

BROCKWEIR & HEWELSFIELD VILLAGE SHOP ASSOCIATION



Five Year Plan: 2007-2012
&
Annual Operational Plan: 2008-09

Introduction

The **Brockweir and Hewelsfield Village Shop Association Ltd (BHVSA)** was formed in 2001. It is registered under the Industrial and Provident Societies Act (1965-1978.) The shop began trading in 2004.

BHVSA has a **Management Committee**, elected annually by members in General Meeting. The committee meets monthly and is responsible for all the activities of the Association, including developing its aims and ethos, strategic and operational planning, regularly monitoring and reviewing the day to day operation of the shop and café and communicating with members and the wider public. The salaried post of **Manager** was created in 2004. A **Business Manager** was appointed in 2005. The postholder is employed by the Management Committee and is responsible for managing the day to day operations of the shop, café and the Loft.

Aims and Ethos

1. **The project is not for profit: any surplus will be used to maintain and enhance the enterprise or for community services in the village**
2. **The building is as environmentally neutral in construction and use as is practicable**
3. **The shop provides an outlet for local food products and crafts**
4. **The café provides a community meeting place and village focal point**
5. **The Loft provides a high quality IT facility with access to training**

Developing the Plans

- The **Five Year Plan** sets an overall direction for 2007-2012. The overall objectives follow from the five Aims of the project
- The **Annual Operational Plan** identifies agreed actions and targets for 2008 - 09 and addresses operational issues
- **Cross-cutting issues** inform the plan and form the main agenda items of Management Committee meetings throughout the year

Aim	Objectives	Operational issues	Cross-cutting issues
1	i: Maintain and enhance the enterprise to increase income and create a surplus	Resources, facilities, stock	6. Buildings and Maintenance
2	ii: Use the building efficiently, effectively and sustainably	Heat and light, machinery, waste management	7. Finance 8. Sustainability
3	iii: Continue to increase purchases from local producers and suppliers	Stock – range, pricing, display	9. Health and Safety
4	iv: Maintain quality, develop facilities and increase income from the Cafe	Facilities, menu	10. Staffing 11. Communication
5	v: Maintain quality, develop facilities and increase income from the Loft	Marketing, equipment	12. Quality

Review of progress: 2007 – 08

During 2006-7, The Management Committee identified a number of issues which needed to be addressed as part of the development of the project. Financial constraints meant that it was not possible to make much progress where additional costs were involved. However, progress has been made in a number of areas during the past year.

Objective i: Creating a surplus

Progress during 2007-8

- At the AGM in April 2008, the treasurer was able to report a small surplus and the Management Committee agreed a budget in May. This enabled us to move forward on some planned actions
- We are maintaining our trade in difficult financial times
- We have continued to increase our sales of bread

Issues to be addressed in 08-09

- Increasing our customer base and the amount customers spend on each visit
- Addressing perceptions of the shop as expensive in comparison with local supermarkets
- The need to be competitive without losing our uniqueness
- The high costs and low profit margin of providing postal services
- We are not fully exploiting our potential to provide advice/speakers to similar projects

Objective ii: Using the building efficiently and effectively

Issues to be addressed in 08-09

- The rising cost of electricity and the amount used by the equipment in the shop, particularly the freezers

Objective iii: Supporting local producers and suppliers

Progress during 2007-8

- We have increased the number of our local producers and suppliers. Locally sourced products make up 30% of our stock, including meat, chicken, vegetables and honey
- We have joined Forest Food Producers Group
- We have reduced waste through increasing bulk buying opportunities for customers

Objective iv: Developing the café

Progress during 2007-8

- We have improved the display of cakes
- There is greater consistency in the preparation of food
- The role of café supervisor is firmly established and working well
- Income from the café contributes positively to the overall profitability of the project
- The café is generally busy and competitively priced
- We introduced a book swap scheme after the Library Service was withdrawn, which has proved very popular

Issues to be addressed in 08-09

- The kitchen is often very hot, particularly in summer, creating difficult working conditions for volunteers

Objective v: Developing the Loft

Progress during 2007-8

- After a disappointing performance in 2006-07, a new marketing strategy was drawn up. To date, there has been a substantial increase in bookings and income.
- New chairs and a flip chart board were purchased in June to enhance facilities

Issues to be addressed in 08-09

- Car parking capacity is limited for larger groups

Cross-cutting issues

6. Buildings and Maintenance

Progress during 2007-8

- Outstanding work has been completed on the building and repairs made to the boundary wall
- Two working parties of volunteers have carried out spring cleaning and maintenance work

Issues to be addressed in 08-09

- Some long-planned tasks have still not been completed
- Some tasks are too time-consuming to be done by volunteers
- The area outside the shop needs re-organisation and improvement

7. Finance

Progress during 2007-8

- The work to input data into Sage has been successfully completed
- The use of online banking has cut down on paperwork and allowed us to keep tighter control of expenditure
- The committee now receives regular quarterly reports and is able to set and monitor a budget

8. Sustainability

Progress during 2007-8

- We have become a compost-making centre. We compost all our café waste using a Jimmy Spinner and are a Compost Champion
- We have increased the amount of bulk buying to reduce packaging and this has proved popular with customers
- We have stopped providing plastic bags but we accept old plastic bags for people to use again
- We have sourced paper napkins made from re-cycled paper for use in the café
- Sales of Ecover re-fills have increased steadily
- We have sourced organically made wines and they are selling well
- We are now part of The Forest Food Producers Group www.forest-food.co.uk.

