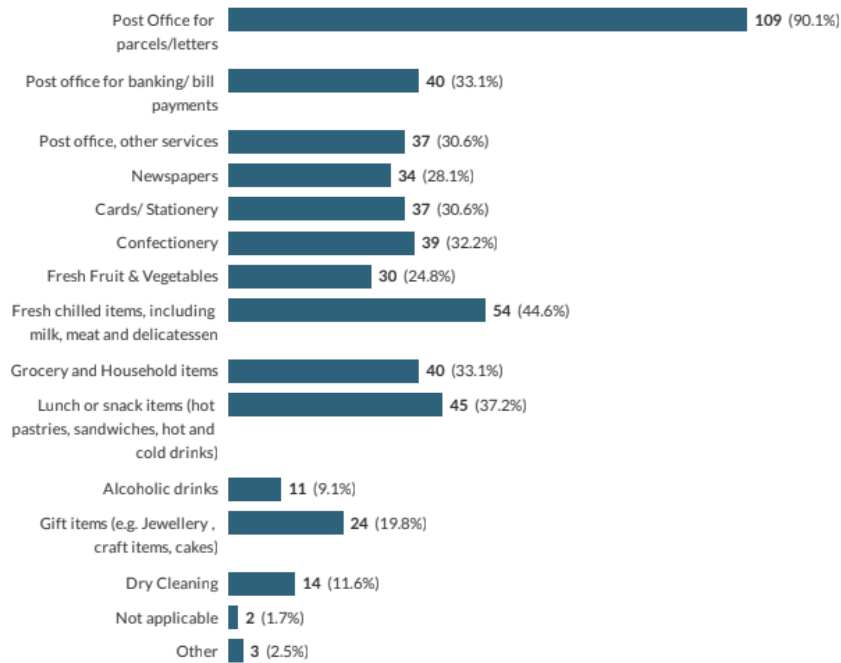


Figure 7 - Survey Shop Use - Products & Services

Shop Opinion

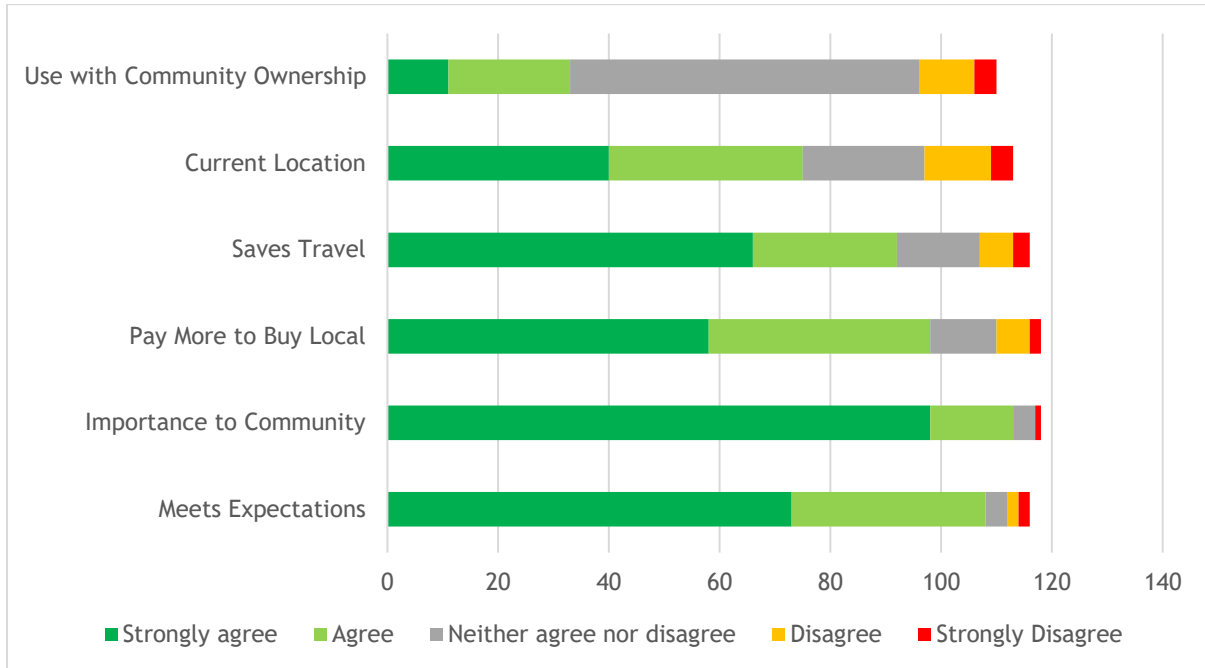


Figure 8 - Shop Opinion

- 92% said that the shop met or exceeded expectations.
- 95% agreed that it is important for the community.
- 79% agreed that having the shop saves on travel.
- 66% agree that the shop should stay in its current location.
- 30% said that they would use the shop more if it was community owned.

We believe these results show that there is considerable support for the shop as an important community asset, for keeping the shop in the current location/premises and that community ownership could lead to an increase in use of the shop.



Figure 9 - Survey Shop Opinion Comments Word Cloud

The comments around opinion of the current shop praised the friendliness of the staff, value of the Post Office and its convenience. The Management Committee believes that

keeping on the current staff is key to ensuring the excellent, friendly service remains and ensuring continuity during the transition.

Management Committee Support

The results below show the responses for support of Weston SOS via being part of the committee, helping with fundraising, volunteering in the shop, or offering professional services in support of community ownership.

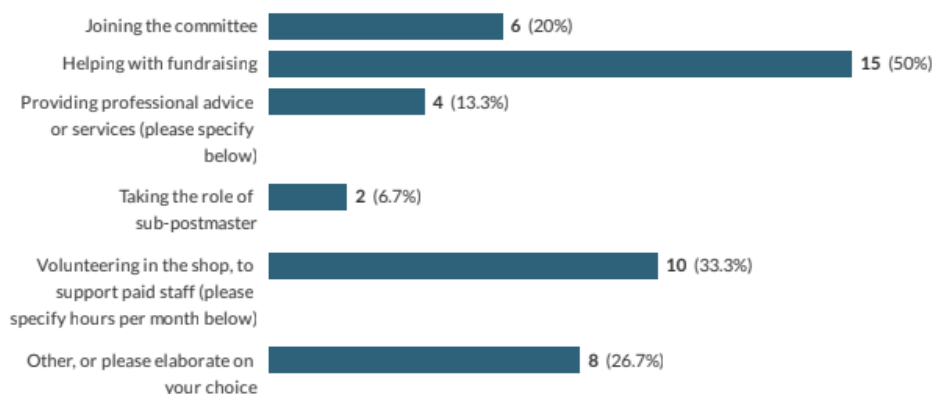


Figure 10 - Survey Committee Support

It should be noted that the survey did not provide any additional detail(s) on the business model or route to keep the shop open e.g. community ownership vs. private ownership.

Survey Financial Support

The survey offered three options for fundraising - how much would you be willing to donate (nothing in return), purchase in community shares (withdrawable) and provide as an investment (expecting a return on investment). No further detail was provided on each option (e.g. expected return on investment, details around community shares). Ranges of contribution were given - nothing, £0-100, £100-500, £500-1,000, £1,000-5,000, £5,000-10,000, above £10,000. The results were analysed by looking at the bottom, mid-point and top of each range.

60% of respondents indicated they would be willing to make a financial contribution to support Weston SOS to keep the Shop and Post Office open.

There was significantly increased interest in community shares or making an investment over donating. For community shares, the expected minimum was £31,500, the midpoint was £52,250 and the best-case estimate was £78,600.

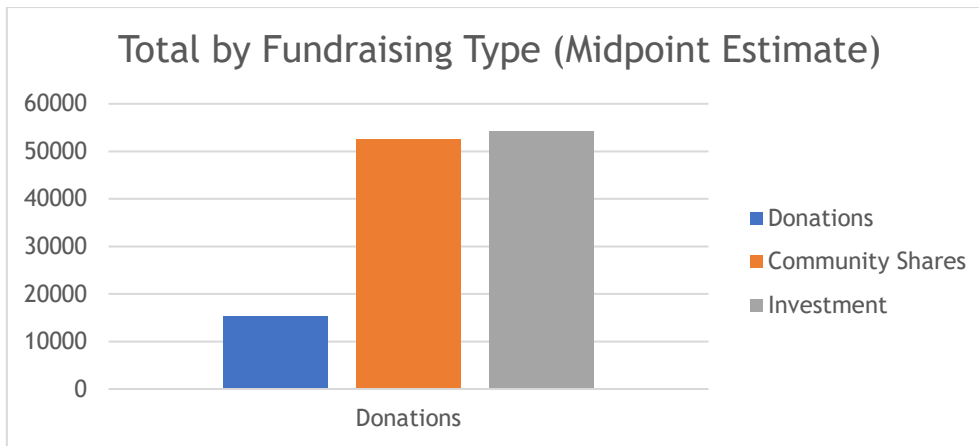


Figure 11 - Survey Fundraising Estimate

This shows support for the community ownership route which allows for the purchase of community shares and allows for donations for those not wishing to own shares or be part of the membership. It was felt by the Management Committee that this provides the best of both worlds and that there is appetite within the community to support a large membership of the Community Benefit Society.

The Management Committee believes that once the community ownership route has been presented to the village and pledges of support are collected, there may be additional financial support available once we provide clarity on the business plan, community ownership route and community share offer. We also believe that we will be able to attract investors from outside the direct community of interest.

Project Achievements to Date

The achievements towards our goal so far are listed below:

- **February:** Initial village meeting held on 22nd February to discuss the future of Shop and PO.
- **February:** Formed Weston SOS as an unincorporated association and opened bank account for initial pre-incorporation fundraising.
- **March:** Support from the Village Hall with use of hall for Committee meetings.
- **March:** Created website, Facebook page and email mailing list.
- **April:** Distributed printed flyers to all village residents and displayed posters around village.
- **April:** Launch of initial survey including distribution of paper survey to all village residents and online survey form and reviewing of survey results.
- **April:** Successful Stage 1 application to the Valencia Communities Grant for a grant of £50,000.
- **May:** Successful Expression of Interest (EOI) with the Community Ownership Fund.
- **May:** Completed independent building survey, thanks to support from David Buchanan, a village resident.
- **May:** Received 1 day of initial funded advisor support from the Plunkett Foundation.
- **May:** Received a small amount of financial support from the Parish Council for incorporation and printing costs.
- **June:** Joined Plunkett Foundation as a community venture member.

- **June:** Received fully funded COF support package including support for development of business plan financials and opportunity to apply for pre-application grant funding of up to £10,000.
- **July:** Provided an update at the Annual Village Meeting organised by the Parish Council.
- **July:** Registered Weston SOS as a Community Benefit Society with the FCA.
- **July:** Completed independent Valuation Survey to appraise freehold valuation and flat rental opportunity.
- **July:** Village meeting held to present our plan for community ownership of the Shop and Post Office.
- **July** - Application for Stage 2 of the Valencia Communities Grant unsuccessful.
- **August:** Received confirmed pledges of £26,000 for purchase of community shares or donations.
- **August:** Recruited new committee members to a total size of 9 - bringing in more relevant experience and expertise into the committee.
- **September:** Submitted application for £9,950 of pre-application grant funding from the Community Ownership Fund (COF).
- **September:** Submitted Expression of Interest (EOI) for the Community Shares Booster fund.
- **October:** Letter of support received from John Howell MP, local MP for the constituency of Henley.
- **October:** Confirmation from Community Shares Booster Fund that we are eligible to submit a Full Application.
- **October:** Final draft of business plan and community share offer document prepared in preparation for COF application and Community Shares Standard Mark assessment.
- **October:** COF Pre-application grant of £9,950 awarded to Weston SOS.
- **October:** Letter of support received from the Parish Council.
- **October:** Allocated Plunkett advisor for Community Shares Standard Mark assessment of our business plan and share offer.
- **October:** Submitted Community Ownership Fund application for the Round 2 Window 3 bidding deadline on the 11th October.

All of the achievements have been since the village meeting on the 22nd February - we believe this shows the drive and determination of the Management Committee to execute on our plan and succeed in saving the Shop and PO. As mentioned in the project timescales below, we must also move quickly but diligently towards purchasing the freehold within a timeframe that is acceptable to the current owner.

Marketing Plan

The survey results and support/comments from the village meeting support the picture that the current Shop and Post Office is largely successful in providing the needs of the community.

The marketing plan for the Shop will remain largely unchanged - products stocked will be a mix of household essentials and groceries, confectionary, affordable lunch options, fresh local produce and locally made seasonal/gift items. The Post Office and parcel collection/drop-off services is essential to bring people to the shop and encourage impulse/additional purchases.

Opportunities for growth/improvement have been identified from the survey - these will be considered by the Management Committee with the Shop Manager. Community Ownership itself has the potential to bring additional revenue, as indicated by the survey with 30% saying they would use the shop more if it was community owned.

A key factor in the marketing and initial success is to ensure continuity and avoid any period of closure of the Post Office during the transition.

The current Shop and Post Office has an approximate usage of 21,000 transactions per year based on statistics from the Post Office Horizon system, with a combined annual Shop and Post Office estimate of 45,000 visitors per year.

The Post Office Community contract provides additional banking capability that would not be available with a Local Contract from the Post Office. An approximate breakdown of the use of the banking facility is shown in Figure 12 - PO Banking Usage and shows the importance/use of the Post Office by businesses to deposit cash and for individuals to withdraw and deposit cash.

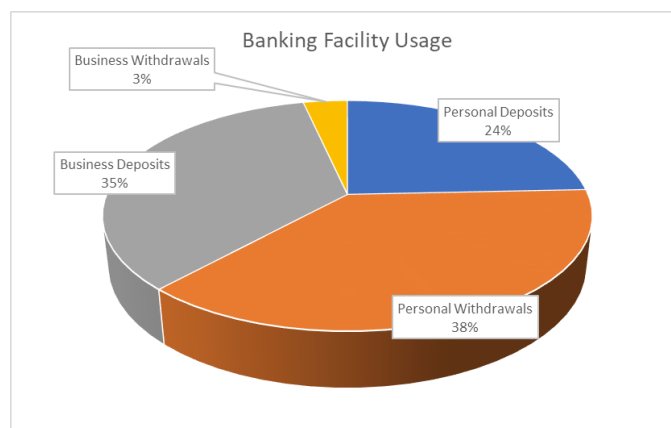


Figure 12 - PO Banking Usage

Our members, made up from local community, will also act as advocates for the shop, promoting it to friends and family via word of mouth and will be encouraged to share and post about the Shop and Post Office on social media.

Marketing Objectives

Over the period 2024-2027 we will:

- Increase shop turnover by 7.5% per year and Post Office turnover by 5% per year (based on 5% inflation rate). Thereafter sales will rise with inflation. We will achieve this by:
 - Ensuring we maintain the quality and range of products required by regular customers.
 - Expanding the range of goods sold in consultation with the community.
 - Increasing the footfall through:
 - Social media.
 - Word of mouth.
 - Publication(s) in local newsletters.
 - Leaflet drop to welcome residents to visit the shop under its new ownership/management.
 - Improved signage & visibility of available Post Office services in conjunction and in accordance with Post Office policies.

Target Market

The target market of the Shop and Post Office is as follows:

- Residents of the village of Weston on the Green needing essential groceries and access to post office services. In particular, supporting the aging and disabled population that do not drive.
- Residents of the nearby community of Bletchingdon, Middleton Stoney, Kirtlington, Wendlebury, Chesterton needing essential groceries and access to Post Office services.
- Passing lunch trade from tradesmen, tourists, those working from home or at nearby businesses.
- Local businesses needing banking and postal services (~35% of current PO banking transactions).
- Post Office customers are an important market for the Shop and Post Office. The Post Office is important to increase the footfall for the shop (those needing to drop-off parcels/post or use the banking facilities) and this generates ancillary sales and raises awareness for the Shop.

Competition

The shop is not expected to compete with low-cost convenience stores or large supermarkets on price - instead offering affordable essentials, high quality local produce and friendly and personal service from the staff and access to the vital services offered by the Post Office. This is supported by the survey results with 83% saying they are willing to pay more to shop locally.

Within the village are two highly-rated and busy cafés - the Old Flight House and the Milk Shed which cater to the high-end market. The Shop will not compete in this space - instead catering to those working from home or passing by with an affordable selection of sandwiches, hot & cold drinks, confectionary and 'grab and go' hot food options.

Until recently, the nearest competition for the Post Office was in Kirtlington, however, this has sporadic opening hours, and it was closed in October 2023. The Post Office counter located in the Co-op in Bletchingdon provides only parcel drop-off and collection services and a wide selection of groceries but does not sell local produce.

