



# carrick greengrocers

COMMUNITY OWNED • LOCALLY GROWN



## Business Plan

March 2023

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## Background

The seed for Carrick Greengrocers was planted in conversations convened by Positive Carrickfergus as part of Mid and East Antrim Borough Council's [Sustainable Food Places](#) project<sup>1</sup> in 2021.

One of the main topics of these conversations was the lack of affordable and accessible good quality and locally grown food in Carrickfergus. This was not entirely surprising as the lack of a quality greengrocer in the town centre has been a concern for residents for some time.

As a result of these conversations, nine local people, came together to explore if we could transform the seed into seedling by identifying practical solutions to existing and future challenges which could:

- address regeneration challenges in Carrickfergus town centre
- meet wider challenges, such as food security and poverty
- and contribute towards our town becoming a Sustainable Food Place.

From January 2022, we started to meet regularly, setting up a Steering Group and embarking on a journey to develop **the first community-owned greengrocers shop in Carrickfergus** - and, indeed, the first community-owned business in the town.

This business plan is a result of that work and we are proud to present our vision, aims and values, along with evidence of our detailed planning for this venture. This business plan has been researched and written by the Steering Group with specialist input when required, and the expert support and facilitation of Tiziana O'Hara of Cooperative Alternatives.

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<sup>1</sup> Sustainable Food Places is a movement that works “across all aspects of the food system to solve some of today’s most pressing social, environmental and economic issues”. Carrickfergus is part of Mid and East Antrim Borough Council who were working in partnership with Belfast Food Network and Blue Moss to become a [Sustainable Food Place](#). By opening a community greengrocer that focuses on selling locally sourced, fresh and quality produce we are helping to deliver this goal that will benefit the wider community. ([Sustainability in Mid & East Antrim | Mid and East Antrim Borough Council](#))

## Project Vision and Aims

The vision for our innovative community initiative, Carrick Greengrocers, is that:

- the lives of people in Carrickfergus will be enriched through food
- the shop will ensure that everyone in the community will have access to nutrient-rich, locally sourced and in season food
- members, customers, workers, suppliers are all invested in its success and treated with trust, dignity, and compassion.

Our aims are:

1. To establish a vibrant, community-owned, and socially conscious greengrocer business in the town centre.
2. To supply goods, produce and services and make Carrick's local economy more resilient.
3. To be a welcoming hub in the town centre for the whole community and more than 'just a shop'.
4. To provide opportunities for learning, community interaction and engagement through volunteering opportunities that will help run the enterprise.
5. To operate on a financially sound basis.

In addition, Carrick Greengrocers, was founded on the following values:

### **We trade nutrient rich, locally sourced and in season food**

We focus on foods which travel the smallest distance possible and fresh vegetables and fruit that are in season. We sell food with maximum nutritional value, organic and non-organic. We will provide learning and sharing opportunities to our members, customers, and workers.

### **We trade with a low impact on the environment**

We aim to trade in a manner which supports a sustainable environment and economy. We will trade in products which have minimum impact on the environment, and we make decisions about packaging with this in mind.

### **We treat our members, customers, workers, and volunteers with dignity**

We will pay the Living Wage to our workers, offer meaningful volunteering opportunities to our supporters. Membership is voluntary and open to all. We will aim to support like-minded ventures, cooperatives or otherwise. We will promote social and educational activities for all our members in accordance with our principles.

## Sustainable Food Places

Our way of doing business is aligned with the Sustainable Food Places initiative, which works to show how accessible, affordable and climate friendly good food can be available for everyone by communities, councils, businesses, and charities working together. One of the core aims of Sustainable Food Places is to show how it is possible to create a vibrant, prosperous and diverse sustainable food economy.

"We believe that to make good food a defining characteristic of where you live depends, ultimately, on ensuring healthy and sustainable food businesses - from producers and processors to retailers and caterers - are mainstreamed as part of a revitalised local food economy. Putting good food entrepreneurs and enterprises at the heart of local economic development and promoting them to consumers not only ensures that buying healthy and sustainable food becomes the easy choice but also creates jobs, businesses and prosperity while regenerating high streets and city centres."

## Community Shop Concept

The unique nature of a community shop is that it is owned, managed and staffed by members of the community in which it is located. While providing financial investment, the community also invests time in the project through volunteering, and it provides the core customer base for the shop.

Community shops are a resilient form of business. Their success rate is 92% compared with the average small business success rate of 46% after 5 years<sup>2</sup> with a key factor being that people are more likely to support a venture in which there is both an economic and social interest. A benefit of this type of business is that volunteer involvement reduces staff costs, and the ownership of the venture through the community ensures that community shops listen to, prioritise, and respond to the needs of the community.

## A Community Benefit Society

We are registered as a Community Benefit Society, a type of co-operative with an asset lock that guarantees community ownership of the enterprise. Our membership is open to everyone and voluntary, and it is based on the democratic principle 'one member, one vote'.

We decided to incorporate as a Community Benefit Society because this model means that any profits are directed back into the business for the good of the community and potentially into other community initiatives. When deciding this we felt strongly that we wanted to be neither a private business nor a charity. We want to demonstrate a way of doing business that can grow the local economy in an ethical way, not extract funds for the profit of the few.

The object of the Society is to establish, operate and maintain a greengrocer shop in the town of Carrickfergus for the benefit of the community, as stated in our governing documents.

We have registered the legal entity under the Co-operative and Community Benefit Societies Act (Northern Ireland) 1969 with the Financial Conduct Authority (FCA) on 29 July 2022. Our Registration Number is 8903. The entity is governed by model rules (the Rules) recommended by Co-operatives UK, the national co-operative body based in Manchester. The Rules can be downloaded on our website [www.carrickgreengrocers.org](http://www.carrickgreengrocers.org).

The initial mission of our Society is to sign a lease for the premises of the shop and raise the necessary start-up capital for stock, fixture and fittings via a community share offer. Having completed these tasks, we aim to manage the community greengrocer as a successful operation for the good of the people in Carrickfergus.

## Management Committee

There are nine of us and we are the current Directors of the Society. We operate as a Management Committee and we have been working towards the establishment of the greengrocer shop for more than a year. All the initial members of the Steering Group are now Directors of Carrick Greengrocers:

Adrian Hack

Beth Bell (Secretary)

Carly Ogilvie

Chelsea Harwood

Holly McDonagh (Co-Chair)

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<sup>2</sup> Sourced from [Plunkett Better-Form-of-Business-Community-Shops-Report-2022.pdf](#)

Lee Robb

Robin Stewart (Co- Chair)

Rodney McMaster (Treasurer)

Tatjana Simpson

Pen portraits are included in Appendix A.

We are responsible for the performance of the community business. This means that we will recruit and manage operations, staff and volunteers as per this business plan. We are also accountable for the community share offer and for any fundraising plans, including loans.

We have a great mix of practical skills and experience, alongside ethical and compassionate attitudes to where we live and how we want to work. On our Management Committee we have an owner of two local retail businesses, people with expertise in business planning, financial planning, risk, food sustainability, grant funding and writing bids, community building, community food resilience and community wealth building.

We are all committed to working cooperatively and are led by a deep respect for the people of Carrick. Since January 2022, we have met at least every three weeks. These meetings are minuted, with actions and discussions noted. We tend to reach our decisions by consensus but we can also agree on a way forward by majority voting.

We currently have four sub groups who focus on:

1. Marketing
2. Governance & Legal
3. Finances and
4. Premises.

We have appointed office bearers, 2 Co-Chairs, a Treasurer and a Company Secretary.

As per our Rules, all Directors will stand down and present themselves for election at the first Annual General Meeting of the Society. The normal term of office for a Director is three years and there is a cycle of retirement so that new members can be elected as Directors. Each member will have one vote at the Annual General Meeting, no matter how many shares they have purchased. In accordance with our Rules, the quorum at the AGM is 5% of the membership.

We have and will continue to avail of the support of the following organisations:

Cooperative Alternatives - ongoing consultation and facilitation support through the ideation process, business planning and preparation of the share offer.

Social Enterprise NI - Spark/Inspire programme - Audrey Murray, Business Development Consultant, Social Enterprise NI is assisting with the business development plan.

Carrickfergus Enterprise Agency - Alan Hamilton, Business Support Executive, Carrickfergus Enterprise - provided contacts and ongoing support through a range of targeted programmes and networks

Positive Carrickfergus - providing meeting space, tea and biccies for our regular meetings, as well as community engagement and focus groups, and communicating our progress through established communications channels, a newsletter and social media.

## The Business

### Location

Carrickfergus sits on the shoreline of Belfast Lough, ten miles northeast of Belfast, with a population of just under 40,000 living in approximately 16,200 households. It is the first main town on the south to north route of the famous scenic Causeway Coastal Route.

The town owes its existence to a castle erected in 1177, establishing the area as a military stronghold until 1927. At this point the town was demilitarised. The castle became a historic monument and is now the major tourist attraction in the area.

Several industries grew up in and around Carrickfergus during the 20th Century, but most did not survive the recession of the 1980s. The town has not recovered from this economic catastrophe, most noticeably in the decline of the high street as a retail centre. This was a common concern among local people and is regularly mentioned on Facebook Posts and in work carried out by Positive Carrickfergus.

Carrickfergus remains a popular place to live, with several new housing developments recently completed, or currently underway. Many of the newer residents tend to commute away from the town to their place of employment, mainly Belfast.

Carrickfergus town centre has received significant investment in the last five years from the Townscape Heritage Initiative, a £2.4 million regeneration scheme 'breathing new life into the town's Conservation Area, maintaining heritage, boosting tourism and growing the local economy.'<sup>3</sup> The initiative delivered by Mid and East Antrim Borough Council, supported by funding from The National Lottery Heritage Fund has resulted in the restoration and refurbishment of a number of town centre buildings with a conservation focus, with projects such as Kelly's Coal Office helping to restore a sense of pride in the town centre.

Carrick Greengrocers will be opening at a time of significant wider investment in Carrickfergus town centre as part of the Belfast City Region Deal. It is anticipated that £42 million will be invested in Carrickfergus by the Westminster Government and Mid and East Antrim Borough Council to '*firmly place the town on the map as an authentic, heritage-led, tourism hub, and a 'must-visit' starting point to the internationally acclaimed Causeway Coastal Route*'.

The City Deal will bring improvements to Carrickfergus Castle, the visitor hub and town walls, as well as public realm works that will re-establish the Castle's connection to the town centre. The project is expected to lead to an increase of more than £9 million to Mid and East Antrim's economy and create around 155 jobs, and the construction work that will deliver these improvements is expected to create more than 140 jobs per year with completion planned for 2029.

The Carrickfergus Regeneration strategy is '*built upon investment in the heritage assets of Carrickfergus and its town centre to:*

- *attract more visitors,*
- *encourage them to stay longer, and*
- *spend more.'*

According to the Mid and East Antrim Borough Council, '*there are also plans for revenue investment to further increase the economic benefits, such as helping town centre businesses to capture more visitor spend and to gain employment and training benefits for residents.*'<sup>4</sup>

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<sup>3</sup> Source [Carrickfergus Townscape Heritage Initiative](#) (Accessed March 2023)

<sup>4</sup> Source [£42m regeneration of Carrickfergus moves a step closer after funding agreement | Mid and East Antrim Borough Council](#) [Accessed Feb 2023]

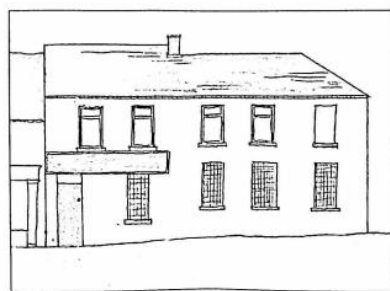
We believe this is an opportune time to open a community-owned business in our town centre when Carrickfergus has received and will continue to receive significant investment from public funds from the Townscape Heritage Initiative and the Belfast Region City Deal.

