

# Thank you for your support!

---



- ▶ Our Staff
- ▶ Our Members
- ▶ The Community Social Club
- ▶ The people of Bretforton
  
- ▶ And most of all:



## Our Volunteers!



# **Bretforton Community Shop**

**Annual Members Meeting 23<sup>rd</sup> September 2019**



# Agenda

---

- ▶ **Approval of Minutes of the Annual Members Meeting  
3<sup>rd</sup> November 2018**
- ▶ Receive and approve the Accounts of the Society for year ending 31<sup>st</sup> March 2019 (*8 months trading*)
- ▶ Approve the audit arrangements for the Society and the reappointment of the auditors
- ▶ Membership update
- ▶ Election of Committee Members
- ▶ Review of the trading in the current financial year and plans for 2019-2020
- ▶ Any other Business



# Minutes of Last Meeting – Nov 2018

## Bretforton Community Shop

Annual Members Meeting – Saturday 3 November 2018, 10.30am  
Bretforton Social Club

1. Apologies for absence
2. Minutes of previous AMM
3. Chair's report
4. Secretary's report
5. Financial report
6. Election of committee
7. Any Other Business

### Agenda

#### Apologies

Approve Minutes 2017

Approve accounts 2018

Approve audit arrangements

Membership Update

Approve Financial year end date

Election of committee

Review Trading Plans for 2019

1	<p><b>Apologies for absence</b> John Cleveland, Pauletta Moore, Kate Buckham, Nigel London, Alex Miskin, Rob &amp; Helen Davis, Pat Watson.</p>	
2	<p><b>Minutes of previous Annual Members Meeting</b> Proposed – Phil Moxon, Seconded – Tim Mills Approved by the members present</p>	
3	<p><b>Chair's report</b></p> <p><b>Trading review:</b></p> <ul style="list-style-type: none"> <li>• Trading to the end of July 2018 was profitable and in line with budget</li> <li>• Basket spend in line with 2016/17</li> <li>• Peak trading during 'snow' weeks in Jan &amp; March, helped by strong Christmas.</li> <li>• Since July there has been an unexpected decline in sales of more than 10%.</li> <li>• Bank reserves have increased</li> <li>• 'Stock loss' very much improved</li> </ul> <p><b>Key Objectives</b></p> <ul style="list-style-type: none"> <li>• Focus on marketing &amp; promotion</li> <li>• Focus on recruiting new volunteers and growing the membership</li> <li>• Focus on targeted fundraising</li> </ul>	

	<ul style="list-style-type: none"> <li>• Working with small teams of volunteers to improve:             <ol style="list-style-type: none"> <li>1.The overall shop environment</li> <li>2.The product ranges</li> <li>3.New ways of working</li> </ol> </li> </ul> <p><b>Our volunteers</b></p> <ul style="list-style-type: none"> <li>• Fabulous support from all- including many volunteers who contribute behind the scenes as well as the committee members</li> <li>• 100/200 + Club – Volunteers who have delivered over 100 + (13) or 200 + (6) - hours in the Shop</li> <li>• Special mention of Reg Pincher-1934-2018 (Founder member)- who recently passed away, for all his support, including paying for air conditioning unit in shop.</li> </ul>	
4	<p><b>Secretary's report</b></p> <p><b>Membership update</b></p> <ul style="list-style-type: none"> <li>• Founder Members: 256</li> <li>• Membership at last AMM: 281</li> <li>• New Members added in the last 12 months: 5</li> <li>• Total Membership: 286</li> </ul> <p>Our 2019 plans - re-commit to actively recruit new members</p>	
5	<p><b>Treasurer's Report</b> Receive and approve the accounts for the financial year ending 31<sup>st</sup> July 2018 Proposed – Linda Hall, Seconded – Geoff Collins Accounts approved by the members present.</p> <p><b>Revenue</b> £212,419 <b>Cost of sales</b> £165,114 <b>Gross profit</b> £48,318 <b>Admin expenses</b> £46,959 <b>Other operating income</b> (£1,531) <b>Operating Profit/(Loss)</b> £518 Interest receivable - Interest payable &amp; similar charges - <b>Profit/(Loss) on Ordinary Activities before Taxation</b> £518 Tax on Profit/(Loss) £969 <b>Profit/(Loss) for the Financial Year</b> (£451)</p> <p><b>Summary 2017/18</b></p> <ul style="list-style-type: none"> <li>• Trading profit (i.e. before tax &amp; depreciation) decreased slightly from £7,000 to £6,378</li> <li>• Sales 1.5% above 2016/17 at £212K</li> <li>• Our two biggest weeks were 'snow' weeks, traded the key Christmas period 6% ahead of 2016, but peak for Bretfest &amp; Proms in 2018 was 13% on last year</li> </ul>	