The Management Committee believes that the location of the Shop and PO in Weston on the Green is more conveniently located between Bicester and transport links and its position on the B430 (a relief road for the M40/A34) puts it in a superior position for passing trade and proximity to surrounding villages. For example, for those living in Chesterton, which is closer to Bicester, it is more convenient to use the Post Office in Weston on the Green than to travel into Bicester town centre to use the main Post Office branch where there is limited parking available close to the high street.

Raising Awareness

The Management Committee has already established considerable measures to raise awareness of the sale of the Shop and PO and the aim of the society to ensure it remains open:

- Village Meeting held on 22nd February.
- Statement at Annual Village Meeting.
- Posters on village noticeboards.
- Publications in Village News of Weston and nearby villages.

- Flyers and cards in the shop itself.
- Paper flyers and surveys provided to village residents.
- Creation and posting to the website, Facebook page and neighbourhood groups.
- Email mailing list.
- Public consultation meeting held in July to outline the plan for community ownership.
- Public meeting to be held at the launch of our community share offer.
- Public meeting to be held 1-2 weeks before the end of our community share offer.
- Contact with our local MP and councillors.

Members of the committee have also spoken with local businesses, and we will continue to engage with local landowners and businesses to seek additional financial support.

We will also consider other opportunities to raise awareness or funds such as fundraising events.

Members of the local community that are interested in our share offer will be encouraged to interact with and share our Social Media posts and spread the word via word of mouth in the lead up to, and during, the share offer.

Weston SOS has reached out to John Howell MP, the local MP for the Henley constituency of which Weston on the Green resides and his response showing support for our mission to save the Shop and Post Office and its importance for the community can be found in Appendix 14 - John Howell MP Letter of Support.

Community Share Offer

The community share offer was announced at a public meeting in early July where the Management Committee:

- Provided an overview of the community ownership route.
- Provided an update on progress to date.
- Announced the community share offer.
- Recruited additional members to the management committee.
- Sought pledges of financial support.
- Gathered feedback from the village.

The community share offer will be launched with a public meeting where we will provide another overview of our share offer and provide an opportunity for potential members/shareholders to ask any questions. A follow-up meeting will be held 2 weeks prior to the close of the Share Offer period to provide a progress update, and hopefully provide an update on the outcome of the Community Ownership Fund application.

Regular updates will be provided throughout the share offer period using the means of communication we have used to raise awareness to date (see above). We will also seek to attract local media coverage (e.g. Oxford Mail). We believe our story will provide good copy for local print, radio, and television outlets.

The share offer is expected to run for 4-6 weeks in November/December 2023 and will be promoted and managed using the Crowdfunder platform. Crowdfunder charges a 5% platform fee plus a 2.4% plus 20p payment processing fee and a 2% fee for registering offline donations to the total raised. Due to the local engagement with the community, Weston SOS estimates that most investments during the share offer will be made offline using the paper form or via our website (i.e. not through the Crowdfunder website). We have therefore estimated an average fee of 5% overall to account for the mix of

investments via Crowdfunder vs. other methods. This average fee for the use of the platform have been included in the financial projections.

Community Share Standard Mark

Weston SOS has been awarded the Community Share Standard Mark. We believe that this provides credibility to our business plan and share offer document to maximise our chances of success in raising sufficient investment from community shares in line with national standards of best practice. The assessment costs (£1050+VAT) have been included in the financial projections and were funded by the pre-application COF grant that was awarded in October.



Unfortunately, due to tight timescales it was not possible to complete the Standard Mark assessment prior to submitting our Community Ownership Fund application, however, it was granted in the week commencing the 16th October 2023, prior to the launch of our share offer in November.

For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit you can visit www.communityshares.org.uk.

Pre/Post Transition

The Management Committee will provide regular updates on progress through the already established means (mailing list, Facebook, website, leaflet drops).

When the Shop and PO ownership transition is successful, the Management Committee will organise a village celebration for all members and supporters.

Growth Opportunities

We have identified several marketing opportunities within the Shop and Post Office to increase footfall, revenue and social benefit from the Shop and Post Office:

- Increase in use from community ownership, as supported by our survey results with 30% of respondents saying they would use the shop more if it was community owned.
- Better advertising/marketing of the Post Office services available - particularly around the banking & foreign exchange services.
- Internal redevelopment that could provide a 30% increase in shop floor space, allowing for a wider selection of products or to provide internal café seating. The approximate cost for this redevelopment would be £15,000. We have not considered this as part of our initial financial plan but could be considered with a future fundraising/share offer (in consultation with our members) or from profits in the event of good financial performance. A proposed floorplan of this redevelopment work can be found in Appendix 12 - Potential Future Floor Layout. This may have an impact on the Post Office security arrangements and the rental value of the flat - so this must be thoroughly considered before proceeding (outside of the scope of this business plan).

- Repositioning of external fencing and building works to the front of the shop to provide additional outside or covered café seating. The Parish Council has indicated that some funding has been awarded (£1,800) for some of this work.
- Optimisation of product mix and removal of poor performing product lines. The current shop staff believe there are opportunities to increase sales by optimising the use of shelving space within the shop.
- Improvements to the courtyard area to provide additional outside seating area and potential for a covered & heated area to allow for use in a variety of weather conditions (given limited inside space with current floor layout).
- Improved access with the installation of a disabled access ramp to provide step-free access to the Shop and Post Office (subject to feasibility assessment).

Operations Plan

Premises

Weston SOS plans to purchase the freehold of the existing shop & PO premises from the current owner. The premises consists of a small ground floor retail shop with a small commercial kitchen, two small stock areas and a toilet and an upstairs residential flat. The post office counter is situated in the back-left corner. A floor layout of the Shop and Post Office can be found in Appendix 11 - Current Shop Floor Layout.

Outside, there is a narrow patio area to the front with a newspaper stand, seating and layby parking for 2-3 cars. Additional parking is available nearby by the village hall.

To the side is a small, fenced courtyard with separate entrance to the self-contained upstairs flat. The flat consists of a galley kitchen on the ground floor and upstairs there is a bathroom, lounge, two bedrooms and a snug.



Figure 13 - Weston Pantry Front Elevation Photo

A building survey has been completed in June 2023 which shows no major concerns, the main findings were as follows:

- Insufficient sound & fire insulation between the shop and flat - remedial works would be required to be able to rent out the flat.
- Some aspects of roof maintenance required e.g. replacement of flashings & fascias.
- General ‘tiredness’ of shop - e.g. flooring, shop fittings.
- Presence of Asbestos (Asbestos survey completed in 2017). Asbestos was found to be present in some of the flooring tiles and considered ‘very low risk’ by the report. The management committee will consider the removal or encasement of the asbestos in the event of any renovation works being undertaken.

Weston SOS plans to ensure that an electrical survey has been completed and that quotes for all works have been obtained prior to purchase.

A quantity surveyor has provided an estimate of £30,000 for the works required to bring the flat up to modern standards/regulations to allow it to be rented on the open market. This includes sound and fireproofing, increased insulation and electrical works. This estimate can be found in Appendix 13 - Flat Renovation Works Estimate.

An independent valuation of the property was carried out by a RICS Chartered Surveyor in June 2023 and is summarised as follows:

- A freehold market value of £525,000
- Shop rental value of £12,500 per annum
- Flat rental value of £15,600 per annum

Based on this valuation, to purchase and rent the Shop and flat separately, including the cost of the flat renovation works would provide a return on investment of only 5% and would therefore be unattractive as an investment opportunity.

Renting out the flat provides a stable income for Weston SOS, but also provides local stable residential accommodation for someone that wishes to live in the village.

Stock, Equipment and Goodwill

The asking price of the Shop and Post Office premises from the current owner will include the freehold of the premises and all fixtures & fittings, plus a goodwill payment representing the value of the existing customer base.

With regards to trading stock, the current owner has indicated that they will offer the stock in the shop in return for regular member shares in the Society (on the same conditions as any other shareholder). The stock will be valued prior to completion and shares in the Society will be issued. This will ensure that Weston SOS can continue trading with minimal disruption during the transition. It also highlights the desire of the current owner to remain connected to the Shop and Post Office by remaining as a normal shareholding member of the local community. The current owner has estimated the value of the stock to be between £3,000 and £6,000. We have estimated the value of the stock at £5,000 in our financial projections, but this will be based on the actual value at the time of completion.

Based on the independent valuation of the freehold, we believe that the £45,000 value of goodwill included in our capital costs provides good value to the community. This is based on the previous trading history and is in line with typical estimates/calculations of business value (e.g. multiples of profit).

The costs of having the complete business (i.e. assets and goodwill) independently valued were found to be prohibitive (£5,000+VAT) and the Management Committee felt this did

not represent good value for money for the community, especially considering that the overwhelming majority of the overall business value (90%+) comes from the freehold property itself, which has been independently valued.

Cash and Liabilities

Due to the self-employed nature of the current owner, any cash balances or liabilities remain the personal responsibility of the current owner and will not be included in the transfer/sale to Weston SOS.

Opening Hours

The current opening hours for the Shop and Post Office are shown below.

Table 1 - Opening Hours

	Shop	Post Office
Monday	09:00 - 17:30	09:00 - 17:30
Tuesday	09:00 - 17:30	09:00 - 17:30
Wednesday	09:00 - 17:30	09:00 - 17:30
Thursday	09:00 - 17:30	09:00 - 17:30
Friday	09:00 - 17:30	09:00 - 17:30
Saturday	09:00 - 12:30	09:00 - 13:00
Sunday	09:00 - 12:30	Closed
Bank Holidays	09:00 - 12:30	Closed

There was some expression of interest from the survey results for longer opening hours of the shop and post office (e.g. to allow for use before 9am or after 6pm). The Management Committee will consider this request based on the feedback from the local community and the staff costing and/or availability of volunteers.

Products & Services

The current product and service offering of the Shop and Post Office is mainly as follows:

- Post office services through PO Community Contract (e.g. postal services, banking, bill payments, foreign exchange).
- Newspapers, cards & stationery.
- Amazon pickup/drop-off point (added in June 2023).
- Confectionary & snacks.
- Essential groceries & household items.
- Freshly made sandwiches, hot food and coffee.
- Local produce - fruit & veg, meat, cheese, beer & wine.
- Alcoholic & soft drinks.
- Dry cleaning.
- Gift & novelty items (wooden figures, candles, jewellery).

This is supported by the survey results (see above).

Weston SOS intends to keep the product and service offering largely the same as the existing/current shop offering is popular in the community. Feedback from the survey has been very positive with 92% of survey respondents saying that the shop meets or exceeds their expectations. 83% of respondents said they would be willing to pay more to shop locally.

There are always opportunities for improvement - feedback on the survey showed there are opportunities to expand the product and service offering, with the following being cited in the survey results:

- More local produce
- More varied produce (e.g. everyday items, freezer food, fresh fruit & vegetables)
- Diet specific options (e.g. almond milk, gluten-free)
- Environmentally friendly refill service
- Expanded café offering (e.g. additional seating)
- Longer opening hours

Where possible, these will be discussed with the shop manager to see if they could be incorporated into the shop operating model. Some opportunities have already been identified - for example to move the courtyard fence and/or expand the front patio area to allow for additional café style seating.

In addition to the license for sale, the shop is also licensed to serve alcohol which is not currently used - this presents an opportunity for casual social events if provisions are made for additional seating.

Post Office Transition

Weston SOS will be using a 3rd party Post Office application service, PO Talent, to support in the preparations and application process with the Post Office.

We have also received independent advice from the Heptonstall Post Office Community buyout management committee and COF advisor, Mark Simmonds, on the process and timescales involved.

Nominated members of the management committee will complete the process to become sub-postmasters and provide Post Office support to the current staff who already perform duties in the Post Office. One committee member has worked for the Post Office for 34 years and is retiring in 2023 and has offered to support the Post Office aspect.

The process for the transition of the Post Office to Weston SOS are as follows:

- Weston SOS make a formal offer for the Shop and Post Office and solicitors draft a Memorandum of Sale.
- The incumbent sub-postmaster indicates their intention to retire and the intention for Weston SOS to take over the Post Office contract.
- Weston SOS complete financial assessment application with the Post Office e.g. business plan & financials (4 weeks).
- Post Office review financial assessment (1 week).
- Nominated sub-postmaster(s) and members of the Management Committee complete suitability assessment e.g. vetting & DBS checks (2 weeks).
- Post Office issue agreement to Weston SOS (2 weeks).
- Sub-postmaster(s) complete necessary classroom & on-site training (2-3 months).
- Post Office provide support from Business Support Manager (6 months).

Weston SOS believes these timescales to be feasible and we have sufficient committee members (one with 35 years' experience with the Post Office) and the current shop staff (who are Post Office trained) to ensure a smooth transition of the Post Office contract to Weston SOS.

Delays to the Post Office transition are mentioned in Appendix 10 - Risk Register, but we believe that if we can demonstrate to the current owner that we have secured the funding required to purchase the Shop and Post Office, the delays in transition process with the Post Office will be acceptable to the current owner. Weston SOS will try to ensure the process completes as swiftly as possible once we have secured a Memorandum of Sale.

Management, Staffing and Administration

Initial Management Committee

The initial Management Committee of the Community Benefit Society is made up of members of the Weston SOS unincorporated association & steering group.

Additional Management Committee members have been recruited to the Community Benefit Society in August 2023 following the village meeting in early July and in response to our call in the Village News for additional committee support.

- **Sam Sharp (Chair)** - Sam is a Software Manager for a global engineering company and a keen entrepreneur, having previously been a director of two private companies. He is a Chartered Manager with professional experience in project management for software and product development. He is also a director and treasurer of a non-profit company that organises software development conferences and volunteers with the RAF Air Cadets as a Civilian Instructor.
- **Alice Hillier-Tattersall (Treasurer)** - Alice moved to Weston-on-the-Green in 2021 and is a Chartered Certified Accountant and Chartered Tax Advisor with over 10 years of experience in accountancy and tax. Alice is a director of an accountancy firm in Bicester and has experience with being a member of the board. Alice has experience working with varying sizes of businesses ranging from start-ups to established companies in a broad spectrum of sectors.
- **Fiona Spensley** - Fiona is a fellow of Lady Margaret Hall, University of Oxford and a trustee of the College as a charity. She is an academic psychologist who has held several senior administrative roles in the College, including Vice-Principal. The College has achieved Investors in People 'Gold' and the NUS Green Impact Award 'Beyond Gold'. She has experience of recruitment, equality and diversity policies and has interests in decarbonisation and community wellbeing. She has lived in the village for 9 years and is treasurer of the Village Garden Club.
- **Clive Hamilton-Gould** - Clive grew up in North London and went to school in Berkshire before attending architectural school in London. He worked in London for his architect father and then for architects specialising in Universities and Hospitals. He then worked for a small architectural firm in Tham working on new housing and offices. In 1972 he set up a Limited Company as an architectural consultant working on housing alterations, extensions, listed buildings including shops, factories and flats, improvements to heating, insulation and heat pumps and photovoltaic panels. He has won a design award for new housing from South Northants County Council. Clive moved into the village in 2019 and is married with two grown up children.
- **Paul Beecroft** - Paul has lived in Weston on the Green his entire life and knows its history inside-out. His background is in civil engineering and his civil engineers and plant hire business operates from the village where he has been a director of the business for the last 45 years, 21 of which he was the managing director, stepping down in recent years due to health reasons. He has seen the shop go up and down in popularity but believes its currently on a real high, which he attributes to the

current owner. He brings a wealth of knowledge and has a good working relationship with other businesses and residents in the village. His first use of the shop was buying sweets whilst waiting for the school bus 58 years ago!

- **Amanda Goodger** - Amanda currently works as a University Lecturer in University of Hertfordshire Business School (UHBS), where she lectures on a range of business domains including project management, cybersecurity etc. Following the pandemic at UHBS, she is the Digital Lead on the regional delivery for the UK government's 'Help to Grow' programme to local businesses. With a proven risk-based approach and thought leadership across various roles over 35 years across: business strategy, systems thinking & engineering, project management and enterprise architecture; financial management; usage of differing techniques, tools and frameworks including agile/iterative. Recognised for delivering results and inspirational leadership at multiple levels and in different sectors, such as in consultancy, running a small business etc. her varied background reaches further into working with many different teams internally and externally to organisations in differing environments across multiple industries and other sectors, speaking in both the business and technical language.
- **Linda Allinson** - Linda has worked for or with the Post Office for over 35 years until retiring in 2023. This includes Stokenchurch Suboffice (1987-1990), High Wycombe Crown Office (1990-1996), Cressex Suboffice High Wycombe Manager (1996-1999), One Stop PO Area Manager (1999-2001), Bicester Main PO Manager (2001-2008), Mid-Counties Cooperative as PO Manager, Auditor, Trainer and Area Manager (2008-2023). Linda is now retired but works occasionally part-time at a Post Office branch.
- **Sarah May** - Sarah has worked in the Shop and Post Office for the last 2 years so knows its operations and customers very well. She has a good rapport with the local community and deep understanding of shopping habits and experience serving in the Post Office and its operations. Previously, she has grown up around family-run businesses - with her grandparents running the village shop and father owning the butchers as she was growing up. She also has retail experience from working in a pub, high-end retail at Bicester Village and as a trained hairdresser. On working in the shop, she says it's *"not just about selling stamps and sausage rolls, it sometimes feels like we give free therapy or venting sessions to people!! Try getting that at your local Coop!!"*

The makeup of the initial management committee is represented by members of the local community from a variety of gender, background, age, and economic status. Where possible, however, we will encourage and promote diversity and representation within the Management Committee at future AGMs and include a diversity monitoring statement as part of our annual report.