Issues to be addressed in 08-09

- The need to take a more pro-active approach to 'green' issues, which are not currently a main agenda item at Committee meetings
- The original Environmental Policy statement of the project has not been reviewed since 2004

9. Health and Safety

Progress during 2007-8

- The project received a 4 star rating after a Food Hygiene inspection in November 2007
- Internal Health & Safety reviews were carried out in February and June 2008. The great majority of actions indicated as a result have been completed
- The Health & Safety Policy was reviewed and revised in August 2008
- An Allergy Policy has been developed and implemented in response to anticipated new legislation
- Daily checklists have been revised

Issues to be addressed in 08-09

- Continuing inconsistencies in the monitoring of 'best before' and 'use by' dates

10. Staffing

Progress during 2007-8

- We have recruited a number of new volunteers during the year who are making a big contribution to the running of the shop. A number of volunteers have agreed to do a weekend shift once every four weeks
- The Business Manager's job description was updated and revised and we have made some progress in ensuring that she does not work excessively above her contract hours of 37.5 per week
- We recruited an additional, part-time, member of staff in July
- We have identified the role and responsibilities of four lead volunteers to take responsibility in manager's absence

Issues to be addressed in 08-09

- There are still shifts which are not covered on a regular basis, especially at weekends
- Some key volunteers have dropped out because of illness
- The need for more volunteers, particularly those with specialist skills
- Some volunteers do not take up training opportunities

11. Communication

Progress during 2007-8

- The website is up and running, providing information for new and existing customers and volunteers
- A committee member and the Business Manager have worked with the village youth group and relations with young people in the village have improved
- There have been regular meetings and socials for volunteers
- A Volunteers' Guide was produced in April 2008 and will be revised annually
- The committee chair contributes to Volunteers' News to inform volunteers about committee plans and actions
- In June 2008, we developed a Communication Policy to outline good practice in communication between the Committee and the Business Manager

Issues to be addressed in 08-09

- Developing the website as a source of information and a forum for volunteers
- Low attendance at volunteers' meetings
- Improving communication between volunteers and the Committee, to involve them more in the project's development

12. Quality

Progress during 2007-8

- Feedback from visitors shows that they are impressed with the project

- The project's reputation has been enhanced by the achievement of a CPRE award in September 2008
- A four star rating for Food Hygiene was achieved in November 2007 (see Health & Safety above)
- Attendance at committee meetings has been consistently good. Of the twelve meetings held between September 2007 and September 2008, there was full attendance or only one absentee at eleven of them
- An annual calendar has helped to make committee meetings more focused on strategic and planning issues
- This annual review has been carried out by the whole committee with the Business Manager. Volunteers also carried out a review during one of their meetings

Issues to be addressed in 08-09

- Lack of consistency in the application of systems and procedures

BROCKWEIR & HEWELSFIELD VILLAGE SHOP ASSOCIATION: FIVE YEAR PLAN

Ref.	During 2007 – 2008, we will	During 2008 – 2009, we will	During 2009 – 2010, we will	During 2010 – 2011, we will	During 2011 – 2012, we will
	i. Achieve a surplus	i. Achieve a surplus at least equal to 2007-08	i. Achieve a surplus at least equal to 2008-09	i. Achieve a surplus at least equal to 2009-10	i. Achieve a surplus at least equal to 2010-11
1.i		ii. Address perceptions of the shop as 'expensive'	ii. Begin to repay bondholders	i. Purchase a new till ii. Continue to repay bondholders	ii. Continue to repay bondholders
2.ii		i. Reduce electricity usage and costs ii. Implement a sustainability policy and promote the green image of the project	i. Purchase a chiller room		i. Install a 'composting loo' behind the shop
3.iii	i. Increase stock from local suppliers				
4.iv	i. Improve the display of cakes in the cafe	i. Improve ventilation in the café kitchen			i. Re-furbish and extend the café kitchen
5.v	i. Increase income from the Loft	i. Increase income from the Loft	i. Increase income from the Loft	i. Increase income from the Loft	i. Increase income from the Loft
6	i. Complete external building works and repairs	i. Complete internal building work			
10	i. Employ a part-time assistant	i. Increase the number of volunteers and specialist volunteers	i. Maintain volunteers numbers	i. Maintain volunteers numbers	i. Maintain volunteers numbers

BROCKWEIR & HEWELSFIELD VILLAGE SHOP ASSOCIATION: OPERATIONAL PLAN 2008-09

The operational plan identifies actions to address most of the issues raised during the annual review in September 2008. We have not identified specific actions to address some issues, because we already have systems in place.