# Minutes of Last Meeting – Nov 2018



	<ul style="list-style-type: none"> <li>Cash balance continues to grow - we have around £9K as a nominal reserve if we were to pay all creditors instantly (this figure has doubled in last 12 months)</li> </ul> <p>Approve the audit arrangements – To continue to receive an annual independent Accountants Report and re-appoint David Cadwallader &amp; Co Ltd (recommended by Plunkett) – Proposed – David Wells, Seconded – Margaret Dodds Approved by the members present.</p> <p>Approve – to change date of Financial year end to 31 March Propose – Geoff Collins, Seconded – Kim Carter</p>	
6	<p><b>Election of Committee</b> In line with the rules of the Society, no-one is due to stand down this year.</p> <p>Leeann Bibby resigned</p> <p>The members present approved the election of the Committee. Committee as elected – Chris Buckham Heather London John Cleveland Kate Buckham David Miskin Kim Carter Mike Cook Lynette Williams (Secretary)</p> <p>Propose – Linda Hall, Seconded – Phil Moxon</p>	
AOB	<p>29 attendees including the members of the Committee. Issues raised:</p> <ul style="list-style-type: none"> <li>Form a sub-group to focus on marketing eg. Wine club etc</li> <li>Sub-group – to recruit new volunteers</li> <li>Spruce up shop building- inside and out</li> <li>Help needed with building plans</li> <li>Help needed to develop product range</li> <li>Assistance with wholesale collection</li> <li>Need to replace two of our three shop managers asap</li> </ul> <p><b>Shop Plans by end 2020</b></p> <ul style="list-style-type: none"> <li>Outline shop plans with new storeroom</li> </ul>	



# Agenda

---

- ▶ Approval of Minutes of the Annual Members Meeting 3<sup>rd</sup> November 2018
- ▶ **Receive and approve the Accounts of the Society for year ending 31<sup>st</sup> March 2019 (8 months trading)**
- ▶ Approve the audit arrangements for the Society and the reappointment of the auditors
- ▶ Membership update
- ▶ Election of Committee Members
- ▶ Review of the trading in the current financial year and plans for 2019-2020
- ▶ Any other Business

# Annual Accounts 2018/19 Summary

(8 months only)



Period from 1 August 2018 to 31 March 2019

	Note	Period from 1 Aug 18 to 31 Mar 19 £	Year to 31 Jul 18 £
<b>Turnover</b>		<b>116,264</b>	212,419
Cost of sales		<u>88,502</u>	<u>165,114</u>
<b>Gross profit</b>		<b>27,762</b>	47,305
Administrative expenses		<b>34,877</b>	48,318
Other operating income		<u>298</u>	<u>1,531</u>
<b>Operating (loss)/profit</b>		<b>(6,817)</b>	518
<b>(Loss)/profit before taxation</b>	<b>4</b>	<b>(6,817)</b>	518
Tax on (loss)/profit		<u>—</u>	<u>969</u>
<b>Loss for the financial period</b>		<b><u>(6,817)</u></b>	<b><u>(451)</u></b>

# Annual Accounts 2018/19 Summary

*Note: 8 Months Trading August 2018-March 2019*

---



- ▶ Trading was extremely tough in this period
- ▶ Contributory factors included:
  - ▶ Disappointing Christmas trading
  - ▶ The loss of two of our part-time staff members within a week in November 2018
  - ▶ Year-on-year comparisons hit peak 'snow weeks' in the same period last year (beginning of December 2017 & March 2018)
  - ▶ Competition from Co-op in Honeybourne (opened in April 2018)
  - ▶ Broader market/societal trends
- ▶ Gross margins squeezed by higher cost prices, 0.5% down on plan in Aug-Dec 2018, but improved in Spring 2019