As Sarah is a current employee of the shop, this is a conflict of interest which has been declared and is recorded in the Society's conflict of interest register. Our Rules state that *"a member of the Management Committee shall declare an interest and shall not vote in respect of any matter in which they, or their spouse or partner or immediate relative have a personal, financial or other material interest. If they do vote, their vote shall not be counted"*. No other conflicts of interest have been declared.

The Committee would also like to thank Peter Welham, Wendy Williams, Kate Burdett, Andrew Carr, Emma Gubbins and Sally Brown who were previously members of the original Weston SOS committee for their contributions.

Special Advisors

In addition to the initial management committee above, we have also engaged with other special advisors on either a paid or good-will basis to ensure the feasibility and long-term success of the business plan:

- The current owner of the Shop and PO (Yasemin Olcay).
- The current staff of the Shop and PO (Ruth, Sarah and Sam).
- Parish Council (Chair - Diane Bohm).
- Independent building surveyor (David Buchanan).
- Independent commercial property valuation.
- Independent Post Office application support (PO Talent).
- Discussions with the Post Office regarding continuation of existing PO contract.
- Nathan Brown from Coop Culture - our COF-funded support advisor, to whom we are eternally grateful for his time and support.
- Plunkett foundation - we have received funded support from the Plunkett Foundation and have joined as members to gain access to reduced rates for CBS registration and membership support (e.g. annual business health checks, events & webinars, recommended supplier list).
- Other local community ventures that we have engaged with (e.g. Tackley Community Shop, Ben Jonson Pub CIC group, Kirtlington Community Shop Group).
- Independent security review (i.e. cybersecurity for platforms, data protection and associated topics)

Staffing Requirements

The shop is currently staffed by the current owner who is the acting sub-postmaster, two full-time paid staff, one part-time staff member and a volunteer.

Our financial plan includes the continuation of the current staffing arrangements, along with replacement of the incumbent sub-postmaster with a member of the management committee, shop staff, volunteer, or part-time paid support.

We expect one of the existing staff members will be appointed as shop manager and will do the day-to-day running of the shop and post office. They will be responsible for stock control, staff management, daily/weekly accounting, and the operations of the Post Office. A job description can be found in Appendix 8 - Job Description - Shop and Post Office Manager. It is possible that the current staff in the Shop may choose to share this role, and this will be discussed with them as part of the transition to ensure a satisfactory outcome.

The management committee will seek Human Resource services support prior to beginning operation(s) - this may either be handled by a volunteer with experience in HR, members of the Management Committee or provided through a 3rd party service (at a cost of approximately £15-25 per month). The Society will appoint professional HR service to assist in the drafting of necessary HR contracts, policies and procedures as part of the COF revenue grant request and this is included in our financial projections.

Volunteers will complement the paid staff where necessary e.g. to provide holiday cover, making of sandwiches, assisting with restocking, maintenance & cleaning.

Staff Training and Welfare

The Management Committee will be ultimately responsible for all aspects of staff training and welfare, with support from the shop manager.

All staffing arrangements with the Society, whether paid or voluntary, will be governed by modern HR contracts and practices.

The Management Committee will ensure compliance with all Health and Safety requirements, including risk management and training.

Food safety and alcohol licensing requirements will be maintained.

Weston SOS has included a request from the COF revenue grant to provide financial support for additional staff training hours to support the transition during the first 3 months of trading.

Policies & Procedures

The management committee will be responsible for ensuring that all required policies and procedures are implemented, documented and compliance is maintained.

This will include (but not limited to):

- Bribery, Corruption and Money Laundering
- Confidentiality
- Data Protection & Cybersecurity
- Code of Conduct
- Volunteer Agreement
- Membership Agreement
- Customer Care & Complaints
- Environmental Policy
- Health and Safety
- Diversity & Equality Policy
- Employment & Employee Policies (e.g. leave, pensions)
- Safeguarding Children & Vulnerable Adults

A Code of Conduct for members of the Management Committee has been drafted and adopted. It is available on our website at <https://weston-sos.org/about/governance-structure/>. A privacy policy and cookie policy for the operation of our website has been published at www.weston-sos.org/privacy-policy and www.weston-sos.org/cookie-policy.

The remaining policies and procedures listed above will be drafted and adopted by the Management Committee as required prior to and/or within 6 months of starting to trade. These will be written in accordance with associated best practice.

Management Systems

The shop freehold will be owned by the Society and governed by the Management Committee of the Community Benefit Society.

The shop manager will report to the Management Committee and attend Management Committee meetings to provide financial updates and raise concerns. The Management Committee will provide support to the shop manager and ensure the overall direction and strategy of the shop is aligned.

The Management Committee will:

- Be obliged, under the constitution of the Society, to stand down at the first AGM when individuals may offer themselves for re-election.
- Be selected by members' votes at the AGM each year.

- Provide an annual report of activities and finances to all members and prepare the annual return of the Society.
- Provide monitoring information as required by any grant bodies.
- File Accounts with the Financial Conduct Authority (FCA).

Suppliers

The list of current suppliers for the goods/services from the shop are shown in Table 2 - Supplier List. Several suppliers are businesses that either based in Weston on the Green, the surrounding villages or local to the Oxfordshire area.

Some suppliers donate a portion of, or the entirety of, the profits from the sale of their items from the shop to the 'Friends Produce' fund which is then split between the Shop, Village Hall and St Mary's Church.

Table 2 - Supplier List

Goods	Supplier
Milk, Butter, Cream	Bentley Food Services
Bacon, Sausages, Meat to Order	Peter Goss Butchers
Eggs	Beechwood Eggs
Bread, Danish Pastries	Natural Bread Company
Pies, Hot Pastries, Ice Cream	Terry's Stone Cottages
Newspapers, Magazines	Smith's Newsagency
General Items	Holleys Fine Foods & Bookers
Cold meats, Cheese, Yoghurts	Fullwells
Confectionary, Biscuits, Crisps	Bestway Wholesale
Wine	Oxford Wine Co & Waddesdon Manor
Stationery	Williams Direct
Greeting cards & Papers	David Hyde
Dry Cleaning	Crown Dry Cleaners
Nuts, Bombay Mix etc.	Oxford Whole Foods
Seasonal Produce (Strawberries, Asparagus etc.)	Rectory Farm
Oxford Sauce	Oxford Cheese Co
Scent on the Green Candles	Yasemin Olcay (Local Resident)
Novelty Cakes	Beccalou Designs (Local Resident)
Jewellery	Peck & Feather (Local Resident)
Woodwork & Kindling	The Wood Fairy (Local Resident)
Local Honey	Various (Local Resident)
Local Apple Juice	Ashdown in Chesterton
Seasonal Plants	Bunkers Hill Nursery
Christmas Wreaths	Howes the Florist
Brownies	Corrine Cunningham (Local Resident)
Local Produce	Various (Local & surrounding villages)
Homemade Damson Gin & Apple Vodka	Yasemin Olcay (Local Resident)
Gin	Martin Miller's / Sky Gin
Coffee Machine	Brodericks Coffee
Card Payment Machine	Worldpay

Stock Management

The Shop currently uses a basic non-itemised (but VAT accounting) till system and a card payment machine for card payments.

The Management Committee, in conjunction with the Shop Manager, will upgrade to an Electronic Point of Sale (EPOS) system to provide improved stock control, reduce errors and provide additional metrics on shop performance and simplify daily bookkeeping & accounting. This would also simplify training, if volunteers or members of the Management Committee were to work in the shop to provide additional staff cover. The costs of this EPOS system are included in our COF revenue grant request and in our financial forecasts (as 'Other Overheads').

The Post Office stock and accounting is serviced through the PO's Horizon System, provided by the Post Office. Training will be provided by the Post Office for the sub-postmaster and all staff serving customers in the Post Office.

The Shop Manager will be responsible for periodic stock takes that will be reported to the Management Committee at General Meetings.

Community Benefit Societies

Community Benefit Societies are an incorporated business entity regulated by the Financial Conduct Authority. They are owned by their members where membership is by the issuing of community shares.

There are over 350 community benefit societies in the UK, employing over 1,000 staff and 10,000 volunteers. They generate a total of £54m annual revenue, with profits being reinvested into the local community. It has proven to be a successful business model - with a survival rate of over 95% based on the principles of community ownership and engagement.

Under law, the Society is registered for the benefit of the community with the Financial Conduct Authority (FCA). Weston SOS Limited was formally registered on 17 July 2023, registration number RS9101.

Community Benefit Societies are member-owned organisations that provides services for the wider community. Post-tax trading profit can be reinvested into the Shop & PO or distributed to other local community activities or organisations. Importantly, assets cannot be distributed to members known as an 'asset lock', and the Society cannot distribute profits to Members. However, at the discretion of the Management Committee, it can pay interest on shares. Whilst the advancement/improvement of the shop and PO and supporting other good causes within the community will be preferred over the payment of interest on community shares, we recognise that the payment of interest is necessary to attract potential shareholders and are targeting a 5% interest rate.

Membership of a CBS is established by the purchase of at least one share. Members, regardless of the number of shares owned, have one vote each.

It is acknowledged that this may be unattractive to larger shareholders who feel they should have a proportionate say, in the operation of the Shop and PO, however it is hoped that those investing see the wider community benefit and increased likelihood of financial and community support from having a wider membership base. This wide community support is highly valued by the Management Committee.

Weston SOS has used the Plunkett Model Rules for the constitution of the Community Benefit Society to ensure we are following an established model with demonstrable success. The model rules can be found on the FCA Mutuals register for Weston SOS Limited - <https://mutuals.fca.org.uk/Search/Society/31470>.

Member Engagement

There will be opportunities for Members to become volunteers and become involved in developing the business or additional community activities. We will also engage with our community membership, and the wider community, regularly via newsletter (e.g. Village News) and regular surveys. Other opportunities for engagement with members and the local community will be considered by the Management Committee in conjunction with the Shop Manager. This could include surveys or public meetings (open to non-members).

Risk Management

As with any major undertaking/project, there are risks to success. Using widely accepted risk assessment methods - we have identified the risks, the likelihood/impact of the risk and our mitigation plan for how we will prevent the risk from occurring or the steps we can take if the risk is triggered.

A copy of our Risk Register can be found in Appendix 10 - Risk Register.

This risk register will be continuously reviewed and updated by the Management Committee.

Capital Funding

To ensure a viable business plan, Weston SOS has considered the capital funding required to succeed in our mission and how we intend to raise these funds.

Funding Requirements

To succeed in our mission to bring the Shop and Post Office into community ownership and secure its long-term future as an asset to the community, Weston SOS needs to raise sufficient capital for the following:

- The purchase of the freehold of the Shop and PO property.
- Renovations of the flat so it can be rented on the open market.
- Cost of stamp duty & legal fees.
- Initial working capital & administrative costs.
- Additional support to maximise chances of success (e.g. Post Office application, Community Share Standard Mark).

More detail of each of these is considered in the following sections.

Freehold Purchase

The current owner has offered the freehold of the property and fixtures and fittings for an asking price of £575,000. The current owner has offered to exchange the stock in the shop in return for member shares (on the same member conditions as regular members). The current owner estimates the value of the stock to be between £3,000 and £6,000, so we have used an estimate of £5,000 in our planning.

An independent valuation of the freehold was carried out in July 2023 with an estimated market value of the freehold of £525,000. We have estimated the value of the stock, fixtures and fittings at £10,000, with an estimated £45,000 amount of goodwill within the business.

This also considers the cost of renovations required to be able to rent the flat on the open market.

Table 3 below shows the expected capital funding requirement to secure the Shop and Post Office freehold.

Table 3 - Freehold Purchase Costs

Purchase Costs	
Freehold Purchase Price	£525,000
Stock, Fixtures & Fittings	£10,000
Goodwill	£45,000
Stamp Duty	£15,750
Legal Fees	£9,400
Total Purchase Requirement	£605,150

These figures are based on the minimum required to purchase the freehold from the current owner and does not consider other startup costs or initial working capital. The total capital funding requirement breakdown is shown in Table 4 - Other Startup Costs below.

Table 4 - Other Startup Costs

Capital Costs	
Freehold Purchase (<i>see above</i>)	£605,150
Valuation Report	£900
Flat Renovation Costs	£30,000
Community Share Platform Fees (average 5%)	£5,250
Community Share Standard Mark	£1,050
Mortgage Arrangement Fee (1%)	£2,835
Post Office Application Support	£650
Incorporation Costs	£550
VAT	£11,320
Total Capital Funding Req.	£654,870

The figures above assume a minimum community share raise of £105,000. In the event of a different amount raised, this will have an impact on the Community Share Platform costs and mortgage arrangement fees.

The mortgage arrangement fee of 1% is an estimate, Weston SOS is making enquiries with commercial mortgage providers and will update the business plan once available.

As discussed in the Community Share Offer section, we have used an estimated average processing fee of 5% of the overall community share raise to cover costs for the Crowdfunder platform. We will use Crowdfunder as an alternative method for processing community share applications and to attract outside investors.

Flat Renovation Works

As part of the financial projections, we have included the renovations of the flat and subsequent market rental of the flat on the open market, at market rates.

A quantity surveyor estimated the flat renovation works at approximately £30,000 to meet current building regulations which would include:

- Fire insulation and sound proofing up to modern standards.
- Installation of roof insulation to improve energy efficiency.

The estimate of these works from the quantity surveyor can be found in Appendix 13 - Flat Renovation Works Estimate.

Weston SOS will use a building works contract project management service to oversee the project, this is estimated to be 20% of the cost of renovations (£6,000) spread over the first 6 months of trading. This will ensure efficient and effective delivery of the renovation works. This is included in our COF Revenue grant request and included in our financial projections.

Carrying out these works would allow the flat to be rented at a rate of £1,250 per calendar month, providing a steady additional source of income and providing one unit of local rental accommodation. Given the estimate provided in the valuation that the flat could be rented for £15,600 per annum, we believe achieving this rent will present no problems.

Additional minor works

If additional funds are raised or the shop performs better than projected - these funds can be used towards the completion of works to renovate and update the shop premises, such as:

- Removal or encasement of asbestos, floor levelling, and replacement of the floor covering.
- Rectifying minor roof issues identified by the building survey.
- Internal restructuring to offer a 30% increase in shop floor space.
- Repairs to the front patio area.

These additional items will be costed prior to the purchase.

The detail of the sources of the funding and how we expect to raise the capital funds required to secure the premises are detailed in the following sections.

The Parish Council has indicated that an amount totalling £3,800 is available to fund the cost of moving the fencing to create additional outside seating space and for repairs to the front patio area. This funding has not been included in the financial plan but will be discussed with the Parish Council following completion of the purchase.

Funding Sources

We intend to raise funds for the purchase of the Shop and Post Office through the following means:

- A successful COF grant application (£250k)
- Sale of community shares (£105k-405k)
- Matched funding through the Community Share Booster Fund (£20k-50k)
- Donations & grants

The remainder will be funded from a commercial mortgage or loan.

Our financial projections require a minimum raise from community shares of £105,000 to make a viable and sustainable financial plan.

We have considered the most likely scenarios of a £105,000 community share raise, a £250,000 share raise and a £405,000 share raise in our financial projections, which are detailed in the Financial Projections section below.

The estimated capital fundraising requirements breakdown for these scenarios (£105k vs. £250k vs. £405k of community shares) are shown in Table 5, Table 6 and Table 7 below.