### Premises

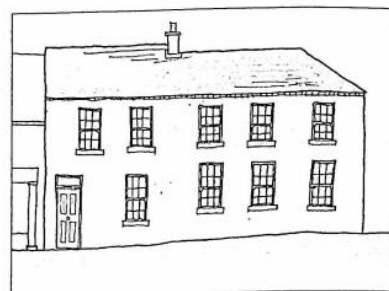
The proposed premises are located at 33 North Street, Carrickfergus BT38 7AQ.



The building was constructed during the mid 19th Century and can be identified in maps of the town from 1860 and 1884. Photographic evidence from around 1870 shows that this building was the original shop owned by James Bell (of Bell's Corner) before he moved to High Street in the late 1800's.



Existing north elevation



Proposed north elevation

(Images from a building report for the Townscape Heritage Initiative)

The property is a ground floor unit located in a prominent area of the Carrickfergus town centre, on the corner of North Street and Lancasterian Street, with access to a nearby public car park, a couple of minutes' walk from Carrickfergus Train Station and bus stops.

It is situated among other local businesses and retailers and offers a good-sized sales area (39.68 sq m), a storage area (7.99 sq m), and a bathroom. The property has recently undergone a full

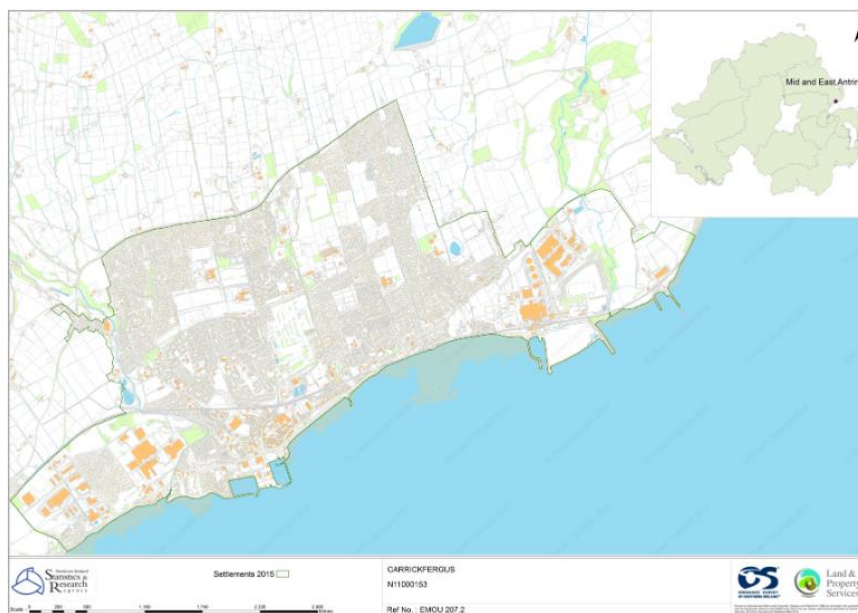


refurbishment as a result of a grant from the Townscape Heritage Initiative to improve the condition and function of the building including:

- Replastered and painted walls and ceiling
- New toilet and wash hand basin
- New doors and windows throughout
- New gas central heating system
- New LED lighting

## Customer Base

Carrickfergus is our focus area. Our directors, who mostly live and work in and around Carrickfergus, can see the unrealised potential of our town and a gap in the market for a greengrocer as the last one disappeared from our high street around 10-15 years ago.



Of the population of Carrickfergus, there are 20,577 residents aged 16-74 who we would consider potential customers. On the popular coastal route to the Giants Causeway, the town centre is the destination of tourists in the good weather and walkers and cyclists, particularly at weekends.

Due to the proximity to Belfast, people often commute for work. However, because of the Covid-19 pandemic, more workers have opted for hybrid working and spend more time in Carrickfergus during the working week. We hope to bring more of these people into the town centre. In recent years a number of new housing developments, such as Highgrove, Ashbourne Manor and Bashford Park, have provided housing for the younger generation with young families and helped bring more people to the town of Carrickfergus.

Choice Housing<sup>5</sup> has announced an investment of £20 million to develop 146 new family homes housing up to 560 people just outside the town centre with access via Minorca Drive which is around

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<sup>5</sup>Source: [£20m in new homes in Carrickfergus | Choice Housing \(choice-housing.org\)](https://www.choice-housing.org/) (accessed February 2023)

a 15-minute walk from the town centre. This development will include a range of family homes with a number of these being wheelchair accessible.

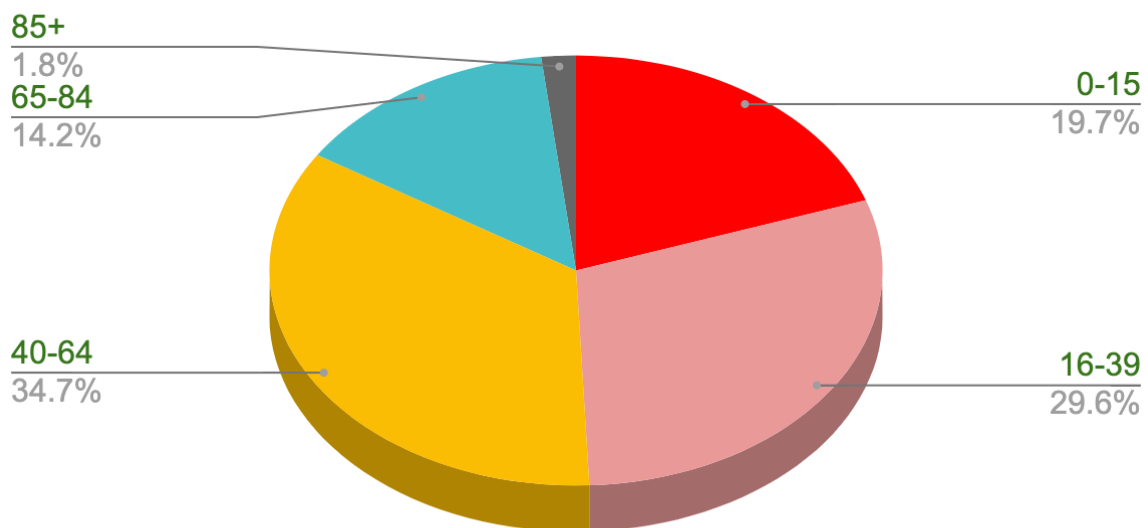
In addition, Clanmil Housing are developing a new Retirement Village at 75 Belfast Road with 48 apartments for 'active older people'<sup>6</sup> which is due to be completed by the end of 2023. An advisory group has recently been established by Clanmil Housing and we have a connection to the group through Positive Carrickfergus.

The town centre, with a more diverse retail offering, would encourage people to walk and travel locally rather than travel further afield to shopping centres. Carrickfergus has 7 town service bus routes serving all areas of Carrickfergus, 7 days a week into Carrickfergus town centre. There are also a number of taxi companies and Uber facilities available. Carrickfergus is also very walkable and with the right infrastructure could support more cycling within the town, as the town centre is accessible from surrounding housing developments within 20 minutes.

The train station is 2 minutes away from the shop and, being of historical significance, the train station itself is part of the heritage regeneration plan funded through the City Deal.

The population of Carrickfergus has a diverse age range, with just over 50% of people in the town 40 and over. So, there is a strong desire for a vibrant town centre, not only for shopping but also for meeting up and socialising.

### Age Breakdown of Carrick Residents (2011 Census)



(2011 Census | Northern Ireland Statistics and Research Agency ([nisra.gov.uk](http://nisra.gov.uk)))

<sup>6</sup> Source: [Clanmil Retirement Village](#) (accessed March 2023)

Usual Residents and Households by Household Size - 2011 Census				
	Usual Residents		Households	
Household Size	Number	%	Number	%
1	4674	12.05	4674	28.85
2	10586	27.29	5293	32.67
3	8424	21.72	2808	17.33
4	9412	24.27	2353	14.52
5+	5689	14.67	1072	6.62
<b>Overall</b>	<b>38785</b>	<b>100</b>	<b>16200</b>	<b>100</b>

(2011 Census | Northern Ireland Statistics and Research Agency (nisra.gov.uk))

Carrickfergus has a population of around 38,785 with approximately 16,200 households and an average household size of 2.39.

Carrick Greengrocers will be aimed at all types of households within the local Carrickfergus area and further afield. We aim to provide a wide range of locally grown and ethically sourced fresh fruit and vegetables as well as other produce available locally to the town. We will cater for all household sizes from single person households to large families and give people the option of purchasing quantities of produce that suit their specific needs.

Our customer base is people wanting to purchase good quality produce at a reasonable price. We will focus on seasonal produce and hope to highlight what is in season while offering recipes to encourage them to try new produce.

We want to cater for families and show young children what produce is grown near their home. We will sell veg boxes and family friendly recipe boxes that will help families experience the benefits and joy of cooking with fresh quality produce.

We will supply one and two-person households with single items and smaller quantities of produce with veg boxes that can create meals for the week with no additional packaging.

Carrick Greengrocers will showcase the produce that is available locally as well as fresh produce sourced within Northern Ireland. We are aware that a growing percentage of customers are concerned with climate and biodiversity issues. We are currently experiencing the impact of bad weather on long supply chains and shortening food miles will have a positive effect on carbon emissions.

This is an opportunity for the people of Carrickfergus to access a variety of healthy, fresh fruit and vegetables that have been sourced locally and, where they are sourced from further afield, ethically and all our suppliers are being paid fairly and treated as part of our community.

Close to Carrickfergus we also have the small towns of Greenisland with a population of 5,486 and Jordanstown with a population of 6,225. Although both of these towns are considerably smaller than Carrickfergus, the demographics are similar and neither have a greengrocer within their town boundaries. Carrickfergus is a short drive from both Greenisland and Jordanstown, is serviced by a number of bus routes and the Larne train line, making the people of Greenisland and Jordanstown potential customers.

Jordanstown is also home of University of Ulster’s Sports Village which is currently being developed as part of a £10 million investment. The University campus is home to the Sports Institute of Northern Ireland (SINI) and houses 810 students in its on-campus housing, Dalriada Student Village, as well as having a large number of private student rentals in the local area. We hope to tap into the potential customer base within the student population of Jordanstown who will be concerned with healthy eating.

### Competition

Carrickfergus town centre does not have a greengrocer shop or within 5 miles of the town. Although there are a large number of supermarkets and smaller chain stores selling fruit and vegetables these are not locally sourced nor is the quality always of a high standard.

Carrickfergus has 5 main supermarkets all within 2.5miles of the town centre, along with 9 smaller chain stores that sell limited fresh produce.

### Supermarkets

Tesco	Minorca Place, Carrickfergus, BT38 8AU
Lidl	75D Belfast Road, Carrickfergus, BT38 8BY
Sainsburys	1 Rodgers Quay, Carrickfergus, BT38 8BE
Marks and Spencers Food	75 Belfast Road, Carrickfergus, BT38 8PH
Iceland	De Courcy Centre, Carrickfergus, BT38 7AG

### Smaller Chain Stores

Eurospar	17 Victoria Rd, Carrickfergus, Carrickfergus, BT38 7JE
	26 Middle Road, Carrickfergus, BT38 9DN
	Fortfield, 75A Belfast Rd, Carrickfergus, BT38 8BX
Spar	24 Bridewell Dr, Carrickfergus, BT38 8JW
Centra	10 Woodburn Road, Carrickfergus, BT38 8HQ
	Prince Andrew Way, Carrickfergus, Antrim BT38 7TU
Vivo Essential	1-3 Oakland Park, Carrickfergus, Antrim, BT38 7QN
	157 Larne Road, Carrickfergus, Antrim, BT38 7NN
Home Bargains	Decourcy Centre, Carrickfergus, BT38 7AG

Although some supermarkets stock a range of local produce, a lot of their supplies are brought in from GB and EU markets and, in some cases, further afield.

The supermarkets and chain stores also sell a lot of produce in multipacks in plastic packaging. This causes unnecessary food waste as people are forced to buy more than they need as well as having limited visibility of the produce and being able to assess the quality of the food. The packaging is not always recyclable and unnecessary plastic is used for nearly all pre-packaged fruit and vegetables.