Health & Safety: We recognise that continuing inconsistencies in the monitoring of 'best before' and 'use by' dates, need to be tackled by ensuring that systems are followed. This will be done on a one to one basis with volunteers.

Staffing: We will continue to encourage volunteers to take up training opportunities, using the existing means of communication

Quality: We recognise the need to go on improving consistency in the application of all our procedures. This will be addressed through on-going monitoring and training of volunteers, using existing systems. We will also review existing systems regularly, and improve them where necessary. During their review, volunteers identified the need to improve use of the Special Order book and also the way such orders are dealt with when they arrive.

Although we aim continually to improve quality, we also recognise the unique contribution that our volunteers make to the project and we celebrate their diversity and difference.

Looking Ahead

In addition to carrying out the actions identified in the operational plan, we will investigate the feasibility of a number of other ideas for improving the services we offer and generating more income.

For example:

- Setting up a Christmas Savings Club
- Providing Pizza takeaways on Fridays
- Introducing a Breakfast Brunch on Sundays
- Becoming a store facility for FFPG
- Having Crocks club/mother and toddler days
- Developing a Catering service
- Holding wine tasting evenings
- Offering cookery classes
- Starting a Cinema Club
- Tastings of products eg: cheese

BROCKWEIR & HEWELSFIELD VILLAGE SHOP ASSOCIATION: OPERATIONAL PLAN 2008-09

Ref.	Action	Responsibility	Estimated Costs	Target date
1.i	i. Review the shop layout and increase signage to identify products to customers	AM	£300.00	By end February 2009
	ii. Monitor and compare prices in other shops on a monthly basis and highlight where we are offering comparable or lower prices	CH, Volunteers	-	System in place by end January 2009
	iii. Press for postal services recognition	AM, LHJ	-	Negotiations completed by end March 2009
	iv. Agree fees for and market speaking/advice services	AM, JF	-	By end November 2008
	v. Investigate the feasibility of a shop gift voucher	VM, JF	-	By 1 st Dec. 2008
	vi. Increase the range of bakery products	AM	-	By end November 2008
2.ii	i. Get expert advice on reducing electricity usage	HA	£250.00	By end August 2009
	ii. Investigate ways of cooling the building during summer months	HA, JF	£400.00	Recommendations made by end February 2009 Work completed by end May 2009
5.v	i. Investigate ways to improve parking facilities for large groups	AM, HA, JF	£50.00	By end January 2009
	ii. Create and send out a new mail shot to promote the Loft	AM, JF	£150.00	By end October 2008
6	i. Lay floor blocks and sand the shop floor	CH	£100.00	By end November 2008
	ii. Build cupboards on first floor landing	JF	£500.00 (est.)	By end January 2009
	iii. Erect a community notice board outside the shop	JF	£100.00	By end November 2008
	iv. Build a screen in front of waste bins	JF / HA	£100.00	By end May 2009
	v. Allocate funds in May 2009 to pay for repairs and maintenance that involve more than a day's work	Committee	£1,000	As part of budget setting in May 2009

Ref.	Action	Responsibility	Estimated Costs	Target date
8	i. Committee member to take on the role of developing and monitoring a sustainability policy	HA	-	By end October 2008
	ii. Include regular reports on green issues on the committee meeting calendar	AM, HA	-	By end October 2008
	iii. Carry out an internal green audit	AM, HA	-	By end April 2009
	iv. Investigate the feasibility of becoming a community re-cycling centre	HA	-	Recommendations made by end January 2009
	v. Investigate the feasibility of offering a regular delivery service	AM	-	Recommendations made by end January 2009
	vi. Look at ways to further reduce buying products with excess packaging	AM, SM, HA	-	Identify suitable products as part of green audit
10.i	i. Recruit specialist volunteers to help with: repairs and maintenance; grant/award applications	CH	-	By end January 2009
	ii. Investigate the feasibility of an incentive scheme for volunteers	AM, VM	-	Recommendation made by end March 2009
	iii. Introduce a Buddy System to encourage volunteers to check and update their training	AM, Volunteers	-	During January 2009
11	i. Develop the web site further, including a schools page, and increase its use by volunteers and customers	JF, AM	-	By end April 2009
	ii. Hold an 'open-house' meeting for volunteers to talk to the committee	CH	-	During February 2009
			Estimated costs to March 2009	£1200
			Estimated costs to September 2009	£1750
			Total estimated costs	<u>£2,950.00</u>
(Costs in bold above to be included in 2009-10 budget)				