Table 5 - Fundraising Sources (£105k Community Shares)

Fundraising Sources (£105k Shares)	
Community Shares	£105,000
COF Grant	£250,000
COF Application Support Grant	£10,000
Donations (other)	£10,000
Commercial Mortgage	£283,500
Arrangement Fee (est.)	(£2,825)
Total	£655,665

Table 6 - Fundraising Sources (£250k Community Shares)

Fundraising Sources (£250k Shares)	
Community Shares	£250,000
COF Grant	£250,000
COF Application Support Grant	£10,000
Donations (other)	£10,000
Commercial Mortgage	£145,000
Arrangement Fee (est.)	(£1,450)
Total	£663,550

Table 7 - Fundraising Sources (£405k Community Shares)

Fundraising Sources (£405k Shares)	
Community Shares	£405,000
COF Grant	£250,000
COF Application Support Grant	£10,000
Donations (other)	£10,000
Commercial Mortgage	£0
Arrangement Fee (est.)	£0
Total	£675,000

The best scenario/outcome is to maximise the funds raised through the sale of community shares and donations to reduce or eliminate the need for commercial finance. This has the following advantages:

- The purchase of the freehold significantly simpler if we do not need to apply for commercial finance.
- Reduces risk - better financial position for transfer of the Post Office contract and reduce chance of being denied the commercial loan.
- Improves the overall financial position.
- Maintains finances within the local community with more interest being paid to local shareholders rather than to the banks.
- Community shares are a 'cheaper' source of finance.
- Provides additional flexibility for the management of finances (e.g. in the event of poor trading performance, the payment of interest or share withdrawals can be suspended).
- The higher the level of community shares investment, the easier it will be for the Society to start making interest payments earlier and allow withdrawals of share capital (without a need for a withdrawal holiday as shown in the £105k community share raise financial projections).

More details about the sources of funds are detailed in the following sections.

Community Ownership Fund

Round 3 Window 1 of the Community Ownership Fund. The changes announced for Round 3 of the fund prospectus include three key changes that positively effect the feasibility of community ownership of the Shop and Post Office, these are as follows:

- Match funding reduced from 50% to 20%.
- Funding cap extended to £1 million for all asset types.
- Additional support for applications (through Locality/Plunkett Foundation).

Weston SOS submitted an expression of interest as an unincorporated association in April and received a positive response on the 9th May 2023 that, subject to incorporation (Weston SOS incorporated in July 2023), all other aspects of the Weston SOS project are likely to be eligible and we have been invited to submit a full application.

In July 2023, we were offered a fully-funded support package from the Community Ownership Fund that includes 8 days of advisor application support and the ability to apply for a £10,000 pre-application funding grant. A pre-application grant of £9,950 was awarded to Weston SOS in early October to fund the cost of the Community Shares Standard Mark assessment of our business plan and share offer and the legal fees involved in purchasing the business and freehold from the current owner.

We will submit our application for a COF grant of £249,999 by the Round 3 Window 2 deadline of 11th October 2023. In our business plan and financial forecasts, this has been rounded up to £250,000. The reasoning for a specific grant request of £249,999 is that any COF grant of £250,000 or over requires COF to place a charge on the title of the freehold which may lead to issues with Weston SOS being able to obtain any necessary commercial finance or mortgage.

Weston SOS will also include a request for a £31,000 revenue grant from the Community Ownership Fund as part of our application which will be used to fund our initial running costs and provide initial cashflow, ensure a smooth transition and ensure that the flat renovation project can be completed efficiently. This spend has been included in our financial projections in Financial Projections.

Table 8 - COF Revenue Grant Spending

Description	Amount
Initial starting cashflow demands over the first 12 months to ensure a smooth transition.	£20,000
Initial transitional HR support (employment contracts, policies & procedures).	£2,000
EPOS System to facilitate the easier use of volunteers, improved stock management and improved financial reporting to the Management Committee.	£1,500
Additional initial staffing hours for transitional training and policy/procedure development over initial 3 months.	£1,500
Project management costs of managing the flat renovation costs (6 months - 20% of £30k flat renovation budget)	£6,000
Total Revenue Grant	£31,000

We consider that we have a strong case for a successful application in that bringing the shop and post office into community ownership by purchasing the freehold from the current owner is the only way to secure and maintain it as a shop and post office for the community. The funding provided by COF is the only way that the community will be able to secure the asset as it does not offer sufficiently attractive returns for a commercial/retail investor.

Community Share Offer

As a unique benefit of incorporation as a Community Benefit Society, Weston SOS will conduct a community share offer to raise capital funds and give residents the opportunity to ‘own’ a part of the Shop and Post Office and have their say in its operation as members. Our survey indicated that 30% of respondents would use the shop more if it was owned by the community and 60% indicated they would be willing to make a financial contribution.

Community shares are non-transferrable, withdrawable shares in the Community Benefit Society. No dividend is paid to shareholders, however at the management committee’s discretion, interest can be paid and we have an aspiration to pay 5% interest per year on

shares after an initial interest holiday. The Community Benefit Society model is based on one member one vote, so each member gets one vote irrespective of the quantity of shares purchased. The benefits of a large membership base include:

- Having many people who have a financial interest in the success of the business and are therefore more likely to support it.
- Larger number of attendees at the AGM and committee meetings to positively contribute towards the direction of the business.
- A larger number of people to draw upon for election of members to the management committee or if/when volunteers are required.

Withdrawal of shares will not be possible for 3 years following the share offer, this is to allow the company to build up sufficient reserve for the withdrawal. Withdrawal of shares after 3 years is at the discretion of the management committee. The Management Committee will need to build up a 'reserve' to allow for the withdrawal of shares from Year 4 and this is included in the financial projections to allow for a 5% withdrawal.

The minimum raise will be £105,000, the target will be £250,000 and the maximum raise would be £405,000. £105,000 is the minimum required for a viable and sustainable financial forecast and would require the drawing of a commercial mortgage or loan to raise the additional capital required. Additional funds over the minimum would reduce the size of mortgage/loan required, improving the viability of the business financial plan and allow for interest on shares after a reduced initial holiday period. A community share raise of £405,000 would remove the need for a commercial loan or mortgage.

Weston SOS intends to hold the share offer over a 6-week period in November/December and began collecting pledges of support at the village meeting in July. The share offer will be launched with a village meeting.

The shares will cost £1 each with a minimum shareholding of £100 (100 shares). The maximum individual holding will be set at £40,000 or 10% of the total share capital, whichever is smaller. This is in line with best practice for community share offers. We acknowledge this is key in securing the total funding needed via large contributions from generous individuals within the community. The Management Committee will discuss whether alternative funding options may be more appropriate (e.g. loan finance) for larger potential shareholders.

As mentioned in the Community Share Standard Mark section above, the Management Committee will be applying for the Community Share Standard Mark assessment of their business plan and share offer document and use a 3rd party platform for hosting the community share offer to provide credibility and encourage additional outside investment.

As of 9th October 2023, Weston SOS has received confirmed pledges totalling £29,000 of community share investment, contributing a significant amount towards the total minimum share raise required. This has been pledged following the single village meeting in July and without further requests for pledges from the community. This also includes the shares offered in return (as regular member shares) for the value of the stock to the current owner, with an estimated value of £5,000.

Shareholder Tax Relief Schemes (EIS/SEIS)

The purchase of the Shop and Post Office as a going concern (i.e. acquiring a trading business) including its stock, customers and goodwill, makes the Weston SOS share offer ineligible for SEIS or EIS tax relief schemes.

It is acknowledged by the Management Committee the inability to claim tax relief may have an impact on our ability to attract larger investors.

Community Share Booster Fund

The Community Share Booster Fund is intended to support new community businesses that are raising capital through community shares. They provide equity match investment for community share offers typically between £20,000 to £50,000, access to loan funding which can allow community shares to be bought in instalments and access to loan finance through CCF.

Weston SOS intends to apply to the Community Share Booster Fund to raise additional capital from our community share offer. An expression of interest (EOI) was submitted on the 24th September 2023 and in October we were invited to submit a full application. An award of the Community Shares Booster Fund makes our ability to hit our higher share offer targets more likely but is not required for us to achieve our minimum raise of £100,00 from community shares.

If successful, the Community Shares Booster panel funders (Co-operatives UK or Community Shares ICOF) would become a member of the society on the same terms and rights as other members. The investment is expected to be withdrawn over a period of 5-27 years, with an average length of 15 years, providing the business can afford it.

Donations

There may be individuals or companies who wish to donate towards the fundraising effort but do not wish to become members of the Community Benefit Society through the community share offer.

As of 9th October 2023, we have received confirmed pledges of £2,000 of donations. This has been pledged following the single village meeting in July and without further requests for pledges from the community.

Grant Funding

In addition to the community share offer, we intend to raise funds through additional grant funding. This will be included in the match funding requirement for the Community Ownership Fund.

Commercial Mortgage / Loan

Weston SOS Limited will seek the remaining capital funding requirements through a commercial capital repayment mortgage or loan of between £100-290k over a period of 25 years, depending on the success of the community share offer and grant applications.

The loan financing and repayment costs have been included in our financial projections.

Where possible, we will seek to use finance providers that specialise in community owned businesses.

The Management Committee is making investigations to secure a Mortgage in Principle from a lender to provide an indication of interest rates and fees.

Financial Projections

The detailed financial projections including Profit & Loss, Balance Sheet and Cashflow forecasts can be found in the appendices:

- Appendix 2 - Profit & Loss (£105k community shares)

- Appendix 3 - Cashflow Forecast (£105k community shares)
- Appendix 4 - Balance Sheet (£105k community shares)

These are provided as a monthly breakdown for Year 1 to Year 3 and as an annual breakdown for Year 1 through to Year 20.

The financial projections are based on the following assumptions:

- Growth of shop turnover of 7.5% and Post Office of 5% per year (based on inflation at 5%) in Years 1-3, thereafter increasing with inflation.
- Continued gross margin of approximately 38% (see Previous Financial Performance).
- A minimum of £105,000 of capital being raised through community shares and £250,000 from a successful COF grant application.
- The remaining capital (c. £285k) is financed using a commercial mortgage over 25 years at an interest rate of 6%, rising to 8% over 10 years.
- No withdrawal of community shares within the first 3 years. From Year 4 onwards, we are budgeting for a 3% share withdrawal per year. With a minimum £105k community share raise, withdrawals would need to be paused in Years 9 through to Year 13 to maintain a positive cashflow balance.
- Renovation of the flat within 6 months of beginning trading to allow it to be rented at market rates from month 6 onwards.
- Successful COF capital grant application of £250,000 and success maintaining the current Post Office community contract.
- No interest paid on shares within the first 3 years. From Year 4 onwards, interest on shares being paid at 3%.
- Assumed depreciation of the building/premises over 50 years in accordance with standard accounting practices, however in reality the Management Committee will consider having the freehold periodically (every 3-5 years) revalued. The use of depreciation is used to spread the cost of purchasing the asset over a number of years, in this case, 50.
- The goodwill value will be amortised over a period of 10 years.

A share offer raise of £105,000 has been determined to be the minimum required for a viable & sustainable financial projection (profitable and positive cashflow balance). In the event of raising more than £105,000 from the community share offer, this will reduce the commercial mortgage capital required and significantly improve the financial projections.

For comparison of the different scenarios, annual financial projections assuming a £250,000 community share offer raise and a reduced mortgage requirement are shown in Appendix 5 - Financial Projections (£250k community shares). Projections for a £405,000 community share raise (with no commercial finance requirement) are shown in Appendix 6 - Financial Projections (£405k Community Shares).

In the event of raising £250,000 of community shares, no withdrawal holiday would be required in Years 8, 9 and 10 and interest of 5% could be paid after Year 3 (i.e. from Year 4 onwards) and the Society can support a withdrawal rate of 3.5% from Year 4 onwards.

In the event of raising £405,000 of community shares (with no commercial financing required), no withdrawal holiday would be required and interest of 5% could be paid after Year 1 (i.e. from Year 2 onwards) and share withdrawal at a rate of 4% from Year 4 onwards.

As an alternative to share withdrawal, the Society also run an additional open share offer to allow members of the community to buy shares from existing shareholders that wish to withdraw their shares (by selling the shares back to the Society and being sold to the new shareholders).

Previous Financial Performance

The previous three years trading figures of the current Shop and Post Office are shown in Table 9 below. These have been shared with Weston SOS by the current owner.

Table 9 - Current Shop Accounts Summary 2022-2020

	2022	2021 ⁸	2020
Sales (£)	195,735	224,666	173,315
Cost of Sales (£)	110,770	130,940	87,157
Gross Profit (£)	84,965	93,726	86,158
Gross Margin (%)	43%	42%	44%
Expenses (£)	(18,900)	(22,716)	(11,007)
Wages & Salaries (£)	(40,394)	(43,266)	(47,703)
Net Profit (£)	25,671	27,744	27,448

Sales figures include both the Shop and Post Office revenue, however, the revenue from the Post Office is a net payment (i.e. there is no associated cost of sales).

The current owner of the Shop and Post Office reports that these figures have been significantly impacted by the coronavirus pandemic and Royal Mail strikes during these periods.

The Shop and Post Office has managed to achieve a healthy gross margin of approximately 40% - this is higher than would be expected for a typical village shop. The Plunkett Foundation reports that typical gross margin for community shops is between 10% and 37%, averaging 22%⁹.

This healthy gross margin is primarily due to the income from the Post Office being net income (no associated cost of sales), but also through the sale of more luxury items such as alcohol and arts & crafts items which attract a higher margin (~100%), along with the sale of snack items such as the freshly made sandwiches and hot food items. The current owner has set 40% as the typical margin on items within the Shop, but has also ensured that essential items (e.g. groceries) provide good value and remain affordable, particularly in the current cost of living crisis.

We have used a gross margin figure of ~38% in our financial projections based on this historic financial performance.

Flat Opportunity

The financial forecasts include the rental of the flat above the shop. There is some renovation and works required to allow the flat to be rented to a third party such as the

⁸ £10,000 of Coronavirus support income excluded from figures.

⁹ <https://plunkett.co.uk/wp-content/uploads/Better-Business-Shops-2018.pdf>

installation of sufficient fire & sound proofing. This has been estimated by a quantity surveyor to cost approximately £30,000, which can be found in Appendix 13 - Flat Renovation Works Estimate.

Once completed, we would be able to rent the flat on the open market. The property valuation provided a market rate for the 2-bedroom flat at approximately £1,250 per calendar month which would provide an additional income of £15,000 per year of additional income. Alternatively, it could be offered as temporary accommodation (e.g. Airbnb) with preferential rates for those with ties to the village. This could provide accommodation for those visiting family in the village or whilst undergoing renovations.

Weston SOS plans to complete this work in Q1-Q2 2024, allowing the flat to be rented from Q3 2024 onwards.

Project Timescales

The current owner of the Shop and Post Office has indicated that they are keen to sell the business and freehold by the end of 2023. This is due to personal and financial reasons. This therefore puts an approximate timeline on the project to secure funding and initiate the business purchase within Q4 2024 / Q1 2023. Whilst this is a tight deadline, Weston SOS believes it to be achievable.

The following dates are key to the project:

- Community Ownership Fund application closure on the 11th of October 2023.
- Community Share Booster Fund panel dates on 25th October and 29th November with the application deadline being 2 weeks prior to the panel date(s).

A project timeline (Gantt chart) of the project showing key tasks, timelines and dependencies is shown in Appendix 1 - Project Timeline.

Broadly, Weston SOS has four main activity streams to secure the shop and post office:

- Project & business planning and incorporation as a Community Benefit Society.
- Raising capital funding through grants, community share offer and a successful Community Ownership Fund application.
- Due diligence on the current shop and post office (property and business).
- Transfer of the property, business, and Post Office contract from the current owner to Weston SOS Limited.

The expectation is to take ownership and continue operations of the shop and post office under the ownership of the community by Q1-Q2 2024.

Summary

This business plan demonstrates that there is a desire to maintain the Shop and Post Office within Weston on the Green as an important community asset and community hub due to the intended sale of the property by the current owner.

After carefully considering all possible options, we have demonstrated the feasibility, viability, and support for the community ownership route to secure the existing Shop and Post Office premises and ensure its long-term success. This gives the local community an opportunity to 'own' a piece of the Shop and PO and become emotionally invested in its future, not just for the next few years, but for generations to come.

We believe this plan is realistic, even given the tight timeframes involved and we have put measures in place to ensure success in the event of any bumps along the road.

We have chosen a highly successful business model through the Community Benefit Society legal structure which has a 94% success rate compared to 46% for commercial general stores according to the Plunkett Foundation. This will allow us to give back to the community that has and will be instrumental to the success of this plan.

Contact Details

The Weston SOS Committee can be contacted by email at committee@weston-sos.org.

The Chair, Sam Sharp can be contacted at chair@weston-sos.org or by phoning 07904 952424.

The registered office of Weston SOS Limited is:

Weston SOS Limited
12 Church Close
Weston on the Green
Oxfordshire
OX25 3QT

Our website is www.weston-sos.org.