The nearest fresh fruit and vegetable stores to Carrickfergus town centre are Ballyclare and Whitehead, which are both over 5 miles away. Although both supply a wide range of fresh local produce they are a significant distance for people living in Carrickfergus to travel. There are other local butchers and farm shops that supply a limited supply of local produce however these are outside of Carrickfergus and not easily accessible.

## Greengrocers/Farm Shops local to Carrickfergus

Fosters Fruit and Flowers	15 Kings Road, Whitehead, BT38 9PU
Ballylagan Organic Farm	12 Ballylagan Road, Ballyclare BT39 9NF
The Dairy	5 Waterfall Road, Gleno, BT40 3LE
Jackson's Butchers	9 Main St, Ballyclare BT39 9TU
Helens Fruit & Vegetables	347 Carnmoney Road, Newtownabbey BT36 6JT

## Markets

In Carrickfergus, we have a:

- weekly market in Joymount Car Park on a Thursday morning. This market sells produce local to Northern Ireland, such as strawberries from Armagh, but the market is poorly advertised and does not prioritise local produce.
- Artisan Market – a monthly market organised by Urban Markets on behalf of the council with some food stalls. One of our potential suppliers is currently selling his produce at this market and is confident that there is a desire for a greengrocers based on the response to his produce.

Carrickfergus is surrounded by farmland and we have already identified a local farmer, Chris Dobbs (<https://www.instagram.com/christopherdobbs/?hl=en-gb>), who has agreed to supply fresh and in season produce to our shop. We have started to develop relationships with and initiated conversations with other farms in the local area and wider afield:

- Killgrogan Urban Farm, Carrickfergus - [Kilcreggan Homes | Farm and Garden](#)
- Jubilee Farm, Larne - [Jubilee Farm - Jubilee - A Community-Owned Farm](#)
- Ballylagan Organic Farm, Ballyclare - [Ballylagan Organic Farm](#)
- Slemish Market Garden, Ballymena - [Slemish Market Garden | Ballymena | Facebook](#)

We also have a number of other local suppliers interested in supplying goods.

## Product Offer

We intend to offer the following goods when we open and will then expand our offering as we develop customer relationships and respond to the local market.

### **Immediate offer**

- Fresh fruit, vegetables and salad items
- Dairy products
- Eggs
- Breads and cakes (as long as we are not competing with local bakeries)
- Juice and smoothies
- Honey/chutney/jam

### **Longer term offer if there is demand**

- Loose dried goods if zero waste shopping is attractive to our customers
- Branded gift items eg tote bags, aprons, Christmas cards
- Fresh soup
- Eco friendly household products
- Frozen high welfare and organic meat
- Seasonal products, such as home baked goods

We want to work cooperatively with local businesses and have no interest in offering products that compete or duplicate their offer.

We will offer loose fruit and vegetables that are not pre-packed in plastic. We will offer paper bags and branded cotton tote bags, as well as encouraging customers to bring their own reusable bags. Customers will be able to buy the quantity they require without the need for extra plastic packaging, such that our offer will aim for zero waste.

We anticipate having a core offer of household staples as well as more interesting fruit and vegetables, such as heritage varieties. We will also respond to customer demand and volunteer suggestions. Where possible, such products will be introduced, and their turnover monitored closely to help with restocking decisions. Products approaching their sell-by dates could be offered at reduced prices or turned into juices and smoothies, which will reduce the amount of wastage, and increase our margins. The sale of milk creates no profit in itself but is seen as essential anchor stock and we anticipate selling local milk in glass bottles which is increasingly popular with consumers. Customers will be able to request items to be brought into stock for them and may pre-order goods, these are useful and exclusive services not available at other competitors.

## Marketing and Stakeholder Engagement

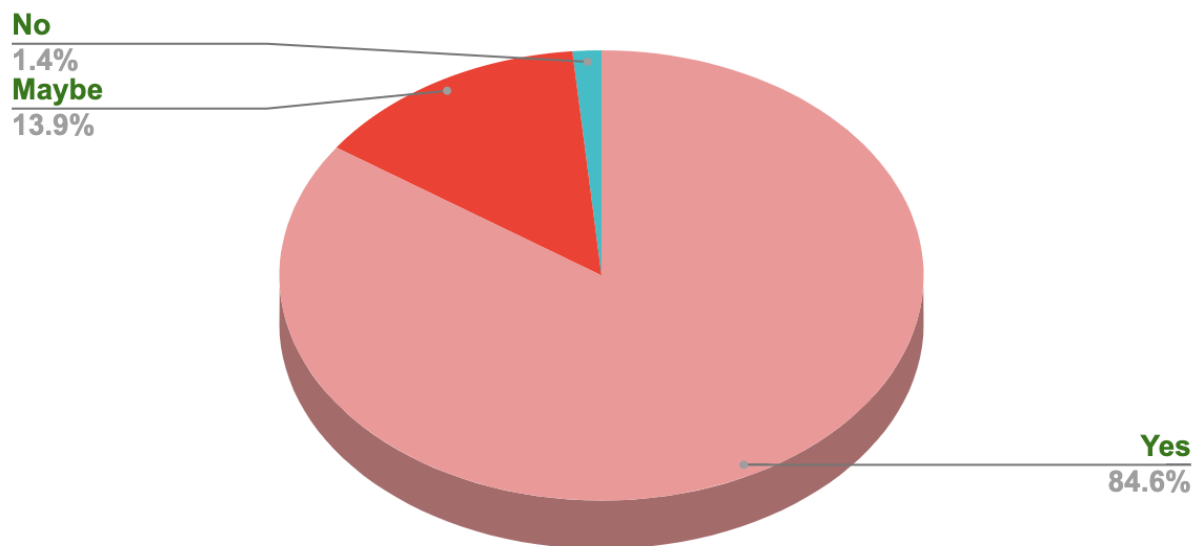
### Market Research

*'Would love to see a greengrocers in Carrick. I like to shop locally and support local businesses. The bigger stores are driving out smaller shops, however the larger stores give us cheaper prices.'*

Survey participant

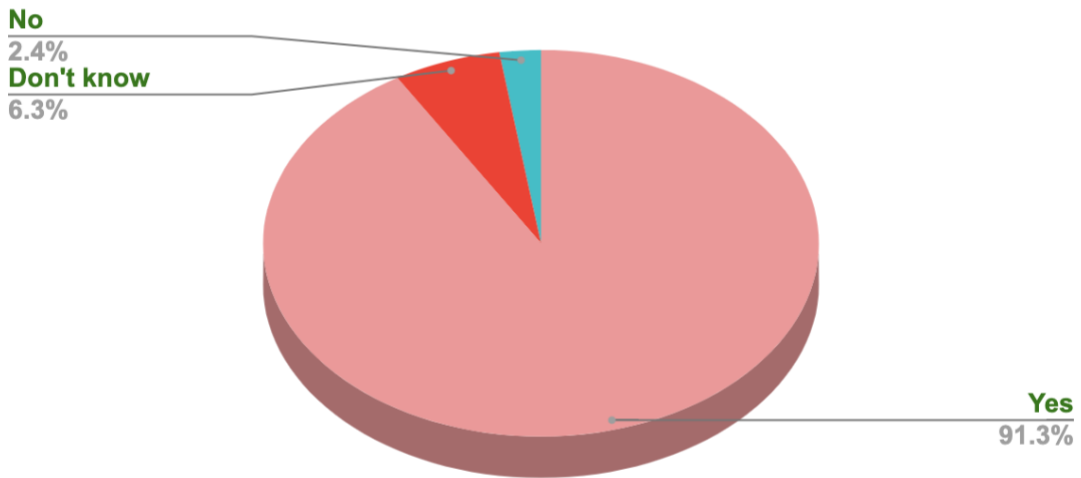
An online survey was completed in November 2022 with a total of 208 responses with very positive results. 84.6% said they would use a greengrocer in Carrickfergus town centre and 13.9% said they maybe would.

#### Would you use a greengrocers in the town centre? (208 responses)

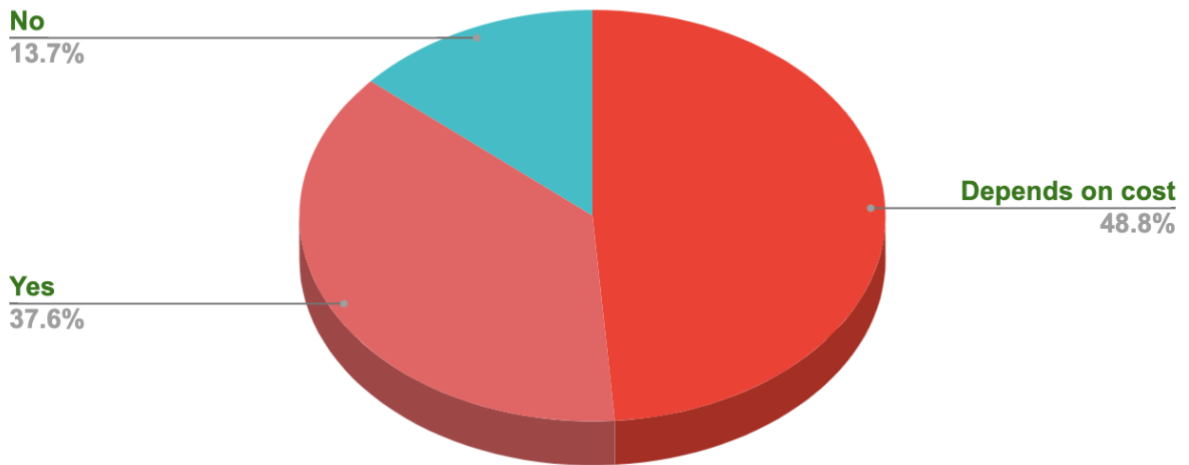


91.3% of the total responses said they would be more inclined to use the greengrocer if it was run for the benefit of the community and when asked if they would be interested in buying a share or shares, 37.6% saying yes and 48.8% stating it would depend on the cost.

If the greengrocers was run for the benefit of the community, would that make you more inclined to use it? (208 responses)



Would you consider buying shares and investing in the community greengrocers?



*'To shop at locally 'owned' shop is very appealing. Especially with the community benefit element. Locally sourced would be great.'* Survey participant

We held focus groups on 8th December 2022 and 10th January 2023 and received very positive feedback, with all attendees in agreement that a community greengrocer would be a great idea and they would use it.



Common themes from the focus groups included:

- Concerns about the decline of retail businesses in the town centre.
- Pride in the town - this was common among long-standing residents and those who had recently moved here.
- A desire to buy food which is locally sourced, fresh, in-season and with minimal packaging (particular mention was made of plastics).
- Ability to purchase veg boxes, especially where they can be tailored to the family size. There was also an interest in having recipe boxes, or an option to have a "sample" of a vegetable they hadn't previously used.
- Assistance in how best to prepare certain vegetables.
- Although the concept of locally-sourced food was exceptionally popular, many people said that they would expect a fruit and veg shop to stock some items that cannot be grown nearby, such as bananas.

Specific comments included:

- "It would be great to be able to select and pack my own fruit & veg."
- "I'd love to try different types of vegetables, but I worry that I wouldn't know how best to use them. I would appreciate someone showing me."
- "I hate how much plastic is used to package food these days. I'd be prepared to bring my own bags to fill or use paper bags."
- "I would like to be able to buy a very small sample of a vegetable I have not previously used, to see if I would use it in larger quantities."

## Stakeholders

Carrick Greengrocer's most important asset will be our people, whether they are members, volunteers, customers, or suppliers. The success of our community owned business will depend on strong relationships and networks across our town and beyond, on our ability to meet expectations and demand, get our story out and inspire.

### **Our Members**

We will keep our members well informed about shop operations and matters relating to the Management Committee, principally by email, but also through the annual general meeting. Members will be asked to comment on their experience of the shop and our operations, and to participate in a variety of ways, for example, by offering specialist support to the project, by assisting with marketing the shop generally and by using it regularly.