Appendices

Appendix 1 - Project Timeline



Appendix 2 - Profit & Loss (£105k community shares)

Year 1 (Month by Month)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Turnover												
Shop	14,591	15,967	15,971	16,163	14,939	14,088	14,162	14,944	18,213	12,337	12,879	14,747
Post Office	2,405	2,029	2,150	2,176	2,374	2,189	2,019	2,385	2,220	2,963	2,299	2,190
Total Sales	16,996	17,995	18,121	18,340	17,313	16,277	16,181	17,329	20,432	15,300	15,178	16,937
(Less Cost of Sales)												
Cost of Sales	(10,359)	(11,336)	(11,340)	(11,476)	(10,607)	(10,002)	(10,055)	(10,610)	(12,931)	(8,759)	(9,144)	(10,470)
	(10,359)	(11,336)	(11,340)	(11,476)	(10,607)	(10,002)	(10,055)	(10,610)	(12,931)	(8,759)	(9,144)	(10,470)
Gross Profit	6,636	6,659	6,782	6,864	6,707	6,275	6,126	6,719	7,501	6,541	6,034	6,467
(Less Overheads)												
Wages and salaries	(5,438)	(5,438)	(5,438)	(4,938)	(4,938)	(4,938)	(4,938)	(4,938)	(4,938)	(4,938)	(4,938)	(4,938)
Pension contributions	(272)	(272)	(272)	(247)	(247)	(247)	(247)	(247)	(247)	(247)	(247)	(247)
Business Rates	0	0	0	0	0	0	0	0	0	0	0	0
Heating & light	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(292)	(292)
Accountancy fees	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)
Printing and stationery	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)
Legal and professional fees	(3,083)	(1,083)	(1,083)	(1,083)	(1,083)	(1,083)	(83)	(83)	(83)	(83)	(83)	(83)
Telephone	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)
Bank Charges	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)
Repairs and renewals	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Insurance	(58)	(58)	(58)	(58)	(58)	(58)	(58)	(58)	(58)	(58)	(58)	(58)
Motor Expenses	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)
Trade Subscriptions	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)
Other overheads	(1,500)	0	0	0	0	0	0	0	0	0	0	0
(Total Overheads)	(10,960)	(7,460)	(7,460)	(6,935)	(6,935)	(6,935)	(5,935)	(5,935)	(5,935)	(5,935)	(5,935)	(5,935)
EBITDA	(4,324)	(801)	(678)	(71)	(229)	(661)	191	784	1,566	606	99	532
Additional income												
Flat rental						1,250	1,250	1,250	1,250	1,250	1,250	1,250
Donations	10,000											
Revenue Grants	6,667	3,167	3,167	2,667	2,667	2,667	1,667	1,667	1,667	1,667	1,667	1,667
Capital grants	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403
	18,070	4,570	4,570	4,070	4,070	5,320	4,320	4,320	4,320	4,320	4,320	4,320
(Less Depreciation/Amortisation)												
Land & Buildings	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)
Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0	0
Goodwill	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Machinery	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)
IT	0	0	0	0	0	0	0	0	0	0	0	0
(Total Depreciation/Amortisation)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)
(Less Interest)												
Loan interest	(1,418)	(1,415)	(1,413)	(1,411)	(1,409)	(1,407)	(1,405)	(1,403)	(1,401)	(1,399)	(1,397)	(1,394)
Community Shares interest	0	0	0	0	0	0	0	0	0	0	0	0
(Interest total)	(1,418)	(1,415)	(1,413)	(1,411)	(1,409)	(1,407)	(1,405)	(1,403)	(1,401)	(1,399)	(1,397)	(1,394)
(Day 1 costs)	(10,335)											
Net Profit before Tax	590	950	1,075	1,184	1,029	1,849	1,703	2,298	3,082	2,124	1,619	2,054
(Tax)	0	0	(347)	(492)	(462)	(618)	(590)	(703)	(852)	(670)	(574)	(657)
Net Profit	590	950	728	693	567	1,231	1,113	1,595	2,230	1,454	1,045	1,397

Year 2 (Month by Month)

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Turnover												
Shop	15,685	17,164	17,169	17,375	16,059	15,144	15,224	16,065	19,579	13,262	13,845	15,853
Post Office	2,525	2,130	2,258	2,285	2,493	2,299	2,120	2,504	2,331	3,112	2,414	2,300
Total Sales	18,210	19,294	19,427	19,661	18,552	17,443	17,344	18,569	21,909	16,374	16,259	18,152
(Less Cost of Sales)												
Cost of Sales	(11,136)	(12,186)	(12,190)	(12,336)	(11,402)	(10,752)	(10,809)	(11,406)	(13,901)	(9,416)	(9,830)	(11,255)
	(11,136)	(12,186)	(12,190)	(12,336)	(11,402)	(10,752)	(10,809)	(11,406)	(13,901)	(9,416)	(9,830)	(11,255)
Gross Profit	7,074	7,108	7,237	7,324	7,150	6,690	6,535	7,163	8,008	6,958	6,429	6,897
(Less Overheads)												
Wages and salaries	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)	(5,185)
Pension contributions	(259)	(259)	(259)	(259)	(259)	(259)	(259)	(259)	(259)	(259)	(259)	(259)
Business Rates	0	0	0	0	0	0	0	0	0	0	0	0
Heating & light	(306)	(306)	(306)	(306)	(306)	(306)	(306)	(306)	(306)	(306)	(306)	(306)
Accountancy fees	(131)	(131)	(131)	(131)	(131)	(131)	(131)	(131)	(131)	(131)	(131)	(131)
Printing and stationery	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)
Legal and professional fees	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)
Telephone	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)
Bank Charges	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)
Repairs and renewals	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)
Insurance	(61)	(61)	(61)	(61)	(61)	(61)	(61)	(61)	(61)	(61)	(61)	(61)
Motor Expenses	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)	(44)
Trade Subscriptions	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)
Other overheads	0	0	0	0	0	0	0	0	0	0	0	0
(Total Overheads)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)	(6,232)
EBITDA	842	876	1,005	1,092	918	459	303	931	1,777	726	197	665
Additional income												
Flat rental	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Donations												
Revenue Grants	0	0	0	0	0	0	0	0	0	0	0	0
Capital grants	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403
	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653
(Less Depreciation/Amortisation)												
Land & Buildings	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)
Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0	0
Goodwill	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Machinery	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)
IT	0	0	0	0	0	0	0	0	0	0	0	0
(Total Depreciation/Amortisation)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)
(Less Interest)												
Loan interest	(1,439)	(1,436)	(1,434)	(1,432)	(1,430)	(1,428)	(1,425)	(1,423)	(1,421)	(1,419)	(1,416)	(1,414)
Community Shares interest	0	0	0	0	0	0	0	0	0	0	0	0
(Interest total)	(1,439)	(1,436)	(1,434)	(1,432)	(1,430)	(1,428)	(1,425)	(1,423)	(1,421)	(1,419)	(1,416)	(1,414)
(Day 1 costs)												
Net Profit before Tax	653	689	820	910	738	281	128	758	1,606	557	31	501
(Tax)	(391)	(398)	(422)	(440)	(407)	(320)	(291)	(411)	(572)	(372)	(272)	(362)
Net Profit	263	292	398	471	332	(39)	(163)	348	1,034	185	(241)	139

Year 3 (Month by Month)

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Turnover												
Shop	16,861	18,451	18,457	18,678	17,264	16,280	16,366	17,270	21,047	14,257	14,883	17,042
Post Office	2,651	2,237	2,370	2,400	2,618	2,413	2,226	2,630	2,447	3,267	2,535	2,415
Total Sales	19,513	20,688	20,827	21,078	19,881	18,694	18,592	19,900	23,494	17,524	17,418	19,456
(Less Cost of Sales)												
Cost of Sales	(11,972)	(13,100)	(13,104)	(13,262)	(12,257)	(11,559)	(11,620)	(12,262)	(14,943)	(10,122)	(10,567)	(12,100)
	(11,972)	(13,100)	(13,104)	(13,262)	(12,257)	(11,559)	(11,620)	(12,262)	(14,943)	(10,122)	(10,567)	(12,100)
Gross Profit	7,541	7,587	7,723	7,816	7,624	7,135	6,972	7,638	8,551	7,402	6,851	7,357
(Less Overheads)												
Wages and salaries	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)	(5,444)
Pension contributions	(272)	(272)	(272)	(272)	(272)	(272)	(272)	(272)	(272)	(272)	(272)	(272)
Business Rates	0	0	0	0	0	0	0	0	0	0	0	0
Heating & light	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)	(322)
Accountancy fees	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)	(138)
Printing and stationery	(28)	(28)	(28)	(28)	(28)	(28)	(28)	(28)	(28)	(28)	(28)	(28)
Legal and professional fees	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)
Telephone	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)	(55)
Bank Charges	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)
Repairs and renewals	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
Insurance	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)
Motor Expenses	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
Trade Subscriptions	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)
Other overheads	0	0	0	0	0	0	0	0	0	0	0	0
(Total Overheads)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)	(6,543)
EBITDA	998	1,044	1,179	1,273	1,081	591	429	1,095	2,007	858	308	813
Additional income												
Flat rental	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Donations												
Revenue Grants	0	0	0	0	0	0	0	0	0	0	0	0
Capital grants	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403
	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653	2,653
(Less Depreciation/Amortisation)												
Land & Buildings	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)	(968)
Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0	0
Goodwill	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Machinery	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)
IT	0	0	0	0	0	0	0	0	0	0	0	0
(Total Depreciation/Amortisation)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)
(Less Interest)												
Loan interest	(1,457)	(1,455)	(1,453)	(1,450)	(1,448)	(1,446)	(1,443)	(1,441)	(1,438)	(1,436)	(1,433)	(1,431)
Community Shares interest	0	0	0	0	0	0	0	0	0	0	0	0
(Interest total)	(1,457)	(1,455)	(1,453)	(1,450)	(1,448)	(1,446)	(1,443)	(1,441)	(1,438)	(1,436)	(1,433)	(1,431)
(Day 1 costs)												
Net Profit before Tax	790	839	977	1,073	883	396	236	904	1,819	672	124	632
(Tax)	(417)	(426)	(452)	(470)	(434)	(342)	(311)	(438)	(612)	(394)	(290)	(387)
Net Profit	374	413	525	602	448	54	(76)	465	1,207	278	(166)	245

Appendix 3 - Cashflow Forecast (£105k community shares) Year 1 (month by month)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Operating Cash Flows												
Net Profit	590	950	728	693	567	1,231	1,113	1,595	2,230	1,454	1,045	1,397
Plus non cash expenses												
Depreciation/Amortisation	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403
Tax Owing	0	0	347	492	462	618	590	703	852	670	574	657
Comm Shares Interest	0	0	0	0	0	0	0	0	0	0	0	0
Bonds or Loan Stock Interest	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Loan Arrangement Fee	2,835	-	-	-	-	-	-	-	-	-	-	-
VAT Received	700	766	767	776	717	676	680	717	874	592	618	708
(Less non expense cash out)												
Last Years CT												
Last Years Comm Share Interest												
VAT Paid	(12,844)	(871)	(871)	11,475	(836)	(807)	(258)	(636)	(747)	(826)	(566)	(629)
Changes in Current Assets												
(Increase)/Decrease in Stock	(7,072)	4,805	(1)	(27)	174	121	(11)	(111)	(464)	834	(77)	(265)
(Increase)/Decrease in A/R	0	0	0	0	0	0	0	0	0	0	0	0
(Increase)/Decrease in Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Changes in Current Liabilities												
Increase/(Decrease) in A/P	6,216	586	2	82	(522)	(363)	32	333	1,392	(2,503)	231	796
Increase/(Decrease) in Unused Grants	(8,070)	(4,570)	(4,570)	8,930	(4,070)	(4,070)	4,930	(3,070)	(3,070)	1,930	(3,070)	(3,070)
Increase/(Decrease) in Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Cash Flows	(16,241)	3,070	(2,195)	23,823	(2,104)	(1,190)	8,479	934	2,470	3,555	159	996
Investing Cash Flows												
Equipment)	(631,050)											
Sale of Property Plant and Equipment												
Net Investing Cash Flows	(631,050)	0	0	0	0	0	0	0	0	0	0	0
Financing Cash Flows												
Receiving Mortgages	280,665											
(Repaying Mortgages)	(409)	(411)	(413)	(415)	(417)	(419)	(422)	(424)	(426)	(428)	(430)	(432)
Receiving Loan Stock/ Bonds												
(Repaying Loan Stock/ Bonds)												
Raising Share Capital	105,000											
(Share Withdrawal)	0	0	0	0	0	0	0	0	0	0	0	0
Receiving Capital Grants	260,000											
Net Financing Cash Flows	645,256	(411)	(413)	(415)	(417)	(419)	(422)	(424)	(426)	(428)	(430)	(432)
Net Cash Flows	(2,035)	2,659	(2,608)	23,407	(2,522)	(1,609)	8,057	511	2,045	3,127	(271)	564
Opening Balance	0	(2,035)	623	(1,985)	21,423	18,901	17,292	25,349	25,860	27,904	31,032	30,761
Closing Cash Balance	(2,035)	623	(1,985)	21,423	18,901	17,292	25,349	25,860	27,904	31,032	30,761	31,325

Year 2 (month by month)

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Operating Cash Flows												
Net Profit	263	292	398	471	332	(39)	(163)	348	1,034	185	(241)	139
Plus non cash expenses												
Depreciation/Amortisation	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403
Tax Owing	391	398	422	440	407	320	291	411	572	372	272	362
Comm Shares Interest	0	0	0	0	0	0	0	0	0	0	0	0
Bonds or Loan Stock Interest	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Loan Arrangement Fee	-	-	-	-	-	-	-	-	-	-	-	-
VAT Received	753	824	824	834	771	727	731	771	940	637	665	761
(Less non expense cash out)												
Last Years CT						(5,964)						
Last Years Comm Share Interest						0						
VAT Paid	(844)	(718)	(718)	(1,022)	(680)	(649)	(929)	(680)	(800)	(894)	(605)	(673)
Changes in Current Assets												
(Increase)/Decrease in Stock	(133)	(210)	(1)	(29)	187	130	(11)	(119)	(499)	897	(83)	(285)
(Increase)/Decrease in A/R	0	0	0	0	0	0	0	0	0	0	0	0
(Increase)/Decrease in Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Changes in Current Liabilities												
Increase/(Decrease) in A/P	400	630	2	88	(561)	(390)	34	358	1,497	(2,691)	248	855
Increase/(Decrease) in Unused Grants	3,597	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)
Increase/(Decrease) in Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Cash Flows	5,829	1,215	928	780	455	(5,866)	(48)	1,088	2,743	(1,494)	256	1,159
Investing Cash Flows												
Equipment)												
Sale of Property Plant and Equipment												
Net Investing Cash Flows	0	0	0	0	0	0	0	0	0	0	0	0
Financing Cash Flows												
Receiving Mortgages												
(Repaying Mortgages)	(422)	(424)	(426)	(428)	(431)	(433)	(435)	(437)	(439)	(442)	(444)	(446)
Receiving Loan Stock/ Bonds												
(Repaying Loan Stock/ Bonds)												
Raising Share Capital												
(Share Withdrawal)	0	0	0	0	0	0	0	0	0	0	0	0
Receiving Capital Grants												
Net Financing Cash Flows	(422)	(424)	(426)	(428)	(431)	(433)	(435)	(437)	(439)	(442)	(444)	(446)
Net Cash Flows	5,407	791	502	352	25	(6,298)	(483)	651	2,304	(1,936)	(188)	712
Opening Balance	31,325	36,732	37,523	38,025	38,377	38,402	32,103	31,621	32,271	34,575	32,639	32,451
Closing Cash Balance	36,732	37,523	38,025	38,377	38,402	32,103	31,621	32,271	34,575	32,639	32,451	33,163

Year 3 (month by month)

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Operating Cash Flows												
Net Profit	374	413	525	602	448	54	(76)	465	1,207	278	(166)	245
Plus non cash expenses												
Depreciation/Amortisation	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403	1,403
Tax Owing	417	426	452	470	434	342	311	438	612	394	290	387
Comm Shares Interest	0	0	0	0	0	0	0	0	0	0	0	0
Bonds or Loan Stock Interest	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Loan Arrangement Fee	-	-	-	-	-	-	-	-	-	-	-	-
VAT Received	809	886	886	897	829	781	786	829	1,010	684	714	818
(Less non expense cash out)												
Last Years CT						(4,657)						
Last Years Comm Share Interest						0						
VAT Paid	(913)	(768)	(769)	(1,106)	(728)	(694)	(1,005)	(728)	(857)	(968)	(647)	(720)
Changes in Current Assets												
(Increase)/Decrease in Stock	(143)	(226)	(1)	(31)	201	140	(12)	(128)	(536)	964	(89)	(306)
(Increase)/Decrease in A/R	0	0	0	0	0	0	0	0	0	0	0	0
(Increase)/Decrease in Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Changes in Current Liabilities												
Increase/(Decrease) in A/P	430	677	2	94	(603)	(419)	37	385	1,609	(2,893)	267	919
Increase/(Decrease) in Unused Grants	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)	(1,403)
Increase/(Decrease) in Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Cash Flows	973	1,408	1,096	926	582	(4,453)	40	1,261	3,045	(1,540)	370	1,343
Investing Cash Flows												
Equipment)												
Sale of Property Plant and Equipment												
Net Investing Cash Flows	0	0	0	0	0	0	0	0	0	0	0	0
Financing Cash Flows												
Receiving Mortgages												
(Repaying Mortgages)	(436)	(439)	(441)	(443)	(446)	(448)	(450)	(453)	(455)	(458)	(460)	(462)
Receiving Loan Stock/ Bonds												
(Repaying Loan Stock/ Bonds)												
Raising Share Capital												
(Share Withdrawal)	0	0	0	0	0	0	0	0	0	0	0	0
Receiving Capital Grants												
Net Financing Cash Flows	(436)	(439)	(441)	(443)	(446)	(448)	(450)	(453)	(455)	(458)	(460)	(462)
Net Cash Flows	537	969	655	483	136	(4,901)	(410)	808	2,590	(1,997)	(90)	880
Opening Balance	33,163	33,700	34,669	35,324	35,807	35,943	31,042	30,632	31,441	34,031	32,033	31,943
Closing Cash Balance	33,700	34,669	35,324	35,807	35,943	31,042	30,632	31,441	34,031	32,033	31,943	32,823

Year 1-20 (annual)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Operating Cash Flows																				
Net Profit	13,592	3,017	4,370	2,146	2,604	3,119	3,695	4,474	5,189	5,905	7,560	8,797	10,114	11,515	13,084	14,751	16,521	18,402	10,989	13,117
Plus non cash expenses																				
Depreciation/Amortisation	16,835	16,835	16,835	16,835	16,835	16,835	16,835	16,121	16,111	16,121	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621
Tax Owing	5,964	4,657	4,974	4,452	4,560	4,681	4,816	4,931	4,999	5,167	4,499	4,789	5,098	5,427	5,795	6,186	6,601	7,042	5,304	5,803
Comm Shares Interest	0	0	0	3,150	3,056	2,961	2,867	2,772	2,678	2,678	2,678	2,678	2,678	2,678	2,583	2,489	2,394	2,300	2,205	2,111
Bonds or Loan Stock Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mortgage Loan Arrangement Fee	2,835	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VAT Received	806	199	224	316	332	348	366	384	403	423	445	467	490	515	540	567	596	626	657	690
(Less non expense cash out)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Last Years CT	0	(5,964)	(4,657)	(4,974)	(4,452)	(4,560)	(4,681)	(4,816)	(4,831)	(4,999)	(5,167)	(4,499)	(4,789)	(5,098)	(5,427)	(5,795)	(6,186)	(6,601)	(7,042)	(5,304)
Last Years Comm Share Interest	0	0	0	0	(3,150)	(3,056)	(2,961)	(2,867)	(2,772)	(2,678)	(2,678)	(2,678)	(2,678)	(2,678)	(2,583)	(2,489)	(2,394)	(2,300)	(2,205)	(2,111)
VAT Paid	(629)	(176)	(199)	(224)	(316)	(332)	(348)	(366)	(384)	(403)	(423)	(445)	(467)	(490)	(515)	(540)	(567)	(596)	(626)	(657)
Changes in Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Increase)/Decrease in Stock	(2,094)	(157)	(169)	(150)	(129)	(135)	(142)	(149)	(156)	(164)	(172)	(181)	(190)	(199)	(209)	(220)	(231)	(242)	(254)	(267)
(Increase)/Decrease in A/R	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Increase)/Decrease in Accrued Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Increase)/Decrease in Prepaid Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Changes in Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in A/P	6,282	471	506	345	380	399	419	440	462	485	510	535	562	590	619	650	683	717	753	791
Increase/(Decrease) in Unused Grants	(21,835)	(11,835)	(16,835)	(16,835)	(16,835)	(16,835)	(16,835)	(16,121)	(16,121)	(16,121)	(11,621)	(11,621)	(11,621)	(11,621)	(11,621)	(11,621)	(11,621)	(11,621)	(11,621)	0
Increase/(Decrease) in Accrued Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in Unearned Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Cash Flows	21,756	7,046	5,051	5,062	2,884	3,426	4,031	4,704	5,587	6,414	7,251	9,464	10,818	12,259	13,794	15,505	17,322	19,253	21,307	25,699
Investing Cash Flows																				
Equipment	(631,050)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Property Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Investing Cash Flows	(631,050)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financing Cash Flows																				
Receiving Mortgages	280665	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Repaying Mortgages)	(5,046)	(5,207)	(5,391)	(5,599)	(5,835)	(6,100)	(6,399)	(6,734)	(7,111)	(7,533)	(8,007)	(8,671)	(9,391)	(10,171)	(11,015)	(11,929)	(12,919)	(13,991)	(15,153)	(16,410)
Receiving Loan Stock/ Bonds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Repaying Loan Stock/ Bonds)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Raising Share Capital	105000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Share Withdrawal)	0	0	0	(3,150)	(3,150)	(3,150)	(3,150)	(3,150)	0	0	0	0	0	(3,150)	(3,150)	(3,150)	(3,150)	(3,150)	(3,150)	(3,150)
Receiving Capital Grants	260000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Financing Cash Flows	640,619	(5,207)	(5,391)	(8,749)	(8,985)	(9,250)	(9,549)	(9,884)	(7,111)	(7,533)	(8,007)	(8,671)	(9,391)	(13,321)	(14,165)	(15,079)	(16,069)	(17,141)	(18,303)	(19,560)
Net Cash Flows	31,325	1,839	(340)	(3,687)	(6,100)	(5,834)	(5,518)	(5,180)	(1,523)	(1,119)	(756)	792	1,427	(1,062)	(371)	426	1,253	2,112	3,004	6,138
Opening Balance	0	31,325	33,163	32,823	29,136	23,035	17,211	11,693	6,514	4,950	3,871	3,116	3,908	5,334	4,273	3,902	4,327	5,580	7,692	10,697
Closing Cash Balance	31,325	33,163	32,823	29,136	23,035	17,211	11,693	6,514	4,990	3,871	3,116	3,908	5,334	4,273	3,902	4,327	5,580	7,692	10,697	16,835

Appendix 4 - Balance Sheet (£105k community shares) Year 1 (month by month)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Fixed Assets												
Land & Buildings	580,082	579,113	578,145	577,176	576,208	575,240	574,271	573,303	572,334	571,366	570,397	569,429
Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0	0
Goodwill	44,625	44,250	43,875	43,500	43,125	42,750	42,375	42,000	41,625	41,250	40,875	40,500
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Machinery	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	4,940	4,881	4,821	4,762	4,702	4,643	4,583	4,524	4,464	4,405	4,345	4,286
IT	0	0	0	0	0	0	0	0	0	0	0	0
Total Fixed Assets	629,647	628,244	626,841	625,438	624,035	622,632	621,229	619,826	618,424	617,021	615,618	614,215
Current Assets												
Cash at Bank	(2,035)	623	(1,985)	21,423	18,901	17,292	25,349	25,860	27,904	31,032	30,761	31,325
Accounts Receivable	0	0	0	0	0	0	0	0	0	0	0	0
Stock	7,072	2,267	2,268	2,295	2,121	2,000	2,011	2,122	2,586	1,752	1,829	2,094
Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,037	2,891	283	23,718	21,022	19,292	27,360	27,982	30,491	32,783	32,589	33,419
(Less Current Liabilities)												
Accounts Payable	(6,216)	(6,802)	(6,804)	(6,885)	(6,364)	(6,001)	(6,033)	(6,366)	(7,759)	(5,256)	(5,486)	(6,282)
VAT Owed	12,144	12,248	12,352	102	220	351	(70)	(152)	(279)	(45)	(98)	(176)
CT owing	0	0	(347)	(838)	(1,300)	(1,918)	(2,508)	(3,211)	(4,063)	(4,733)	(5,308)	(5,964)
Unpaid Share Interest	0	0	0	0	0	0	0	0	0	0	0	0
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-
Unused Grants	(251,930)	(247,361)	(242,791)	(251,722)	(247,652)	(243,582)	(248,513)	(245,443)	(242,374)	(244,304)	(241,234)	(238,165)
Mortgages Due this Year	(5,059)	(5,072)	(5,085)	(5,098)	(5,111)	(5,124)	(5,138)	(5,151)	(5,165)	(5,179)	(5,193)	(5,207)
Loans Due this Year	-	-	-	-	-	-	-	-	-	-	-	-
(Total Current Liabilities)	(251,062)	(246,986)	(242,674)	(264,441)	(260,207)	(256,275)	(262,262)	(260,324)	(259,639)	(259,517)	(257,319)	(255,795)
Net Current Assets	(246,025)	(244,096)	(242,391)	(240,723)	(239,184)	(236,983)	(234,902)	(232,342)	(229,149)	(226,734)	(224,730)	(222,376)
Less Long Term Liabilities												
Mortgages/loans	(278,032)	(277,608)	(277,182)	(276,754)	(276,323)	(275,890)	(275,455)	(275,018)	(274,579)	(274,137)	(273,693)	(273,246)
(Total Long Term Liabilities)	(278,032)	(277,608)	(277,182)	(276,754)	(276,323)	(275,890)	(275,455)	(275,018)	(274,579)	(274,137)	(273,693)	(273,246)
Net worth	105,590	106,540	107,269	107,961	108,528	109,759	110,872	112,466	114,696	116,150	117,195	118,592
Made up of												
Retained Earnings	590	1,540	2,269	2,961	3,528	4,759	5,872	7,466	9,696	11,150	12,195	13,592
Community Shares	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000

Year 2 (month by month)

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Fixed Assets												
Land & Buildings	568,461	567,492	566,524	565,555	564,587	563,619	562,650	561,682	560,713	559,745	558,776	557,808
Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0	0
Goodwill	40,125	39,750	39,375	39,000	38,625	38,250	37,875	37,500	37,125	36,750	36,375	36,000
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Machinery	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	4,226	4,167	4,107	4,048	3,988	3,929	3,869	3,810	3,750	3,690	3,631	3,571
IT	0	0	0	0	0	0	0	0	0	0	0	0
Total Fixed Assets	612,812	611,409	610,006	608,603	607,200	605,797	604,394	602,991	601,588	600,185	598,782	597,379
Current Assets												
Cash at Bank	36,732	37,523	38,025	38,377	38,402	32,103	31,621	32,271	34,575	32,639	32,451	33,163
Accounts Receivable	0	0	0	0	0	0	0	0	0	0	0	0
Stock	2,227	2,437	2,438	2,467	2,280	2,150	2,162	2,281	2,780	1,883	1,966	2,251
Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	38,959	39,960	40,463	40,844	40,682	34,254	33,782	34,552	37,355	34,522	34,417	35,414
(Less Current Liabilities)												
Accounts Payable	(6,682)	(7,312)	(7,314)	(7,402)	(6,841)	(6,451)	(6,485)	(6,844)	(8,341)	(5,650)	(5,898)	(6,753)
VAT Owed	(85)	(191)	(297)	(109)	(199)	(277)	(79)	(170)	(309)	(52)	(111)	(199)
CT owing	(6,355)	(6,753)	(7,175)	(7,615)	(8,021)	(2,377)	(2,668)	(3,078)	(3,650)	(4,023)	(4,295)	(4,657)
Unpaid Share Interest	0	0	0	0	0	0	0	0	0	0	0	0
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-
Unused Grants	(241,762)	(240,359)	(238,956)	(237,553)	(236,150)	(234,747)	(233,344)	(231,941)	(230,538)	(229,135)	(227,732)	(226,329)
Mortgages Due this Year	(5,222)	(5,236)	(5,251)	(5,266)	(5,281)	(5,296)	(5,312)	(5,327)	(5,343)	(5,359)	(5,375)	(5,391)
Loans Due this Year	-	-	-	-	-	-	-	-	-	-	-	-
(Total Current Liabilities)	(260,106)	(259,851)	(258,993)	(257,944)	(256,493)	(249,149)	(247,888)	(247,360)	(248,181)	(244,218)	(243,411)	(243,329)
Net Current Assets	(221,147)	(219,891)	(218,531)	(217,100)	(215,811)	(214,895)	(214,105)	(212,808)	(210,826)	(209,696)	(208,994)	(207,915)
Less Long Term Liabilities												
Mortgages/loans	(272,810)	(272,372)	(271,931)	(271,488)	(271,042)	(270,594)	(270,144)	(269,691)	(269,236)	(268,778)	(268,318)	(267,856)
(Total Long Term Liabilities)	(272,810)	(272,372)	(271,931)	(271,488)	(271,042)	(270,594)	(270,144)	(269,691)	(269,236)	(268,778)	(268,318)	(267,856)
Net worth	118,855	119,147	119,545	120,015	120,347	120,308	120,145	120,493	121,527	121,711	121,470	121,609
Made up of												
Retained Earnings	13,855	14,147	14,545	15,015	15,347	15,308	15,145	15,493	16,527	16,711	16,470	16,609
Community Shares	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000

Year 1-20 Balance Sheet (annual)

	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10	Year11	Year12	Year13	Year14	Year15	Year16	Year17	Year18	Year19	Year20
Fixed Assets																				
Land & Buildings	569,429	557,808	546,187	534,566	522,945	511,324	499,703	488,082	476,461	464,840	453,219	441,598	429,977	418,356	406,735	395,114	383,493	371,872	360,251	348,630
Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Goodwill	40,500	36,000	31,500	27,000	22,500	18,000	13,500	9,000	4,500	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Machinery	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	4,286	3,571	2,857	2,143	1,429	714	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Fixed Assets	614,215	597,379	580,544	563,709	546,874	530,038	513,203	497,082	480,961	464,840	453,219	441,598	429,977	418,356	406,735	395,114	383,493	371,872	360,251	348,630
Current Assets																				
Cash at Bank	42,668	54,961	64,133	64,527	55,103	46,399	38,444	31,269	25,040	19,654	15,145	12,554	11,013	10,555	11,215	13,027	16,030	20,261	25,762	34,783
Accounts Receivable	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Stock	2,094	2,251	2,420	2,570	2,699	2,834	2,975	3,124	3,280	3,444	3,617	3,797	3,987	4,187	4,396	4,616	4,846	5,089	5,343	5,610
Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	44,762	57,213	66,553	67,097	57,801	49,232	41,419	34,393	28,320	23,098	18,761	16,351	15,000	14,742	15,611	17,643	20,876	25,350	31,105	40,393
(Less Current Liabilities)																				
Accounts Payable	(6,282)	(6,753)	(7,260)	(7,605)	(7,985)	(8,384)	(8,804)	(9,244)	(9,706)	(10,191)	(10,701)	(11,236)	(11,798)	(12,388)	(13,007)	(13,657)	(14,340)	(15,057)	(15,810)	(16,601)
VAT Owed	(176)	(199)	(224)	(316)	(332)	(348)	(366)	(384)	(403)	(423)	(445)	(467)	(490)	(515)	(540)	(567)	(596)	(626)	(657)	(690)
CT Owing	(6,416)	(6,246)	(6,583)	(4,301)	(4,487)	(4,683)	(4,888)	(4,970)	(5,199)	(5,440)	(4,841)	(5,152)	(5,477)	(5,817)	(6,172)	(6,543)	(6,931)	(7,338)	(5,557)	(6,004)
Unpaid Share Interest	0	0	0	(12,500)	(12,063)	(11,625)	(11,188)	(10,750)	(10,313)	(9,875)	(9,438)	(9,000)	(8,563)	(8,125)	(7,688)	(7,250)	(6,813)	(6,375)	(5,938)	(5,500)
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unused Grants	(238,165)	(226,329)	(209,494)	(192,659)	(175,824)	(158,988)	(142,153)	(126,032)	(109,911)	(93,790)	(82,169)	(70,548)	(58,927)	(47,306)	(35,685)	(24,064)	(12,443)	(822)	(822)	(822)
Mortgages Due this Year	(2,663)	(2,757)	(2,864)	(2,984)	(3,120)	(3,273)	(3,444)	(3,637)	(3,853)	(4,095)	(4,435)	(4,803)	(5,202)	(5,634)	(6,101)	(6,608)	(7,156)	(7,750)	(8,393)	(9,090)
Loans Due this Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Total Current Liabilities)	(253,703)	(242,284)	(226,424)	(220,365)	(203,810)	(187,301)	(170,843)	(155,017)	(139,384)	(123,815)	(112,028)	(101,206)	(90,457)	(79,784)	(69,193)	(58,689)	(48,279)	(37,968)	(37,177)	(38,707)
Net Current Assets	(208,941)	(185,072)	(159,872)	(153,268)	(146,009)	(138,069)	(129,423)	(120,624)	(111,064)	(100,717)	(93,266)	(84,855)	(75,456)	(65,042)	(53,582)	(41,046)	(27,403)	(12,618)	(6,072)	1,686
Less Long Term Liabilities																				
Mortgages/loans	(139,756)	(136,999)	(134,135)	(131,151)	(128,031)	(124,758)	(121,313)	(117,677)	(113,824)	(109,728)	(105,293)	(100,490)	(95,288)	(89,655)	(83,553)	(76,946)	(69,790)	(62,040)	(53,647)	(44,557)
(Total Long Term Liabilities)	(139,756)	(136,999)	(134,135)	(131,151)	(128,031)	(124,758)	(121,313)	(117,677)	(113,824)	(109,728)	(105,293)	(100,490)	(95,288)	(89,655)	(83,553)	(76,946)	(69,790)	(62,040)	(53,647)	(44,557)
Net worth	265,518	275,309	286,538	279,290	272,834	267,211	262,466	258,782	256,073	254,394	254,659	256,253	259,232	263,659	269,599	277,122	286,300	297,214	300,533	305,760
Made up of																				
Retained Earnings	15,518	25,309	36,538	38,040	40,334	43,461	47,466	52,532	58,573	65,644	74,659	85,003	96,732	109,909	124,599	140,872	158,800	178,464	190,533	204,510
Community Shares	250,000	250,000	250,000	241,250	232,500	223,750	215,000	206,250	197,500	188,750	180,000	171,250	162,500	153,750	145,000	136,250	127,500	118,750	110,000	101,250