### **Our Volunteers**

Our volunteers will be vital to the day-to-day operation and success of our community business and will help in the shop on a regular basis. We will be in constant touch with them to make their experience in the shop meaningful, to learn from them and to provide them with the support they need to fulfil their role well. We will regularly seek their opinions and suggestions for improving the offering and the customer experience.

### **Our Customers**

We will serve the wider community so anyone can be a customer of the Carrick Greengrocers. On Census day, (27 March 2011) 20.23% of residents were aged under 16 years and 14.73% were aged 65 and over 51.95% of the usually resident population were female and 48.05% were male. In order to expand, we must satisfy our customers' needs and interests. We will ensure that we communicate our social value clearly and transparently and adhere to sound business principles.

### **Our Employees**

We are planning to employ a shop manager, become a Living Wage Employer, and grow employment opportunities in the area. As stakeholders, our employees are crucial to the success of the shop so they will be involved in operational decisions that would influence the performance of the shop. We will create a fair and dignified working environment for all employees through our policies and procedures.

### **Our Suppliers**

We want to make it possible to build a strong supplier network that sells goods and services at fair prices. Our priority will be finding local suppliers, for example, Jubilee Farm, Dobbs Farm, Kilcreggan Urban Farm, with whom we will develop mutually beneficial relationships founded on trust and shared values.

### **Community groups**

Carrick Greengrocers emerged from a community group, Positive Carrickfergus, and our Directors are involved in other community initiatives and groups, such as the Community Fridge and Carrick Cricket Club. As a community initiative we want to support other community organisations in Carrick. We plan to work with Carrick Men's Shed to fit out our shop and once we are open, we will build relationships with other groups that we can support and who can support our work to provide access to good quality local produce. Carrickfergus has 300 allotment plots at Eden, and we would like to develop relationships with local growers who already experience the joy of growing, sharing, and eating good quality, local produce. Mencap's My Community project is focused on greater integration in Carrickfergus between people with learning disabilities and those who don't have learning disabilities. Carrick Greengrocers can provide volunteering and employment opportunities that can support Mencap's aim and we hope to develop a close working relationship with Kilcreggan Urban Farm who also provide housing for people with learning disabilities.

**Schools:** We want to open our space for learning and education so that local schools can get involved with Carrick Greengrocers. Carrickfergus has seven primary schools and three post-primary schools. Each school has access to growing spaces and we want to work with them to learn about the challenges to our food system, the impact on nutrition of current ways of producing food at an industrial scale and how we can improve our food security and the quality of our food by growing our own locally.

**Council:** Carrick Greengrocers' success is important to our local council. Mid and East Borough Council have provided us with seed funding to develop our branding and website through their Social Enterprise development programme and we hope our success will lead to the development of further social enterprises in the Borough.

In January 2020 Mid and East Antrim Borough Council commissioned Venture International LTD (Venture) to develop a town centre strategy for Carrickfergus. Our town centre's path to redevelopment is laid out in this strategy. Our greengrocers will contribute to the development and expansion of Carrickfergus town centre through our central location, by providing a new reason to come into the town centre and through our cooperative and community-based approach to business in the town.

**Local Business:** In 2016 84 new businesses were established in Carrickfergus. The business start-up rate in Carrickfergus is 2.5 % lower than the average rate in Northern Ireland and we know that this has been a longstanding trend. We hope to support the growth of new food businesses by providing a route to market and by modelling a new way of doing business in our town, with community at the centre.

There are 138 registered accommodation providers across the Borough 22 of these 16% are in the Carrick region. We will work towards supplier relationships with these businesses as well as hospitality businesses in the town which will help Carrick Greengrocers to diversify our income streams as well as having a positive environmental impact by shortening supply chains and reducing food miles for businesses we work with.

**Funders:** We have received lottery funding from National Lottery Community Fund to develop our website and carry out community engagement to support our share offer. While we are planning to develop a profit-making business with the profits used for community benefit, our community activities could be supplemented with small amounts of funding from public sector funders, trusts and foundations. Funders are becoming increasingly interested in community businesses, community-led regeneration and community-led initiatives that help to reshape the economy so that it is fairer. We will be in a position to provide some of the solutions that these funders are seeking to support.

Special relationships have been already established with the following organisations:

**Positive Carrickfergus:** Carrick Greengrocers grew out of the work of Positive Carrickfergus CIC, through their work with Mid and East Antrim's Sustainable Food Places project. We have a close relationship with Positive Carrickfergus and share some Directors, but Carrick Greengrocers is a separate and independent legal entity.

**Co-operative Alternatives:** A local co-operative development body based in Belfast, Co-operative Alternatives have provided vital support to Carrick Greengrocers by facilitating our development, supporting the development of this business plan and our share offer. They have a stake in our success and will continue to offer specialist support, training and advice when needed. They also offer us network opportunities with other co-ops in NI and community shops across the UK and the island of Ireland. Regular check-ins with Co-operative Alternative's practitioners will be planned in the first year of operations.

**Co-operatives UK:** Carrick Greengrocers is a member of Co-operatives UK, the national representative body for the co-operative movement in the UK. Co-operatives UK have provided us with funding to pay for Co-operative Alternatives support and we will continue to avail of their online advice, training, and support through the free annual subscription we gained through the registration process.

## Membership

Membership of Carrick Greengrocers will be available, in the first instance, to the community through the initial community share offer to raise the start-up finance required to open the shop. Other membership schemes and/or share offers may be opened in the future. Each person who buys shares will become a member of the Community Benefit Society, Carrickfergus Community Greengrocers Limited which will trade as Carrick Greengrocers.

We will encourage local suppliers to become members and will work with members regularly to get their feedback so that we are sure we are meeting our members' expectations as well as the needs of our customers.

Membership provides an opportunity to volunteer with Carrick Greengrocers and take part in community-focused activities, support the local community, and generate stronger community spirit in Carrickfergus. Our expectation is that, by taking care of our members and offering a fulfilling role in Carrick Greengrocers, we will nurture our members' and customers' loyalty which help to spread the word about the shop through informal networks and relationships with new customers.

## Community Share Offer

We want the share offer to be accessible to as many people as possible and have, therefore, set the minimum share purchase to 25 shares at £1 each. Shares will be available in multiples of 25 and will the upper limit on the amount of shares that can be purchased will be £5,000.

We will produce an offer document for our share offer which will explain the opportunities and risks, including information about our membership offer. We will hold a series of engagement events to present the share offer to the community, including the business community, communicating our vision and answering questions so that people feel they can invest with confidence. We will also seek out publicity opportunities with local media, prepare a press release and communicate through social media and Positive Carrickfergus's newsletter.

Please refer to the community share offer document for the terms and conditions.

Membership benefits will include:

- Being a founder member of the first community-owned greengrocers in Northern Ireland.
- Being part of an innovative community-led project that will help to regenerate Carrickfergus town centre.
- Fulfilling volunteering opportunities, opportunities to learn new skills and meet new people, and a greater sense of belonging.
- Helping Carrickfergus become a Sustainable Food Place - a town that is more resilient when it comes to food and less vulnerable to shocks to the global food system and global supply chains.
- Helping to bring a much-needed greengrocers to the people of Carrickfergus and surrounding areas with access to a variety of fresh, local and/or ethically sourced produce.
- Helping to nourish a healthier community by ensuring access to fresh produce for as many people as possible and ensuring a range of resources are easily accessible to ensure seasonal produce is promoted.
- Helping to build community spirit within the town and having access to a community space that can be used by members to share knowledge and experience in a range of food related topics and build community relationships.
- Creating a route to market for local food producers so that they can sell their goods at a fair and sustainable price, creating a healthier and more sustainable local economy, new businesses, and jobs, and supporting local livelihoods.
- Actively participating in the running of Carrick Greengrocers, influencing decisions and the direction of the business, voting at AGMs, standing for elections and, if elected, becoming a director on the Board.
- Being invited to take part in a range of members-only initiatives within the shop, such as cookery demonstrations and 'meet the supplier' events.
- Receiving regular information and having access to member-only offers.
- Potentially receiving tax relief on qualifying shares under the Seed Enterprise Investment Scheme (SEIS). Management Committee is seeking advance assurance from HMRC.
- Being invited to networking events within the store that will help build community contacts, engage in meaningful community discussions, and get to know like-minded people within the town.
- As the business grows and becomes more profitable, we hope to be able to offer members small interest payments on their shares. These will be nominal amounts but will go towards giving back to those that invested in their community.
- Potential for membership discounts after the first year as the business becomes more profitable.

## Communication channels

We are currently developing a new website and social media platforms. We intend to use our website, Facebook, twitter, and Instagram to develop an online presence that will be used to promote the shop.

In 2022, Positive Carrickfergus helped us to establish communications through their newsletter with a mailing list of over 450 people. We have used this channel to carry out market research with a significant response, to invite residents to two open meetings and two focus groups.

A communication plan has been developed to show how we will target the local community and other key stakeholders through a range of social media campaigns while using other traditional methods to ensure communication is accessible and inclusive to the whole community.

### **Key stakeholder groups:**

- Older people who live not far from the shop
- Schoolchildren and the Carrickfergus school community
- Young people
- Families
- Those without transport
- Commuters (people living in the community but working outside of it)
- Farming community
- Other local businesses, including owners of tourism premises and facilities and local pubs
- Tourists day-visiting the area
- Residents of other nearby towns such as Whitehead and Larne who come into the town to shop
- Those active in the community in other projects and groups - they may be able to spread the word on our behalf and or engage in supportive activities or publicity

Our communications plan also sets out the variety of communication channels which we will use to inform and to consult (as appropriate) with the local community. These channels will include:

- A new website providing more information about matters such as the Community Benefit Society, our community related objectives and the people involved in making things happen, news on performance and product changes, a picture gallery, a hub/members area, and a library of documents which can be downloaded.
- Social media platforms
- The monthly Positive Carrickfergus digital newsletter where we will regularly contribute
- Direct marketing emails to share subscribers (following the share offer)
- Media releases to the local Carrick Times and others when newsworthy items relating to the shop occur.

- Word of mouth

In addition, the shop and its services will be marketed using the channels listed above and by:

- Promotional and time limited offers such as 'Baking days' for sourdough and cupcakes.
- Direct marketing to members - offer of pre-purchased welcome packs etc.
- Leaflets describing the store
- Printed merchandise such as shopping bags
- Links to town events such as craft markets etc.
- Advertising in the local newspaper and on local radio
- Taster sessions linked to suppliers and with associated marketing

The share offer will require particular and intense marketing tactics to maximise take up. The marketing plan for this activity will include specific activities over and above those listed above, such as:

- Writing to those who have pledged their support
- Press releases to media
- Appeal to the community to send the share offer to friends who know Carrickfergus but don't live here
- Appeal to the community to send the share offer to members of their extended families around the world, some of whom may have lived in Carrickfergus but moved away
- Request to the owners of holiday businesses in the area that they circulate information to their regular customers
- 'Own a slice of Carrick Greengrocers' or other marketing slogan
- Article in the local press
- Extensive and frequent use of social media

As a number of people returning questionnaires have offered to assist with fundraising, the Management Committee shall seek their advice and suggestions and ask them to participate in marketing activities.

## Management of the Business

### Operations

The Management Committee will endeavour to operate the business such that a gradually increasing surplus is made in the first few years, initially to build reserves for future resilience, and also for improvements to the shop, potential interest payments to shareholders and for wider community benefit.

This will mostly involve increasing sales and/or margins as operating costs are kept low.

The Management Committee will continue to meet formally on a monthly basis, to monitor progress and performance, and initiate actions as necessary. Reports on such meetings will be included in regular member updates. The first tasks will include signing the lease and preparing the shop for trading in June 2023. This will require the Board to raise the necessary start-up capital for stock, fixtures and fittings before the opening day.