Year 1-20 Balance Sheet (annual)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
Fixed Assets																					
Land & Buildings	569,429	557,808	546,187	534,566	522,945	511,324	499,703	488,082	476,461	464,840	453,219	441,598	429,977	418,356	406,735	395,114	383,493	371,872	360,251	348,630	
Fixtures and Fittings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Goodwill	40,500	36,000	31,500	27,000	22,500	18,000	13,500	9,000	4,500	0	0	0	0	0	0	0	0	0	0	0	
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Machinery	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Equipment	4,286	3,571	2,857	2,143	1,429	714	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Fixed Assets	614,215	597,379	580,544	563,709	546,874	530,038	513,203	497,082	480,961	464,840	453,219	441,598	429,977	418,356	406,735	395,114	383,493	371,872	360,251	348,630	
Current Assets																					
Cash at Bank	57,579	80,848	83,575	70,252	57,412	45,769	35,349	26,181	18,431	11,994	6,903	4,048	2,609	2,625	4,136	7,183	11,811	18,065	25,996	37,860	
Accounts Receivable	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Stock	2,094	2,251	2,420	2,570	2,699	2,834	2,975	3,124	3,280	3,444	3,617	3,797	3,987	4,187	4,396	4,616	4,846	5,089	5,343	5,610	
Accrued Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	59,673	83,099	85,995	72,823	60,111	48,602	38,324	29,305	21,712	15,439	10,520	7,845	6,596	6,812	8,532	11,799	16,657	23,154	31,339	43,471	
(Less Current Liabilities)																					
Accounts Payable	(6,282)	(6,753)	(7,260)	(7,605)	(7,985)	(8,384)	(8,804)	(9,244)	(9,706)	(10,191)	(10,701)	(11,236)	(11,798)	(12,388)	(13,007)	(13,657)	(14,340)	(15,057)	(15,810)	(16,601)	
VAT Owed	(176)	(199)	(224)	(316)	(332)	(348)	(366)	(384)	(403)	(423)	(445)	(467)	(490)	(515)	(540)	(567)	(596)	(626)	(657)	(690)	
CT Owing	(6,859)	(4,062)	(4,420)	(4,531)	(4,801)	(5,077)	(5,359)	(5,512)	(5,808)	(6,110)	(5,565)	(5,883)	(6,209)	(6,544)	(6,887)	(7,241)	(7,604)	(7,977)	(8,154)	(6,550)	
Unpaid Share Interest	0	(20,250)	(20,250)	(20,250)	(19,440)	(18,630)	(17,820)	(17,010)	(16,200)	(15,390)	(14,580)	(13,770)	(12,960)	(12,150)	(11,340)	(10,530)	(9,720)	(8,910)	(8,100)	(7,290)	
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Unearned Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Unused Grants	(238,165)	(226,329)	(209,494)	(192,659)	(175,824)	(158,988)	(142,153)	(126,032)	(109,911)	(93,790)	(82,169)	(70,548)	(58,927)	(47,306)	(35,685)	(24,064)	(12,443)	(822)	(822)	(822)	
Mortgages Due this Year	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Loans Due this Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
(Total Current Liabilities)	(251,482)	(257,593)	(241,647)	(225,360)	(208,382)	(191,428)	(174,502)	(158,182)	(142,028)	(125,905)	(113,460)	(101,904)	(90,384)	(78,902)	(67,460)	(56,059)	(44,703)	(33,392)	(31,543)	(31,952)	
Net Current Assets	(191,809)	(174,494)	(155,652)	(152,538)	(148,270)	(142,826)	(136,178)	(128,877)	(120,317)	(110,467)	(102,940)	(94,059)	(83,788)	(72,091)	(58,928)	(44,261)	(28,045)	(10,238)	(204)	11,518	
Less Long Term Liabilities																					
Mortgages/loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
(Total Long Term Liabilities)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net worth	422,405	422,885	424,892	411,171	398,603	387,213	377,025	368,205	360,644	354,373	350,279	347,539	346,189	346,265	347,807	350,853	355,448	361,634	360,047	360,148	
Made up of																					
Retained Earnings	17,405	17,885	19,892	22,371	26,003	30,813	36,825	44,205	52,844	62,773	74,879	88,339	103,189	119,465	137,207	156,453	177,248	199,634	214,247	230,548	
Community Shares	405,000	405,000	405,000	388,800	372,600	356,400	340,200	324,000	307,800	291,600	275,400	259,200	243,000	226,800	210,600	194,400	178,200	162,000	145,800	129,600	

Appendix 7 - Theory of Change

Activities	Outputs	Short term outcomes	Long term Outcomes
<p>Provide community owned shop providing local produce and gifts, affordable basics and newspapers.</p> <p>Cafe and Take Away counter. Hot and cold food, fresh sandwiches, coffee. Outside seating and, in future, covered seating area.</p> <p>Support local businesses by providing a retail outlet for local goods, and using local businesses in the cafe supply chain.</p> <p>Provide local Community Post Office services</p> <p>Acting as a Community Hub. Trusted point of contact. Central location for information and "pastoral care". Food bank collection point.</p> <p>Reinvesting profits in the local community by supporting local community <u>organisations</u> or events.</p> <p>Provide residential accommodation (marginal)</p>	<p>Spend by local people and visitors</p> <p>Local jobs safeguarded</p> <p>Trade with local businesses</p> <p>Access to parcel drop off/pick up services</p> <p>At-counter postal service available</p> <p>Secure and safe in-person banking available</p> <p>Food bank donations</p> <p>Community events supported</p> <p>Availability of local advice and referrals</p> <p>Local accommodation available</p>	<p>Reduced supplier delivery miles</p> <p>Improved supplier profitability</p> <p>Self employment/employment with local suppliers</p> <p>Reduced travel for customers</p> <p>Reduced reliance on cars & limited community transport offer</p> <p>Reduced costs of shopping from reduced travel costs</p> <p>More Local Spend - Local Multiplier</p> <p>People without internet access kept informed (newspapers)</p> <p>People spend time at the shop site</p> <p>More social contact</p> <p>People in financial need supported</p> <p>Reduce digital divide - people able to access in person services - customers feel safer, secure</p> <p>Village becomes a destination - is more attractive to visitors</p> <p>Increase in local residential accommodation (1 unit)</p>	<p>Reduced carbon emissions/environmental impact</p> <p>Improved viability of local businesses</p> <p>Improved local economy</p> <p>Reduction in isolation and loneliness</p> <p>More people remain independent in their own homes</p> <p>Village is more attractive to new families</p>

Indicators	Outputs	Short term outcomes	Long term Outcomes
	<p>Turnover (£) for shop, cafe and Post Office</p> <p>No. of customers</p> <p>Employees - No. FTE</p> <p>No. suppliers within 20 mile radius</p> <p>Total trade (£) with suppliers within 20 mile radius</p> <p>No. people using parcel pick up/ drop off</p> <p>No. people using at-counter post office services</p> <p>No. people banking in-person</p> <p>Value or volume of food bank donations</p> <p>No. people supported through food bank donations</p> <p>Community events supported - No. / value of support (£)</p> <p>Community groups supported - No. / value of support (£)</p> <p>No. of residential tenants</p> <p>Rental income (£)</p>	<p>Supplier delivery miles</p> <p>Customer miles - private/public</p> <p>Customer travel time saved (hrs)</p> <p>Estimate of travel costs saved (£)</p> <p>Total increase in profits (£) of local supplies to shop</p> <p>No. of people in self employment/employment with local suppliers</p> <p>Change in travel costs</p> <p>Local Multiplier calculation of spend</p> <p>No. of people reporting positive social connections through Shop/PO/Hub and supported community events</p> <p>No. people in financial need supported</p> <p>No. of people reporting feel safer, more secure using PO/shop</p> <p>No. of visitors to village</p> <p>No. housing units (1)</p>	<p>Carbon saved (tonnes)</p> <p>Local Multiplier calculation of spend</p> <p>No. of local businesses</p> <p>No. people reporting loneliness</p> <p>Growth of village population</p>

Appendix 8 - Job Description - Shop and Post Office Manager

As the Shop and Post Office Manager, your role as 'shopkeeper' means you run the Weston Pantry Shop and Post Office with an entrepreneurial spirit, with your customers, colleagues and local communities being your number one priority. You'll lead your team to ensure the Shop and Post Office is a great place for people to work and shop to maintain this valuable asset within Weston-on-the-Green.

Reporting to the Weston SOS Management Committee, the shop manager's duties include:

- Managing and overseeing shop operations, developing a routine for opening and closing, ensuring efficient functioning of the shop, managing the shop floor, and working hard to get the best out of the Shop and Post Office's commercial performance.
- Implementing human resource duties including recruiting, hiring, training, firing, managing schedules, assigning responsibilities and performance management. This may also include managing of volunteers.
- Controlling inventory to ensure sufficient stock, daily and weekly counts, rotated and changed by season, shop specials or sales.
- Managing relationships with local suppliers.
- Enforcing exception and friendly customer service, setting criteria for staff, establishing security and safety measures, creating emergency and lock-down strategy, and ensuring health and safety compliance.
- Handling of customer complaints and resolving issues in a timely and satisfactory manner.
- Managing loss prevention through security requirements and monitoring strategies, auditing paperwork and inventory levels and appropriately handling broken or damaged merchandise.
- To be responsible and accountable for all aspects of money, stock control, promotions, procedures, and operations.
- Working with the sub-postmaster to ensure efficient running of the Post Office counter, including necessary accounting, operational and inventory management tasks.
- Promote the Shop and Post Office within the local community.
- Liaise with the Management Committee at committee meetings and AGMs.

Appendix 9 - Community Engagement Finalist
John Howell - Local MP Letter

JOHN HOWELL OBE MP



Ms Y Olcay
Weston on the Green Post Office
Weston on the Green
Bicester
Oxfordshire, OX25 3QP

14th July 2020

Dear Yasemin

I am writing to congratulate you and your team on getting to the finals in the Community Engagement category of the Post Office 'We're Stronger Together' awards.

This is a great achievement and reflects the work you have been doing keeping the Post Office running through the major building work.

I hear from local feedback that the services you offer are very much appreciated especially in recent times.

With thanks for all that you have done and continue to do.

Best wishes

A handwritten signature in black ink, appearing to be 'JH'.

JOHN HOWELL OBE MP
Member of Parliament for the Henley Constituency

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House of Commons
London
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Tel: 020 7219 6676

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PO BOX 84
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www.facebook.com/john.howellmp

Bicester Advertiser Press Coverage



Post Office Press Release



Press Release – 8 July 2020

Weston on the Green Post Office finalist in 'We're Stronger Together' awards for service during Covid-19 pandemic

- Weston on the Green Post Office finalist in Community Engagement category at the Post Office's 'We're Stronger Together' regional awards for the South West
- Awards recognise efforts made by postmasters across the region to keep branches open during Covid-19 pandemic and serving their community

Weston on the Green Post Office was a finalist in the Community Engagement category at the Post Office's 'We're Stronger Together' regional awards for the South West region.

The awards recognise the efforts made by postmasters across the region to keep branches open during the Covid-19 pandemic and serving their local community.

The great work by Postmaster Yasemin Olcay who runs Weston on the Green Post Office, was highlighted last night by Post Office Chief Executive Nick Read. Postmasters who operate branches in South West region had the opportunity to share their experience of running their branch during the pandemic and hear directly about the Post Office's future growth strategy.

Post Office Area Manager Josh Richardson, said:

"Yasemin and team at Weston on the Green Post Office have been nominated for our Community Engagement award for carrying on under difficult circumstances. In spite of working through some major building work in branch, the team at Weston kept the branch open and worked to deliver care packages to the vulnerable in the community. Their customer feedback has been amazing, far outstripping many other branches in the area, while spirits have been kept high with the help of Lilly the dog."

Nick Read, Chief Executive at the Post Office, said:

"I have heard many inspiring stories of postmasters going the extra mile and I have welcomed the opportunity to hear first-hand how postmasters in the South West have fared during the pandemic including Weston on the Green. All retailers have been affected and Post Office was no exception. The next few weeks and months will be a critical period as we try and return to a sense of normality. Post Office

branches have a vital role to play in supporting their customers and communities, as well as helping small businesses and independent retailers get back on their feet."

Postmasters heard more about three areas of their business that could help them recover some of the lost trade as a result of the pandemic – Mails and Parcels, banking – cash withdrawals and deposits, and the return in demand for foreign exchange.

- Many people rely on easy access to cash. To spend that cash, businesses need to continue to accept it, and be able to conveniently deposit it into their business bank accounts. That 'cash cycle' will play a vital part in our economic recovery from Covid-19. Post Office branches are often the last counter in town where businesses can deposit a day's takings. Business deposits are growing between 10 - 20% week on week
- For small businesses, being able to get goods out to customers is key. Post Office's 'Drop and Go' parcel service has seen a 70% increase in use month on month.
- Last month, Post Office reactivated its online foreign exchange service and its branch pre-order operation. Customers planning trips abroad can order over 60 currencies online for next day home delivery or collection from all 11,500 Post Office branches. The option to collect in-branch helps increase footfall at our branches and on the UK's High Streets.