The Management Committee will be responsible for employing the shop manager, providing appraisals and management guidance. The Chair will take the lead on this function to provide clarity to the manager. The shop manager will be responsible for identifying volunteer roles and for liaising with them on a day to day basis. Volunteers will be sought to take on roles of training other volunteers managed through rotas to provide cover for daily shifts. The whole of the Management Committee will assist with identifying and recruiting volunteers where possible and as required.

The Management Committee intends to purchase a computerised Electronic Point Of Sale (EPOS) system for recording sales and for stock control. Management accounts will be produced as needed. An accounting software package will be purchased and used to manage income and expenses, employee time, invoicing and bill payment, preparing tax returns and preparing monthly reports and annual accounts.

Financial forecasts have been prepared by the Treasurer and agreed by the full Management Committee. Forecasts have been run with various options including employing a full-time or part-time staff member(s) and volunteers. A breakeven analysis and advice from other similar businesses shows that initially an experienced part-time manager would be employed supported by volunteers for up to 23 hours per week initially. This would be supplemented by a further part-time staff member in year 2. See a more detailed description under Financial Accounts and Forecasts.

### Openings

The assumption is that the shop would initially be open five days per week and our planned opening times are currently:

Day	Opening time	Closing time	Daily hours open
Monday	10:00	17:00	7
Tuesday	10:00	17:00	7
Thursday	10:00	17:00	7
Friday	10:00	18:00	8
Saturday	10:00	18:00	8

Trading hours 37 hours per week; 1,924 hours per year.

Consideration will be given to increasing the opening times, particularly on Sundays, at least in the summer months to cater for walkers in the town centre. Any extension of the opening times will be contingent on increasing the pool of volunteers and if the market research justifies the increased opening hours. This will be closely monitored by the Management Committee.

### Employees

A part-time shop manager would initially work Mon, Fri and Sat (23 hours per week) at an initial rate of £11 per hour giving a total initial annual salary cost including pension and NI contributions of £13,966.19 per year.

A bonus scheme may be included as part of the remuneration package for employed staff linked to the level of sales achieved and good management of the quantity of produce going to waste each week. This would encourage staff to actively manage stock and reduce food going to waste, which could include redistributing food to local food banks, the community fridge or members in need of support.

As the business grows, consideration will be given to establishing a staffing sub-committee to recruit and manage the staffing and volunteer complement working with other established local volunteering organisations.

### Volunteers

The workforce would be made up of employed staff and volunteers (with a minimum of two people in the shop each day) requiring 51 hours of volunteering time per week.

We have a register of interest for potential volunteers from public meetings and other events which we will maintain and build.

Over 4000 (14.56% of the population of Carrickfergus) people in Carrickfergus partake in voluntary work. Volunteering is a big part of our business model, and we know there is energy and willingness from the people of Carrickfergus to get involved in the community greengrocer.

Induction and training resources and planning will be developed for directors, staff and volunteers so that we can ensure consistent great service which is aligned to the ethos of the greengrocer.

We will also be recruiting volunteers and we will make sure that our process is ethical, accessible and demonstrates that we are a decent and fair organisation.

In the first instance, volunteering opportunities will be opened up for members of Carrick Greengrocers.

Current directors have indicated that they are available for volunteering between 19 and 22 days per month in total.

### Policies

Currently the Management Committee is developing the following policies:

#### Governance policies

- Directors Code of Conduct (completed)
- GDPR Privacy Policy (completed)
- Conflict of interest policy (in progress)



- Volunteering Policy (completed)
- Finance policy and procedures (completed)

#### Operational policies

- Food safety and food handling for all staff and volunteers (in progress)
- Health and safety - manual handling (in progress)
- Pricing policy (completed)

An additional policy on equality and diversity will be developed by the Management Committee and any other policy that would be deemed necessary to run the shop in a fair manner and in accordance with our values. The ethos of the shop is to be welcoming to all.

Regarding people on low incomes, prices in the shop are kept as fair as possible and having a greengrocer means local people without transport can do their shopping for fruit and veg easily. This eliminates the need to drive and pay fuel costs.

#### Risks

A risk register has been drawn up by the Management Committee and is presented in Appendix B. This demonstrates that risks identified can be mitigated by the actions listed. Risk will be monitored closely by the Management Committee.

## Financial Accounts and Forecasts

There are no similar businesses existing in Northern Ireland, however they do exist in other parts of the UK and extensive research was carried out to determine potential annual turnover, expenses, profits, and growth.

The business plan covers a three-year period with both low and high initial demand forecasts. The baseline position assumes a low initial demand and growth with turnover gradually increasing across the three years (Year 1 - £100K; Year 2 - £140K; and Year 3 - £180K), this scenario only allows for one part-time employee (this represents the lower range of turnover from the research of other similar businesses across the UK). Consideration was also given to a high initial demand and growth scenario (Year 1 - £160K; Year 2 - £180K; and Year 3 - £220K), this is at the upper end of the range of turnover from the research of similar businesses and would allow for more than one employee.

Communication was established with Unicorn Community Greengrocers in Manchester and Dig-in, Bruntsfield in Edinburgh to inform the benchmarking process which confirmed the projections above are realistic and achievable (see accounts and related documents shared by Unicorn CG).

The remainder of the forecasting and planning is based on the low initial demand and growth. Initially the business plan includes shop sales, seasonal vegetable box sales (collection or delivery at cost) and commercial sales to local businesses.

Future developments include online sales, recipe boxes and a delivery service with a sustainable community focus potentially using an electric cargo bike to minimise impact on the environment. Our ambition is to offer both paid and voluntary work opportunities to the local community, initially part-time and with 5 days per week shop opening as demand grows the employment opportunities will increase as will the shop opening hours.

In line with our purpose, we plan to increase local supply chains working in partnerships with others to enable more local growers to be established producing a self-sustaining community-based network. Feedback from our cooperative members, growers and the community will be utilised to develop new opportunities.

The business planning forecasts are based on three initial revenue streams informed by market research carried out with local residents through questionnaires and focus groups in addition to consultation with a local grower (and future supplier) with recent market experience.

### Income

This section summarises the three initial income streams on which revenue forecasts have been made. These have been informed by research of similar businesses, discussions with suppliers, focus groups and questionnaires with the local community and analysis of government published fruit/vegetable prices and those of local supermarket competitors. The full Financial Forecasts are in Appendix D – Financial Forecasts.

The forecasting model assumes that the shop will be available from March 2023 for a three-month rent-free period, part of the lease agreement. This provides a low-cost initial start-up period to fit out the shop, train staff and volunteers, establish supply chains, launch a marketing campaign and prepare initial stock. The shop will open for business in June 2023 and all initial income will be from direct sales of fruit, vegetables, and related produce from the shop (revenue stream 1). Orders will also start to be taken in June from members and customers for vegetable boxes that will be available for collection on a weekly basis (income stream 2). Opportunities will be sought to supply local shops, cafes, restaurants, schools, offices, factories, and other commercial premises with produce from June (income stream 3). Details of the three initial income streams included in the forecast are provided below.

### Shop Sales Average Customer Spend

A typical shopping basket of vegetables was used to estimate revenue per customer and from that the cost per unit was calculated. The table below estimates that the average customer spend in the shop (shop sales) will be £8.

Item	Price per Kg	Unit purchased (kg)	Avg purchase	Cost per unit
Maris Piper Potatoes	£0.64	2	£1.28	£0.64
White Onions	£0.96	0.3	£0.29	£0.96
Mushroom Cups	£5.00	0.25	£1.25	£5.00
Butternut Squash	£1.90	0.8	£1.52	£1.90
Carrots	£0.70	1	£0.70	£0.70
Parsnips	£1.25	0.8	£1.00	£1.25
Leeks	£2.40	0.5	£1.20	£2.40
Savoy Cabbage	£1.00	0.75	£0.75	£1.00
<b>Total basket cost</b>		<b>6.4</b>	<b>£7.99</b>	<b>£1.25</b>

**Revenue stream 1 (shop sales)** - The “Cashflow Forecast for 2023-24” shows the growth in sales from around 400 basket purchases on opening to 1000 per month. This is based on local knowledge of retail in Carrickfergus and Google analytics for local shops. The number of basket purchases varies each month based on forecasted patterns of spend around different times of the year, for example increasing around Christmas and decreasing in January. An average spend of £8 is assumed, informed by feedback from focus groups and the calculations above. The margin for shop sales is set at 35% based on research with 5% wastage. Over the first year the forecast is for a total of 7,875 basket purchases and **income of £63,000 directly from shop sales.**

### Vegetable Box Sales

A similar approach was used to estimate the revenue for an average vegetable box order with a typical vegetable box costing around £18.

Vegetable mix box	Price per Kg	Units purchased	Retail	Cost per unit
1 x Maris Piper - 5kg Gardiners Local	£0.64	5	£3.20	£0.64
1 x White Onions - 500g	£0.96	0.5	£0.48	£0.96
1 x Mushroom Cups - 250g Pack	£3.00	0.25	£0.75	£3.00
1 x Butternut Squash	£2.13	0.8	£1.70	£2.13
1 x Washed Carrots - 1kg	£0.55	1	£0.55	£0.55
1 x Washed Parsnips - 1kg	£0.95	1	£0.95	£0.95
1 x Leeks - 1kg	£2.00	1	£2.00	£2.00
1 x Savoy Cabbage	£0.84	0.75	£0.63	£0.84
1 x Courgette	£5.64	0.25	£1.41	£5.64
1 x Fine Beans - 150g Pack	£11.33	0.15	£1.70	£11.33
1 x Mange Tout - 150g Pack	£6.67	0.15	£1.00	£6.67
1 x Turnip	£2.02	0.6	£1.21	£2.02
4 x Large Baking Potatoes	£1.00	1	£1.00	£1.00
1 x Baby New Potatoes - 750g Bag	£1.87	0.75	£1.40	£1.87
1 x Garlic - Twin Pack	£0.63	0.8	£0.50	£0.63
<b>Total</b>		<b>14</b>	<b>£18.48</b>	<b>£1.32</b>

**Revenue stream 2 (vegetable boxes)** - discussions with other supermarkets, analysis of greengrocer sales across the UK and discussions with focus groups shows strong demand for weekly vegetable boxes. The number of sales is calculated in a similar way to income stream 1 with the number of boxes sold starting at a low level, increasing around Christmas, and dipping off in the New Year. Vegetable boxes will be offered at different price points (£10, £15, £20, and £25 depending on the quantity of fruit/vegetables included, type and season). An average of £18 has been used for the projections (see table above). The margin for vegetable boxes is higher and set at 45%. The “Cashflow Forecast for 2023-24” projection shows a total of 1,029 box sales across the first year, generating an **income of approximately £18,500**.

### Commercial Sales

**Revenue stream 3 (commercial sales)** - advisors from local social enterprise organisations suggest that there is a great opportunity to supply local businesses with produce ethically sourced through a model that benefits the local community. The “Cashflow Forecast for 2023-24” forecasts monthly commercial sales growing from around 4 to 85 per month, totalling approximately 315 annual sales resulting in **income of £18,900**. The commercial sales also have a higher margin of 45%.

**In total, the “Cashflow Forecast for 2023-24” estimates a total income of £100,422 in the first year.** This is the “low” initial demand in the “3 Year Profit and Loss forecast”. The additional income generation planned in the long-term goals section of this business plan is forecast to generate income of £140,000 in year 2 and £180,000 in year 3 (low initial demand scenarios).

Income Stream (Low Demand Scenario)	Y1	Y2	Y3
Shop Sales	£63,000	£82,000	£100,000
Vegetable Box	£18,500	£24,000	£32,000
Commercial Sales	£18,900	£24,000	£32,000
Other Sales		£10,000	£16,000
Total	£100,400	£140,000	£180,000

### Grants and other income

Successful grant applications have been made to support the business start-up process in 2022/23.

Carrick Greengrocers received seed funding of £1,200 from Mid and East Antrim Borough Council’s Explore Social programme to develop a website and branding.

The cooperative also received Awards for All funding of £4,100 from the National Lottery Community Fund for community engagement to support the community share offer and allow people to find out more about investing.

Our landlord sees the potential of our business to make a big difference to the local economy in Carrickfergus and because of this we’ve been able to negotiate three months’ rent free at the beginning of our lease, a financial benefit of £1,500.

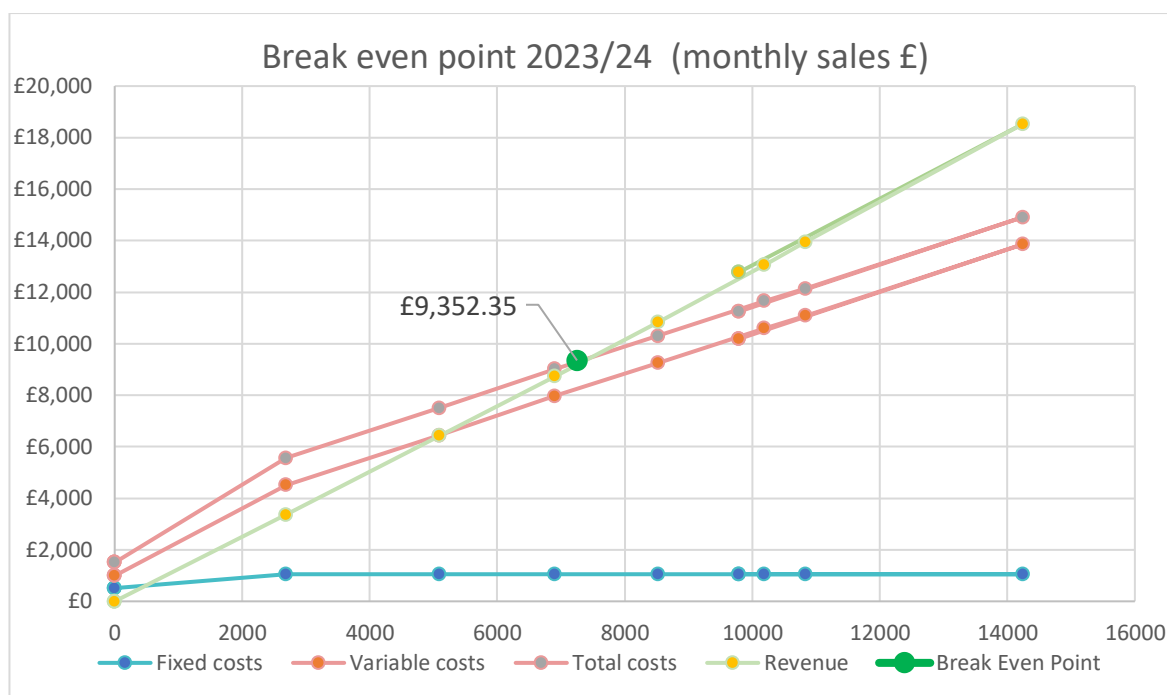
## Costs

The table below summarises the estimated fixed and variable costs across 2023/24. The assumption is that there would be one part-time employee working 23 hours per week.

Expense item	Annual cost (approximate)
Shop rent/lease	£6K
IT, software licencing, broadband	£2K
Insurance	£1.5K
Depreciation	£1.5K
<b>Total Fixed Costs</b>	<b>£11K</b>
Cost of sale (margin)	£58K
Waste	£5K
Staffing cost including pension and NI	£14K
Energy costs (heat/light)	<b>£3K</b>
Staff training and workwear	£0.75K
Printing and advertising	£1.5K
Repairs and maintenance	£1K
Delivery and collection of goods/administration	£0.75K
Accountancy	£1.5K
Contingency	£2K
<b>Total Variable costs</b>	<b>£87K</b>
<b>Overall Summary of Expenses</b>	<b>£98</b>

The table and chart below summarise the analysis of income and expenses during 2023/23 and was used to calculate the breakeven point which is achieved when the monthly revenue is £9,352. This requires a monthly sales volume of 7,250 units.

Indicators	Values
Sales volume	78036
Fixed costs	£1,052.60
Avg. variable costs	1.14
Unit sale price	1.29
Contribution margin	0.15
Break Even Point sales volume	7250
Break Even Point	£9,352.35



### Profit and Loss summary

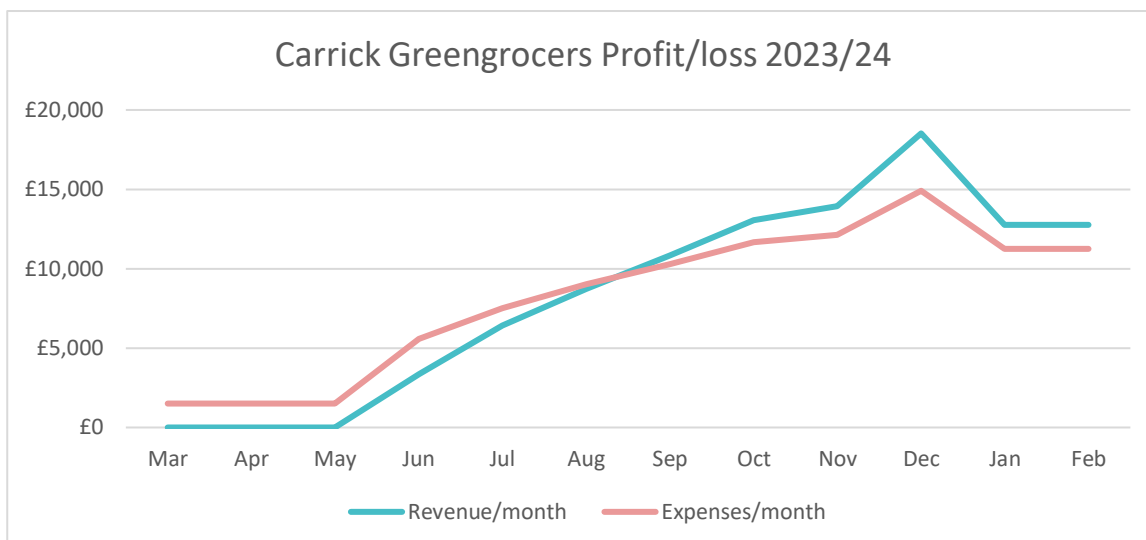
A detailed profit/loss summary for the first year of trading is provided in the “CCG cashflow forecast 2023-24”. The landlord has agreed to provide us with the shop rent free for the first three months (Mar - May 2023). This reduces initial costs and will allow us sufficient time to organise the fixtures, fittings, equipment, and stock ahead of the planned opening date in June 2023. Advice from growers suggests this is the optimum time to open as there will be plentiful stock after the Spring lull. There will however still be some fixed and capital costs during this period which will lead to an initial short-term loss.

The assumption is that the shop will open 5 days per week initially with one part-time member of staff working 23 hours per week. The paid employee is one of the largest costs, however, research with similar cooperatives indicates that it is necessary to have a paid employee to manage the volunteers and take overall responsibility for day-to-day management. The cost of an employee along with the start-up costs means that there will be an operating loss until sales are established. It is forecast that the maximum cumulative loss will be in August 2023 (around £8,000) when the break-even point is reached. From September 2023 the shop will start to generate a profit.

The total income for year 1 (Mar 2023 - Feb 2024) is forecast to be £100,422 with total expenses amounting to £98,088 resulting in a small overall profit of £2,334 after depreciation. The cooperative has also benefited from grants totalling £5,300 and a 3-month lease free period equating to £1,500.

Profit & Loss Summary			
YEAR ENDED	Year 1	Year 2	Year 3
Turnover	£100,000	£140,000	£180,000
Grants other income	£5,300	-	-
Gross Profit	£105,300	£140,000	£180,000
Cost of Sales	£65,000	£91,000	£117,000
Salaries & Overheads	£33,000	£38,000	£39,000
Total expenses	£98,000	£129,000	£156,000
Profit/Loss	£4,000	£11,000	£24,000

The chart below summarises the profit and loss across the first year (2023/24). There is no income during the first 3 months (Mar – May 2023) as this is a lease free period agreed with the landlord to fit out the shop and prepare for opening. The chart shows an operating loss until late August when the breakeven point is reached. The chart shows steady growth in sales with a predicted peak during the Christmas season.



The proposed Profit & Loss summary demonstrates a viable social enterprise with growth potential. The forecast also highlights the possibility to pay a small interest to members based on profitability. The Management Committee may consider paying 2% interest to members based on their shareholding after year 3.

### Cash Flow summary

The “Cashflow Forecast for 2023-24” indicates that the business will reach a break-even point in September 2023. The “3 Year Profit and Loss forecast” shows a sustainable and growing profit across both low and high growth scenarios for the period 2023-25.

The “CG cashflow forecast 2023-24” spreadsheet includes a breakdown of projected profit/loss per month and total cumulative profit/loss per month. The calculations show that the cashflow required to cover the peak operating loss before the break-even point is achieved is £8,080. **Therefore, the minimum working capital at start-up has been set at £8,500** in the “CCG Start-up cost forecast” spreadsheet. In addition, a contingency fund of £2,000 has been included in calculations to cover unexpected costs.

Cashflow Summary			
YEAR ENDED	28 Feb 2024	28 Feb 2025	28 Feb 2026
Income	£100.5K	£140K	180K
Grants	£5.3K	-	-
Loan	£2K	-	-
Balance C/F	-	£5.8K	£9.4K
Cash Introduced (Shares/Loans)	£23K	-	-
Expenditure	£111.5K	£135.4K	£164K
Capital Expenditure	£13.5K	£1K	£3K
Closing Bank Balance	£5.8K	£9.4K	£22.4K

## Start-up capital

The optimum capital requirement for the enterprise amounts to £40,000. Carrick Greengrocers could become operational if it raises at least £23,000.

We have calculated low (£23,300); medium (£39,900) and high (£58,800) start-up costs. This provides options for our fundraising efforts, including an initial share offer and potentially future loans.

The “CCG Start-up cost forecast” identifies capital costs for three scenarios; minimum (£23,300), optimum (£39,900) and maximum (£58,800). All of these capital costs will be for fittings, fixings, equipment and initial stock as the property will be leased from a landlord for a monthly rent. The “CCG Start-up cost forecast” spreadsheet provides a breakdown of the costs across the three scenarios.

It is anticipated that funds will be raised through a mix of small grants, a community share offer and the remainder through loans from directors and a back loan.

Capital Required	Minimum	Optimum	Maximum
Capital costs	£10,050	£21,400	£30,300
Stock	£2,000	£3,500	£5,000
Working capital/contingency	£9,500	£12,000	£19,000
Brand development (logo and website)	£5,000	£5,000	£6,500
Other	£1,750	£3,000	£4,500
<b>TOTAL REQUIRED</b>	<b>£28,300</b>	<b>£45,300</b>	<b>£65,300</b>
Funded by			
Community Shares*	<b>£23,000</b>	<b>£40,000</b>	<b>£60,000</b>
Grants**	<b>£5,300</b>	<b>£5,300</b>	<b>£5,300</b>
Loan***	<b>£2,000</b>	-	-
<b>TOTAL</b>	<b>£28,300</b>	<b>£45,300</b>	<b>£65,300</b>

\*£4,350 has already been pledged by the Management Committee’s members.

\*\*Grants awarded in February 2023: Awards for All (£4,100) and Mid and East Antrim Borough Council (£1,200)

\*\*\*Directors’ loan of £2,000 may be required for premises’ deposit at signing of lease. If that is the case, some Directors will loan that amount at 0% for the shortest time possible.

Start up costs breakdown in Appendix D.



## Implementation Plan: First year of operations

This is the implementation plan for the first six months of 2023 prepared and agreed by the Board.