Ends

NOTES TO EDITORS

Weston on the Green Post Office is based at Weston On The Green, Bicester, Oxfordshire, OX25 3QP

Post Office Pets Submission



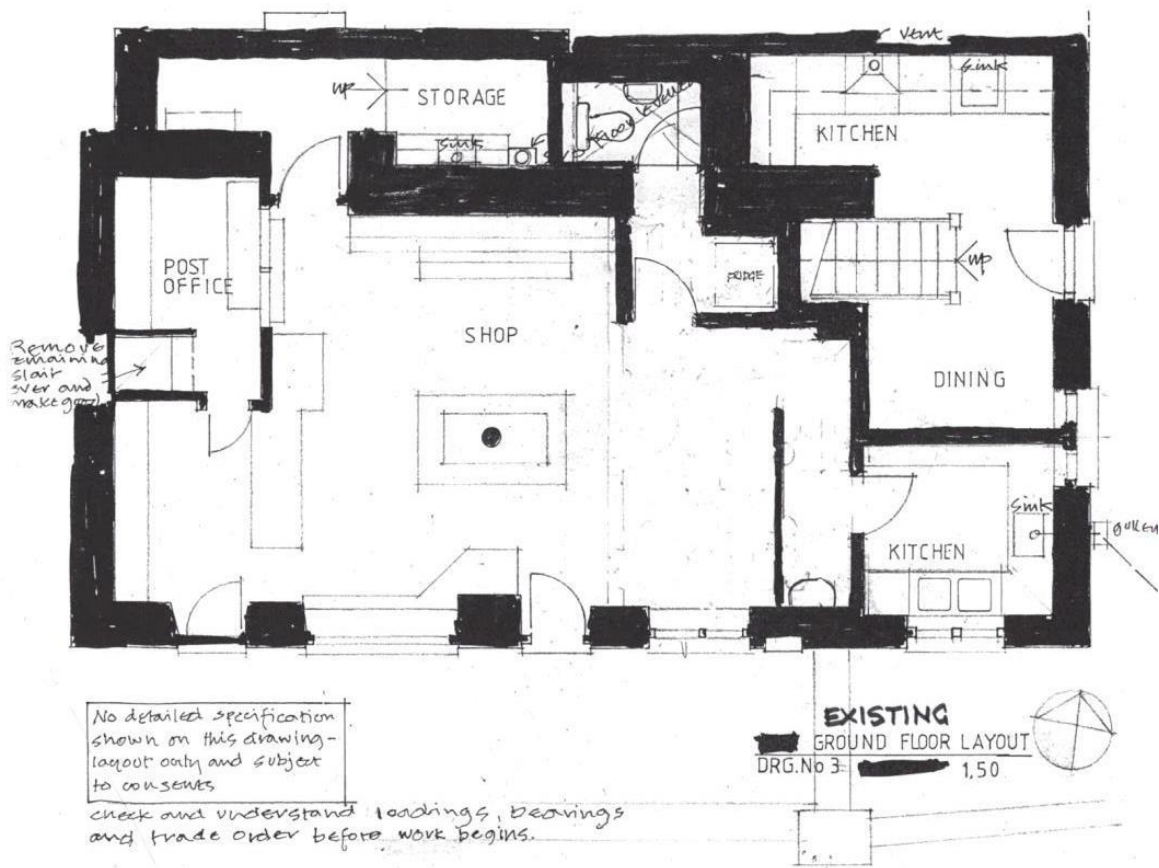
Appendix 10 - Risk Register

Risk	Likelihood	Impact	Overall Risk	Mitigation Actions
Transfer of sub-postmaster role / loss of community contract	High	Medium	High	<p>Identify potential sub-postmaster candidate in advance (e.g. current staff, management committee member, willing volunteer). Liaising with current owner and Post Office to confirm viability.</p> <p>Use of 3rd party PO application support service. New sub-postmaster will have support of management committee - business plan, market research etc.</p> <p>Seek advice and support from NFSP.</p> <p>Publicity/awareness campaign - community buyout has high visibility for Post Office.</p> <p>Investigate business plan feasibility of Local Contract - loss of income and restriction of services.</p>
Lack of committee support	Medium	Medium	Medium	<p>Initial pre-CBS steering committee of 6 members.</p> <p>Village consultation(s) to recruit additional support.</p>
Suitability of property	Medium	Low	Low	<p>Due diligence of current shop property - building survey, property valuation, electrical surveys etc.</p> <p>Additional checks/searches to be carried out by conveyancer acting on our behalf during purchase.</p>
Unsuccessful COF Grant	Medium	High	High	<p>Without the COF grant the Society will not be able to attract and service sufficient capital to purchase the asset and we will be unable to save the Shop and Post Office.</p>
Unable to raise sufficient community share funds	Medium	High	High	<p>Seek additional grant support / donations.</p> <p>Additional fundraising opportunities e.g. community events / raffles to raise funds.</p> <p>Commercial loan/mortgage to make up deficit considered in business plan financials - e.g. cooperative & community finance.</p>

Timescales - shop sold on open market by current owner	Medium	Medium	Medium	Not currently required as have support of current owner. Liaise with current owner on plan(s) and demonstrating viability of community ownership. Consider nominating as Asset of Community Value if listed on open market. This would allow for an additional 6 months for a community bid.
Timescales - delays with Post Office transition	High	Medium	High	Keep current owner informed of progress. Memorandum of Sale to be obtained once capital funding has been secured to trigger transition process. Dedicated Post Office task force to prepare and submit application(s) and necessary documentation to the Post Office. Use of 3 rd party application support service to ensure a smooth application.
Flat unsuitable for rental	Medium	Low	Low	Flat renovation costs have been included from financial forecasts to allow for flat to be rented at market rates.
Trading falls short of expectations	Medium	Medium	Medium	Revenue funding requested to support first year of post-purchase trading. Cautious financial forecasts which are based on existing trading history. Support from Plunkett Foundation as member (business health check, consultancy). Withdrawal of shares and/or interest payments could be reduced. We have the option of using more volunteer labour, although our preference is to safeguard all existing jobs to help the local economy.
Post Office Limited do not allow us to take on the business under community contract.	Low	High	Medium	If the Post Office contract is not continued, the shop is unlikely to be viable and the acquisition will not go ahead. However, we have the backing of the Federation of Sub Postmasters and believe we

				have a strong enough case with sufficient community backing to appeal any negative decision.
Digital risks to the business especially linking with PO & anything related to the digital aspects of the business.	Medium	Medium	Medium	Ensure that ICO registration is current, & a basic cyber awareness for all those involved in the community project. Also, it helps with any insurance payments & alignment with PO contract.
Non-payment of Flat Rental	Low	Medium	Low	Use of landlord deposit scheme and reference checks of potential tenants. Close monitoring of finances to ensure rent is paid on time.

Appendix 11 - Current Shop Floor Layout



No detailed specification shown on this drawing - layout only and subject to consents

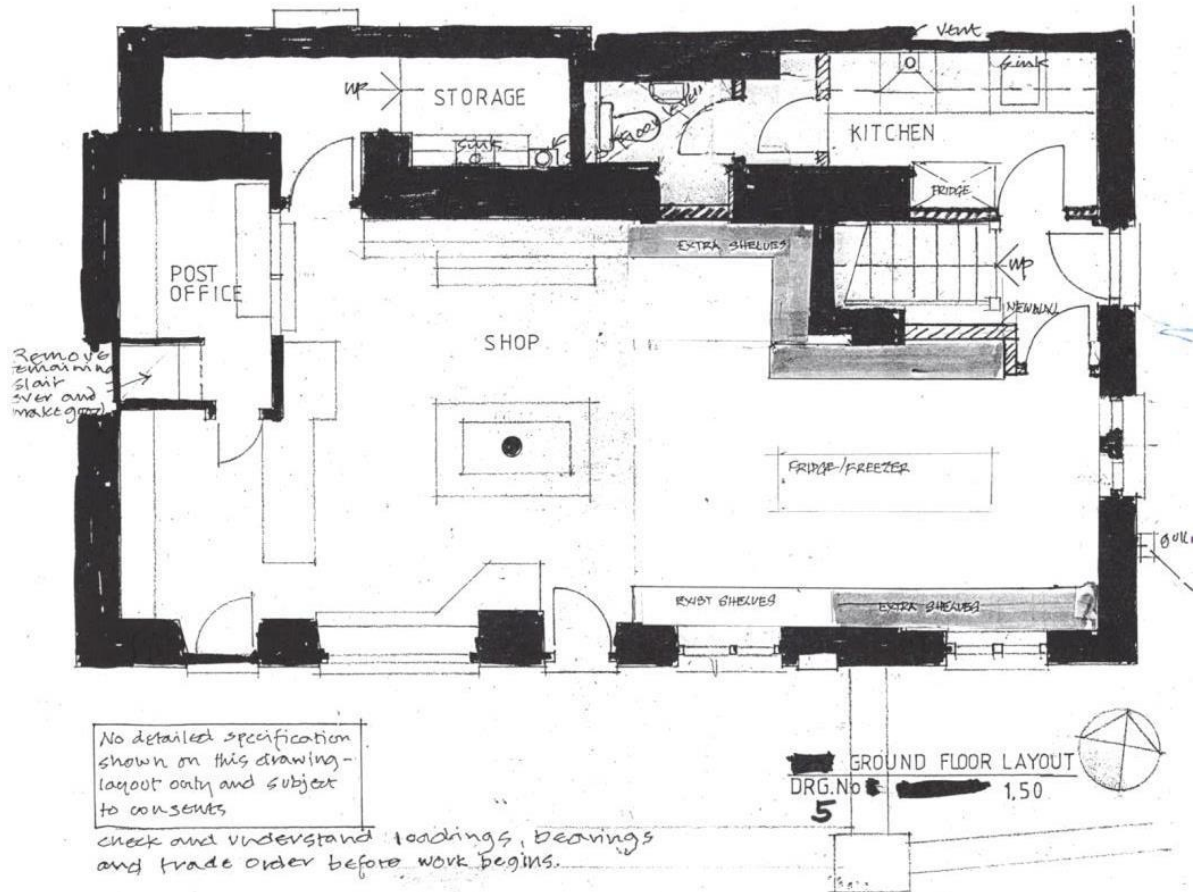
check and understand loadings, bearings and trade order before work begins.

EXISTING
GROUND FLOOR LAYOUT
DRG.No 3: 1.50



Appendix 12 - Potential Future Floor Layout

This proposed floor layout provides an opportunity to increase the shop floor area and shelving space by ~30% by moving the kitchen for the flat upstairs. It also provides direct access from the shop to the courtyard for a small outside seating area.



Appendix 13 - Flat Renovation Works Estimate

0	Ref	Est 15406A		
0	Contractor	Hamilton Gould		
0	Project	Shop Alterations		
0	Address	Church Road		
0		Weston On TheGreen		
0		Oxfordshire		
0				
0	Client	Weston SOS		
0				
0	Date	14 July 2023		
0				
0	Phae 1			
1	Shop (Including Kitchen, stairwell WC & store)			0.00
11	Existing Ground Floor		0.00	0.00
11	Make good existing screeds disturbed	1.00 item	150.00	150.00
1	Take up existing floor finish	1.00 quotation	2000.00	2000.00
3	Synthaprufe DPM	66.00 sm	12.26	809.28
11	6mm latex levelling screed	66.00 sm	10.96	723.69
16	Non Slip Vinyl Floor Covering	66.00 sm	104.93	6925.70
16	Vinyl Coved Skirting	33.00 lm	8.02	264.57
16	Vinyl Coved Skirting Ends/angles	28.00 no	5.45	152.68
16			0.00	0.00
5	Sound Insulating Existing Floor	55.00 sm	0.00	0.00
2	Take up existing floorboards	55.00 sm	6.01	330.68
10	22mm Flooring Grade Chipboard	55.00 sm	31.25	1718.51
11	Fibreglass/Rockwool Insulation 150mm	55.00 sm	7.75	426.40
1	Take down existing ceiling	55.00 sm	8.03	441.40
11	12.5mm Fireline	55.00 sm	24.05	1322.74
11	Tape joints & Skim	55.00 sm	23.12	1271.86
15	Emulsion Ceilings (No decorations)	55.00 sm		0.00
10	Sealing to perimeters	41.00 lm	3.48	142.53
10			0.00	0.00
5	Floor joist to end wall	lm	14.94	0.00
5	Double joist under partitions/trim openings	lm	22.44	0.00
5	Bolt joists together	0.00 lm	10.55	0.00
5	SW plate bolted	lm	17.51	0.00
5	Joist Hangers	0.00 no	6.48	0.00
5			0.00	0.00
5	Insulate external walls first floor			0.00
11	12.7mm Plasterboard	27.00 sm	11.68	315.25
11	Extra for foil backing	27.00 sm	3.86	104.26
11	50mm Celotex Insulation	27.00 sm	35.87	968.62
11	Tape joints & Skim	27.00 sm	23.12	624.37
11	Extra for dot dab fixing	27.00 sm	4.95	133.70
10			0.00	0.00
11	Insulated Ceiling		0.00	0.00
11	12.7mm Plasterboard	29.00 sm	15.00	435.00
11	Extra for foil backing	29.00 sm	5.00	145.00
11	Fibreglass/Rockwool Insulation 200mm	29.00 sm	15.00	435.00
11	Tape joints & Skim	29.00 sm	25.00	725.00
1			0.00	0.00
8	Centre- Pivot Windows GGU 0050 White & Standard Flashing		0.00	0.00
8	CK04 550mm x 980mm	1.00 no	1000.00	1000.00
8			0.00	0.00
11	Rooflight Reveal	1.00 no	0.00	0.00

11	Plasterboard Reveal to Rooflight	3.50 lm	5.00	17.50
11	Extra for foil backing to reveal	3.50 lm	5.00	17.50
11	Angle Bead	3.50 lm	12.00	42.00
11	50mm insulation reveal	3.50 lm	20.00	70.00
11	Tape joints & Skim reveal	3.50 lm	12.00	42.00
15	Emulsion reveal	3.50 lm	5.00	17.50
15			0.00	0.00
1	Plumber	1.00 item	1000.00	1000.00
1	BXIC Plumber	1.00 item	250.00	250.00
1				0.00
1	electrician	1.00 item	2000.00	2000.00
1	BWIC Electrician	1.00 item	500.00	500.00
1			0.00	0.00
1			0.00	0.00
20				
30	=====			
30	Sub Totals			25522.74
30				
30	Quantity Surveyor Post Contract	2.25 %		574.26
30				
30	Contractors Site Prelims	7.75 %		1978.01
30				
30	Site Conditions/Part Loads	0.00 %		0.00
30				
30	Contractors Overheads & profit	5.00 %		1276.14
30				
30	P.C & Provisional Sums	15.00		0.00
30				
30	Contract Total		£	29351.16
30	Excluding Value Added Tax			
30	=====			
1				

Appendix 14 - John Howell MP Letter of Support

Weston-on-the-Green Shop and Post Office - Community Ownership

HOWELL, John <john.howell.mp@parliament.uk>
To: "Sam Sharp (Committee Chair)" <chair@weston-sos.org>

2 October 2023 at 13:27

Dear Sam

Thank you for your email concerning the future of the village shop in Weston on the Green.

I know the shop and have used it myself when in the village. I can understand the importance of it to the community to provide essential supplies and also as a post office. As such I can appreciate why the community would look to consider bringing the asset into community ownership and applaud you all for taking this initiative. The opportunity is provided by the Government for just such purposes.

In a community such as Weston on the Green a shop and a post office provide a focus for people in the community. It helps to support those less able to travel, helps in cases of social isolation and in general can reduce car travel.

I will take in faith that you have a viable business plan which will, of course be examined as part of the application. As such am happy to support your application.

Wishing you all success in this venture.

John

John Howell OBE MP FSA FRGS ACI Arb
Member of Parliament for the Henley Constituency

Leader, British Delegation to the Parliamentary Assembly of the Council of Europe | Vice-President of the Parliamentary Assembly of the Council of Europe | Chairman Industry and Parliament Trust | Vice-chairman Conservative Friends of Israel | Government Neighbourhood Planning Champion | Trustee Holocaust Memorial Day Trust

House of Commons, London, SW1A 0AA, Tel. 020 7219 6676

Appendix 15 - Parish Council Letter of Support

WESTON ON THE GREEN PARISH COUNCIL

www.westononthegreen-pc.gov.uk

Oak View, North Lane, Weston on the Green, Oxon, OX25 3RG
Tel: 01869 350282 clerk@westononthegreen-pc.gov.uk

Chairman: Mrs Diane Bohm

Clerk: Mrs Jane Mullane

Please reply to: The Clerk

Letter of support for the Save our Shop application

Dear Sir,

October 9th, 2023

The Parish Council of Weston on the Green wishes to express our support for the Save our Shop (SOS) application for funding. Over the past months we have met with Sam Sharp, the Chair of the SOS Committee, on several occasions. Our meetings have been robust. We have been clear that any initiative to save the shop that would involve contributions of money must have a meticulous framework of financial governance. We are pleased that the SOS Committee has had qualified support from others deeply involved in trying to take ownership of assets and amenities at risk of closure.

The SOS committee have prepared a business case to purchase the shop and post office from the current owner/incumbent. It is based on at least £100K from community shares/donations, £250K grant and the balance by way of a mortgage. The committee are keen to attract many investors, thereby spreading the investment load and engaging with more members of the community.

The Parish Council is pleased to support the need to retain shop/post office facilities in Weston on the Green and thank the SOS committee for their work in preparing the case to purchase as a community asset. One issue that we wanted to be clear to possible donors is that any financial investment/donation is at the risk of the individual and advice should be sought.

The ability to sell/transfer shares in the future is based on the performance of the shop and agreement of other shareholders. Therefore, any investment is primarily to support a community asset and not necessarily for financial gain.

We have found both points clear in the business plan.

The Weston on the Green Pantry and Post Office is of great importance in the village. The team provided outstanding support to villagers during Covid lockdowns. Food and other essentials were delivered to the doorstep. As a village with many older residents, care of them was essential during those difficult years. Many villagers bank at the post office and withdraw weekly cash. Parcels are routed there from large online retailers. Since the world has opened again, the owner and staff of the shop have continued to supply local food, used local suppliers, and encouraged activities that would support local institutions such as the church and the village hall. The shop is also a hub for villagers to engage with one another daily, as they pick up their newspaper or drop by for a few essentials.

We are pleased to support the work of the SOS Committee and hope that the future of the shop as a community owned business will be successful.

Regards,

Diane Bohm

Chair, Weston on the Green Parish Council