### Jan – Mar 2023

#### Legal

- Sign agreed lease for shop premises
- Finalise policies and procedures
- Prepare employment contracts, job descriptions and job specs
- Prepare volunteer role descriptions

#### Operations

- Identify additional suppliers
- Establish early contact with potential artisans
- Identify potential wholesalers
- Update volunteer register

#### Marketing & Communications

- Develop brand and image
- Develop online presence: website, Facebook, Twitter, Instagram and TikTok

#### Finance & fundraising

- Prepare the share offer (price, target, number)
- Identify potential grants
- Apply for funding
- Identify potential loans and approach financial institutions

### April – May 2023

#### Finance & Fundraising

- Print and distribute community share offer document
- Launch event for community share offer

#### Marketing & Communications

- Engagement sessions with individuals and community groups: in person events, evening info sessions, online sessions
- Engagement sessions with local businesses and potential suppliers
- Close share offer when necessary funds raised
- Plan opening event including press release

#### Operations

- Fit out shop: storage, sales point, signage
- Purchase essential equipment
- Purchase initial stock and establish supply chains
- Recruit part-time employee with agreed job description and job specs

- Complete certification and training
- Finalise recruitment of volunteers
- Organise rotas for staff and volunteers
- Organise opening day event

### **June – Sept 2023**

#### **June 2023 – Shop open for business**

- Opening day!
- Consolidate sales: direct, veg box and commercial veg box
- Consolidate customers base: needs, patterns, trends
- Manage employees and volunteers
- Build relationships with suppliers
- Build product offering

### **Oct – Dec 2023**

- Review operations and identify gaps
- Review communication and marketing strategy
- Further train volunteers and staff
- Prepare for seasonal sales: Halloween, Christmas sales
- Issue share certificates to all members

Please see Appendix C for 2022 Milestones and Achievements.

## APPENDIX A – Pen Portraits of Management Committee members

**Adrian Hack** has lived in Carrickfergus since his dad returned to the town in 1967, after serving in the Royal Air Force for 22 years. Adrian is immensely proud of his home town, and is keen to see the heart of it restored to a vibrant, welcoming and thriving centre. He is semi-retired, after spending almost all of his working life within the employability sector of the Northern Ireland Civil Service, including roles as a Careers Adviser, manager of a JobCentre, and Policy & Implementation manager for Employability Projects. He is determined that this community-led retail venture will provide meaningful employment and volunteering opportunities for local people.

**Skills and Competences:** Local history knowledge, HR policies and procedures, employment, and volunteering. Member of the Marketing subgroup.

**Beth Bell** brings expertise in community food resilience, food ethics, food justice, funding, citizen engagement and UK wide knowledge, networks & relationships. Beth works across the UK to strengthen the food citizenship movement, in particular, empowering people and communities to make deep and meaningful change through food. Recently, Beth has worked with Belfast City Council on their Sustainable Food Places award, and with Causeway Coast and Glens Borough Council to scope food insecurity and emergency food provision in the locality. Beth has previous experience in grant funding having worked for many years with the National Lottery Community Fund.

**Skills and Competences:** knowledge of food initiatives and policies, project management, community empowerment and networking, funding, and fundraising. Member of the Governance subgroup.

**Carly Ogilvie** was born in Carrickfergus. Carly worked in Halifax Bank for 20 years until deciding to pursue a passion for helping others as a Classroom Assistant with students with severe and moderate emotional, social, and cognitive difficulties. In 2021 Carly volunteered to initiate a food waste programme with the support of Mid and East Antrim Borough Council. Carrickfergus Community Fridge has now been running for two years along with the help of 15 volunteers and it has saved 104 tonnes of food waste. Carly is now working as Mid and East Antrim's Sustainable Food Coordinator. Community is at the heart of all she gets involved in. Carly has a real passion for the town she has grown up in, and is keen to contribute to, the local community. Carly's vision is to help everyone to have access to local, fresh, and seasonal produce both in the initial phase and long term she wants to see this grow into a community initiative that will help future generations to thrive in the Carrickfergus area.

**Skills and competences:** knowledge of circular economy and waste management, project management, community engagement, partnership working, recruitment and management of volunteers, education, and learning. Member of the Marketing subgroup.

**Chelsea Harwood** has a background in finance and is a qualified accounts technician with several years' experience in that role. She is the Treasurer for Positive Carrickfergus and on the finance committee of her local rugby club (where she is an active playing member). As well as a background in finance, Chelsea also has over a decade's experience in stock control and working with fresh produce among other things. She also currently aids her rugby club with the stock control processes for their bar and is familiar with several POS and back office systems which she hopes will be useful to the greengrocers. She is fiercely passionate about Carrickfergus, her local town, and wants to see it thrive with all the potential she knows it has. She hopes her knowledge and involvement will be useful in helping achieve the vision of Carrickfergus having access to locally sourced and nutrient rich foods.

**Skills and competences:** qualified accounts technician, retail expertise, book-keeping, stock control processes, EPOS systems. Member of the Finance subgroup.

**Holly McDonagh** grew up in Carrickfergus and it remains her home. Holly is very passionate about seeing the revival of Carrickfergus town centre and making it more community focused and is keen to support projects to give life to these aims. Holly is a policy advisor within the Northern Ireland Civil Service (NICS) where she currently works within the Department for the Economy; a role focused on economic development and supporting businesses and consumers. Prior to this role Holly spent over 10 years working for the Department for Communities where she held a range of roles which included leading a range of public facing teams, Training Manager and Customer Service Manager within in a large operational service centre. Holly is also co-chair of the Northern Ireland Civil Service Women's Network where she helps promote equality and diversity by supporting and advocating for women across the NICS. Holly is currently studying web design and social media.

**Skills and Competences:** knowledge of economy policy, equality and diversity policy, team management, customer service, web-design, social media, and communication. Member of the Marketing subgroup.

**Lee Robb** was born and bred in Carrickfergus and is the founder of Positive Carrickfergus. Lee currently works part-time as Programmes and Development Director of Circusful, a circus and street theatre organisation. She is an experienced project manager and adept communicator with strong influencing and negotiating skills. Through Positive Carrickfergus she has attracted around £200,000 worth of funding to Carrick. Lee is also a director of Carrickfergus Enterprise, Tinderbox Theatre Company, and Repair Café Belfast. Lee sees her role as highlighting the many resources that people in Carrick must take the lead on creating a thriving town through our knowledge, skills, experience and collective wealth.

**Skills and competences:** knowledge of voluntary and community sector, project management, governance, funding and fundraising, communication. Member of the Governance subgroup.

**Robin Stewart** is Chairman of Robinson's Shoemakers, a company which currently sells top quality UK made traditional footwear into over 110 countries. Robin has overseen the development of the Company from a shoe repair shop in Carrickfergus, which he purchased in 1996 to the worldwide enterprise it has grown into today. A Councillor for Mid and East Antrim since 2017, he also has a wealth of experience in executive positions of other businesses and institutions such as Carrickfergus Cricket Club, Carrickfergus Enterprise, and Positive Carrickfergus. Robin is a very proud Carrick man who is determined to play his part in transforming the town to the heights that one with such a fantastic history and location deserves to attain.

**Skills and competences:** business owner and local Councillor, retail expertise, business development and growth, local planning. Member of the Premises subgroup.

**Rodney McMaster** has held senior management posts in the Department of Education, further education, and the electrical engineering sectors. He has extensive experience of successfully leading and managing corporate services including strategic, business and workforce planning; digital transformation; and managing budgets in excess of £1 million. Born in Carrickfergus and with extended family across the local area, he is passionate about the positive development of the town led by its community. A founding member and director of Carrick Greengrocers, Rodney is highly committed to the ongoing development of the business and its financial sustainability.

**Skills and competences:** educational professional, electrical engineer, project management, business plans, corporate governance, financial forecasting. Member of the Finance Subgroup.

**Tatjana Simpson** recently migrated to Northern Ireland, choosing to settle in Carrickfergus with her family. Tatjana practised as a mental health professional in Australia, working within systems

addressing criminal justice, domestic abuse, and child protection. Her experiences within these systems shaped her interest in social justice and her understanding that joining with others is key to building community and creating meaningful change in people's lives. Since moving to Northern Ireland, Tatjana has pursued a career in the arts sector, for which she holds a longstanding passion, and she has an interest in retailing. Tatjana loves Carrickfergus and wants it to thrive, she hopes that the greengrocers will increase access to delicious, seasonal, and nutritious food for everyone in Carrickfergus and be an important part of the local economy.

**Skills and competences:** mental health professional, social justice advocate, community engagement and experience of volunteers. Member of the Premises Subgroup.

## APPENDIX B - RISK REGISTER

Risk Possible Causes Impact Likelihood Severity Mitigation

Risk	Possible Cause	Impact	Likelihood	Severity	Mitigation
Shop owner offers shop to another renter	Delay in submitting offer/inadequate offer	Make higher offer	Medium	High	Ask Shop owner to delay offer to another leasee until more funds raised. Source alternative premises
Share sale below target/failure to secure start-up capital	Poor publicity/case for project not well made	Project delayed or terminated	High	High	More publicity and engagement. Consider alternative fundraising activities/consider loans from Directors/members.
Failure to recruit/retain sufficient volunteers/staff	Poor publicity/ case for project not well made	Shop hours curtailed/loss of revenue/customer expectations not realised	Medium	High	Increase publicity. Try to determine the reasons for non-retention of volunteers/staff
Management Committee underperforms	Lack of retail experience / poor communication with volunteers and staff	Operational decisions delayed/poor decisions made	Medium	Medium	Recruit further members with relevant experience to Management Committee
Insufficient footfall in shop	Poor marketing/ wrong product mix/ competition	Loss of revenue/reduction of offerings/ closure of shop	Low	Medium	Hire Marketing Consultant. Increase efforts to determine what customers would like to see offered
Inadequate stock	Lack of retail experience/unreliable suppliers.  Lack of suppliers and variety of stock	Loss of revenue/loss of customers	Medium	High	Improve supply/product variety. Monitor and learn from suppliers' performance. Increase range of suppliers.
Stock control inadequate	Control system inadequately set up/insufficient number of trained volunteers	Poor turnaround time/ wastage of goods leading to reduced margins	High	Low	Improve training of volunteers. Increase number of trained volunteers
Failure to comply with regulatory requirements	Lack of knowledge of what is required	Systems inadequately set up/ volunteers poorly trained Legal liability for Community Benefit Society	Medium	Low	Ensure compliance is restored. Improve compliance systems
Accident or other adverse incident on premises	Systems to cope are not adequate. Inadequate insurance. Safeguarding policy not in place	Premises damage Liability to customers/staff/volunteers	Low	Medium	Ensure adequate insurance exists. Provide First Aid training for volunteers and communicate clearly who our First

					Aiders are to volunteers.
Food contamination	Lack of required hygiene /poor training	Customer relations damaged/ loss of customers. Liability to customers and staff	Low	High	Ensure robust Health and Safety policy in place. Work in collaboration with relevant agencies for guidance. Appropriate training for staff and volunteers implemented. Regular review of Health and Safety procedures by shop manager and Directors
Shop Manager resigns/ Insufficient Staffing	Illness, burnout	Shop is not well run and we lose customers and/or volunteers/sales decrease	High	High	Interim manager identified – appoint interim manager. Volunteers are learning about more aspects e.g. stock ordering/accounts. Volunteers take on enhanced role in interim. Adjust opening hours
Theft on premises	Poor training on how to handle risk. Inadequate vetting of personnel. Lack of care and Poor relationship building and a perception of extractive transactional relationships	Loss of revenues/customers	Low	Medium	Good vetting procedures in place.  Training staff and volunteers. Strong focus on taking care of staff and volunteers to build a strong connection to the people and the business.

## APPENDIX C – 2022 MILESTONES AND ACHIEVEMENTS

The work completed by the Steering Group and subsequent Directors of Carrickfergus Community Greengrocers Ltd to date is listed below.

### Feb - Mar 2022

- Build internal relationships, understanding experience and interests
- Scoping meetings to develop initial concept
- Develop purpose, vision and mission
- Complete SWOT and initial analysis
- Setup community benefit society
- Register as a co-operative
- Join Co-operatives UK

### Apr – Jun 2022

- Establish links with Carrickfergus Enterprise Agency
- Establish links with Social Enterprises NI
- Research similar businesses and estimate potential turnover
- Visit Bethany greengrocers on Cregagh Road
- Desk-based research on seasonal produce (calendar based)
- Identify potential income streams
- Setup Google drive shared digital workspace and email addresses

### Jul – Aug 2022

- Estimate stock costs and potential mark-up
- Research best location for premises
- Obtain an idea of suitable premises costs
- Complete Hive funding application
- Attend Hive funding application meeting with Coop
- Identify potential premises.
- Develop survey
- Collect first in-person survey responses
- Analyse survey responses

### Sep – Oct 2022

- Announce development of Greengrocer project publically
- Run market research online survey
- Speak to landlords for 33 North Street
- Cost/terms of premises lease
- Meet online with the Dig In Community Greengrocer Bruntsfield Edinburgh
- Produce outline 3 year operation costs based on research
- Produce cashflow, profit/loss spreadsheets



## **Nov – Dec 2022**

- Free mentoring sessions from Social Enterprise NI Audrey Murray, Business Development Consultant, Social Enterprise NI (approx 7 hours)
- Define terms and benefits for shareholders
- Develop stakeholder list
- Staffing costs paid and volunteers
- Invite survey respondents to public meetings
- Hold market research focus groups
- Apply for to National Lottery Community Fund for Awards for All grant

## APPENDIX D – FINANCIAL FORECASTS

Carrickfergus Greengrocers Monthly Profit and Loss Account 2023/24 and Three Year Forecast													2023/24	2024/25	2025/26
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total	Total	Total
<b>TOTAL SALES</b>	£0	£0	£0	£3,360	£6,426	£8,736	£10,836	£13,062	£13,944	£18,522	£12,768	£12,768	£100,422	£140,000	£180,000
<b>Less cost of sales</b>	£0	£0	£0	£2,352	£4,290	£5,813	£7,094	£8,444	£8,929	£11,699	£8,030	£8,030	£64,682	£91,000	£117,000
<b>Gross profit</b>	£0	£0	£0	£1,008	£2,136	£2,923	£3,742	£4,618	£5,015	£6,823	£4,738	£4,738	£35,740	£49,000	£63,000
<b>Overheads</b>															
<b>Rent and rates</b>	£171	£171	£171	£711	£711	£711	£711	£711	£711	£711	£711	£711	£6,911	£7,153	£7,403
<b>Wages and salaries</b>	£0	£0	£0	£1,164	£1,164	£1,164	£1,164	£1,164	£1,164	£1,164	£1,164	£1,164	£10,475	£15,408	£15,947
<b>Heat, light and power</b>	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£292	£3,500	£3,623	£3,749
<b>Advertising</b>	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£750	£776	£803
<b>Telephone/broadband</b>	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300	£311	£321
<b>IT</b>	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000	£1,035	£1,071
<b>Delivery &amp; collection of goods</b>	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£750	£776	£803
<b>General admin including licences</b>	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£120	£124	£129
<b>Staff training and workwear</b>	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	£621	£643
<b>Bank interest/charges</b>	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>Repairs &amp; maintenance - pat testing</b>	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	£1,242	£1,285
<b>Cleaning (materials)</b>	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	£621	£643
<b>Accountancy</b>	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£1,500	£1,553	£1,607
<b>Insurance</b>	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£1,600	£1,656	£1,714
<b>Printing postage and stationery</b>	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	£621	£643
<b>Other costs</b>	£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	£2,000	£2,070	£2,142
<b>TOTAL OVERHEADS</b>	<b>£1,381</b>	<b>£1,381</b>	<b>£1,381</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£3,085</b>	<b>£31,906</b>	<b>£37,589</b>	<b>£38,905</b>
<b>Profit/loss before depreciation</b>	-	-	-	-	£-949	£-162	£657	£1,533	£1,930	£3,738	£1,653	£1,653	£3,834	£11,411	£24,095
<b>Depreciation</b>	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£1,500	£1,500	£1,500
<b>NET PROFIT/LOSS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>£-287</b>	<b>£532</b>	<b>£1,408</b>	<b>£1,805</b>	<b>£3,613</b>	<b>£1,528</b>	<b>£1,528</b>	<b>£2,334</b>	<b>£9,911</b>	<b>£22,595</b>

Carrick Greengrocers Cashflow Forecast 2023/24 and Three Year Forecast													2023/24	2024/25	2025/26
REVENUE	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total	Total	Total
Sales receipts (inc VAT)	£0	£0	£0	£3,360	£6,426	£8,736	£10,836	£13,062	£13,944	£18,522	£12,768	£12,768	£100,422	£140,000	£180,000
Loan (directors)	£0	£2,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,000	£0	£0
Grant funding	£5,300	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£5,300	£0	£0
Community shares	£0	£0	£0	£12,500	£6,000	£1,500	£1,000	£1,000	£1,000	£0	£0	£0	£23,000	£0	£0
<b>TOTAL INCOME</b>	<b>£5,300</b>	<b>£2,000</b>	<b>£0</b>	<b>£15,860</b>	<b>£12,426</b>	<b>£10,236</b>	<b>£11,836</b>	<b>£14,062</b>	<b>£14,944</b>	<b>£18,522</b>	<b>£12,768</b>	<b>£12,768</b>	<b>£130,722</b>	<b>£140,000</b>	<b>£180,000</b>
OUTFLOWS															
Trade creditors	£0	£0	£0	£2,352	£4,290	£5,813	£7,094	£8,444	£8,929	£11,699	£8,030	£8,030	£64,682	£91,000	£117,000
Rent and rates	£171	£1,171	£711	£171	£711	£711	£711	£711	£711	£711	£711	£711	£7,911	£8,188	£8,475
Wages and salaries inc volunteers	£0	£0	£0	£1,500	£1,500	£1,500	£1,500	£2,500	£3,500	£3,500	£1,800	£1,800	£19,100	£19,769	£20,460
Heat, light and power	£0	£0	£600	£0	£0	£800	£0	£0	£1,000	£0	£0	£1,400	£3,800	£3,933	£4,071
Marketing inc. website	£1,500	£1,000	£750	£750	£500	£200	£0	£300	£0	£0	£300	£0	£5,300	£2,000	£2,001
Telephone/broadband	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300	£311	£321
IT	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000	£1,035	£1,071
Delivery & collection of goods	£0	£0	£70	£70	£70	£70	£70	£80	£90	£90	£70	£70	£750	£776	£803
General admin including licences	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£120	£124	£129
Staff training and workwear	£0	£0	£200	£0	£150	£0	£0	£0	£150	£0	£0	£100	£600	£621	£643
Bank interest/charges	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Repairs & maintenance - pat testing	£0	£0	£0	£300	£0	£200	£0	£0	£400	£0	£0	£300	£1,200	£1,242	£1,285
Cleaning (materials)	£0	£0	£0	£80	£80	£80	£80	£80	£80	£80	£80	£80	£720	£745	£771
Accountancy	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,500	£1,500	£1,553	£1,607
Insurance	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£1,600	£1,656	£1,714
Printing postage and stationery	£0	£0	£200	£0	£0	£150	£0	£0	£150	£0	£0	£150	£650	£673	£696
Other costs inc contingency	£0	£0	£0	£300	£200	£200	£200	£200	£250	£250	£200	£200	£2,000	£750	£2,000
Capital expenditure	£0	£0	£0	£0	£5,000	£5,000	£2,000	£1,000	£500	£0	£0	£0	£13,500	£1,000	£3,000
Loan repayments (inc interest)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£667	£690	£715
VAT	£0	£0	£0	£0	£0	£0	£0	£0	£0	£200	£0	£0	£200	£300	£301
<b>TOTAL PAYMENTS</b>	<b>£1,923</b>	<b>£2,423</b>	<b>£2,783</b>	<b>£5,775</b>	<b>£12,753</b>	<b>£14,975</b>	<b>£11,906</b>	<b>£13,567</b>	<b>£16,012</b>	<b>£16,782</b>	<b>£11,443</b>	<b>£14,593</b>	<b>£124,933</b>	<b>£136,365</b>	<b>£167,063</b>

<b>NET MOVEMENT</b>	£3,377	-£423	-£2,783	£10,085	-£327	-£4,739	-£70	£495	-£1,068	£1,740	£1,325	-£1,825	£5,789	£3,635	£12,937
<b>Opening bank / overdraft</b>	£5,300	£3,377	£2,955	£172	£10,258	£9,931	£5,191	£5,121	£5,616	£4,548	£6,289	£7,614	£5,300	£5,789	£9,423
<b>CLOSING BANK / OVERDRAFT</b>	£3,377	£2,955	£172	£10,258	£9,931	£5,191	£5,121	£5,616	£4,548	£6,289	£7,614	£5,789	£5,789	£9,423	£22,360

<b>BALANCE SHEET FORECAST</b>	<b>28/02/2024</b>	<b>28/02/2025</b>	<b>28/02/2026</b>
<b>FIXED ASSETS</b>			
Tangible assets (Net Book Value)	£17,500	£18,500	£19,000
<b>CURRENT ASSETS</b>			
Stock	£12,768	£17,875	£25,025
Debtors	£500	£1,354	£449
Cash at bank	£5,789	£9,423	£22,360
	£19,057	£28,653	£47,834
<b>CURRENT LIABILITIES</b>			
Trade creditors	£8,030	£11,242	£15,739
Other creditors	£1,293	£2,000	£5,500
	£9,323	£13,242	£21,239
<b>NET CURRENT ASSETS</b>	<b>£9,734</b>	<b>£15,411</b>	<b>£26,595</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>£27,234</b>	<b>£33,911</b>	<b>£45,595</b>
<b>LONG-TERM LIABILITIES</b>			
Directors loan	£2,000	£1,000	£0
<b>NET ASSETS</b>	<b>£25,234</b>	<b>£32,911</b>	<b>£45,595</b>
<b>CAPITAL</b>			
Issued share capital	£23,000	£23,000	£23,000
Profit and loss account	£2,234	£9,911	£22,595
	£25,234	£32,911	£45,595

<b>START-UP COSTS 2023</b>	<b>Minimum</b>	<b>Optimum</b>	<b>Maximum</b>
<b>Item</b>	<b>Cost</b>	<b>Cost</b>	<b>Cost</b>
Shelving and displays	£3,000	£4,000	£5,000
Sales Counter/till unit	£500	£1,000	£1,500
Electrical/lighting	£250	£500	£1,000
External displays	£500	£1,000	£1,500
EPOS technology (barcode scanner, till , cash drawer, printer)	£1,000	£3,000	£5,000
Commercial Juicer	£1,000	£2,000	£2,000
Commercial fridge	£1,000	£1,000	£2,000
Commercial freezer			£2,000
Fire extinguisher and alarms	£750	£1,250	£1,500
Certificates	£500	£500	£500
Clothing	£250	£350	£500
Commercial scales	£500	£500	£1,000
Trucks and trolleys	£300	£300	£300
Packaging, etc	£500	£1,000	£1,500
Electric cargo bike		£5,000	£5,000
<b>Capital costs</b>	<b>£10,050</b>	<b>£21,400</b>	<b>£30,300</b>
Initial stock	£2,000	£3,500	£5,000
<b>Stock costs</b>	<b>£2,000</b>	<b>£3,500</b>	<b>£5,000</b>
Launch costs	£250	£1,000	£1,500
Misc	£500	£1,000	£2,000
Legal costs	£1,000	£1,000	£1,000
<b>Other costs</b>	<b>£1,750</b>	<b>£3,000</b>	<b>£4,500</b>
Cash flow	£8,500	£10,000	£15,000
Contingency	£1,000	£2,000	£4,000
<b>Working capital</b>	<b>£9,500</b>	<b>£12,000</b>	<b>£19,000</b>
<b>Total</b>	<b>£23,300</b>	<b>£39,900</b>	<b>£58,800</b>