# Agenda

---

- ▶ Approval of Minutes of the Annual Members Meeting 3<sup>rd</sup> November 2018
- ▶ Receive and approve the Accounts of the Society for year ending 31<sup>st</sup> March 2019
- ▶ **Approve the audit arrangements for the Society and the reappointment of the auditors**
- ▶ Membership update
- ▶ Election of Committee Members
- ▶ Review of the trading in the current financial year and plans for 2019-2020
- ▶ Any other Business



# Agenda

---

- ▶ Approval of Minutes of the Annual Members Meeting 3<sup>rd</sup> November 2018
- ▶ Receive and approve the Accounts of the Society for year ending 31<sup>st</sup> March 2019
- ▶ Approve the audit arrangements for the Society and the reappointment of the auditors
- ▶ **Membership update**
- ▶ Election of Committee Members
- ▶ Review of the trading in the current financial year and plans for 2019-2020
- ▶ Any other Business

# Membership Update



## Founder Members:

- 256

## Membership at last AMM:

- 286

## New Members added in the last 12 months:

- 4

## Total Membership:

- 292



BRETFORTON COMMUNITY SHOP

### MEMBERSHIP APPLICATION FORM

Make sure you have your say in how our Shop is run. Become a member of Bretforton Community Shop by simply completing the application form below to buy a £10 share in our community benefit society.

A copy of the society's rules can be found on the website or in the shop.

Membership will allow you to vote at the annual members meeting, stand for the Managing Committee and benefit from any members' offers and activities that the shop may organise from time to time.

As a community organisation run by volunteers we currently rely on the community for much of our funding. If you are in a position to add a donation to your membership we would be most grateful.

Date: \_\_\_\_\_

Your Full Name: \_\_\_\_\_

Address (including postcode): \_\_\_\_\_

Home Phone No: \_\_\_\_\_

Mobile No: \_\_\_\_\_

Email Address: \_\_\_\_\_

I hereby apply for a membership share in Bretforton Community Shop Ltd. Signature: \_\_\_\_\_

Membership Share  £10

I wish to make a donation of (please tick amount)  £10  £20  £50  £100  Other

Total Payable: £ \_\_\_\_\_

I will pay in the shop

I enclose a cheque to the value indicated above made payable to Bretforton Community Shop Ltd

I will pay by electronic transfer

Make Payment to: Bretforton Community Shop Ltd, Sort Code: 403021, Account No: 71602964, Use reference 'CS' your name"

We will aim to issue membership share certificates within one month of receiving your application.

### Why not volunteer!

It's great fun, a chance to meet new people and get to know others better and it can be as little or as much of your time as you wish to give. No offer will be refused and every experience will be valued. It's your shop so you are what will make it stronger and better.

Let us know how you can help:

Serving Customers  Sorting newspapers  Helping with deliveries and stock management

Other - please add: \_\_\_\_\_

To find out more, email Joanne Davenport on [jdavon@gmail.com](mailto:jdavon@gmail.com) or call her on 01930 407414 or talk to our manager at the shop - telephone: 01386 833616 email: [manager@bretshop.org](mailto:manager@bretshop.org)

Bretforton Community Shop Ltd - A Registered Society for the Benefit of the Community  
Registered in England No: 32135R, 35 New St, Bretforton, Evesham, WR11 7HY. Tel: 01386 833616  
Email: [info@bretshop.org](mailto:info@bretshop.org) [www.bretshop.org](http://www.bretshop.org)



# Agenda

---

- ▶ Approval of Minutes of the Annual Members Meeting 3<sup>rd</sup> November 2018
- ▶ Receive and approve the Accounts of the Society for year ending 31<sup>st</sup> March 2019
- ▶ Approve the audit arrangements for the Society and the reappointment of the auditors
- ▶ Membership update
- ▶ **Election of Committee Members**
- ▶ Review of the trading in the current financial year and plans for 2019-2020
- ▶ Any other Business

# Election of Committee Members 2019-20



## 2018-2019 COMMITTEE

Chris Buckham

John Cleveland

Heather London

Kate Buckham

Kim Carter

David Miskin

Mike Cook

Lynette Williams (sec)

## STANDING DOWN

## STANDING DOWN & RE- STANDING

Heather London

Kate Buckham

Kim Carter

Mike Cook

## STANDING for 2018-2019

Chris Buckham

John Cleveland

Heather London

David Miskin

Kate Buckham

Kim Carter

Mike Cook

Lynette Williams (sec)

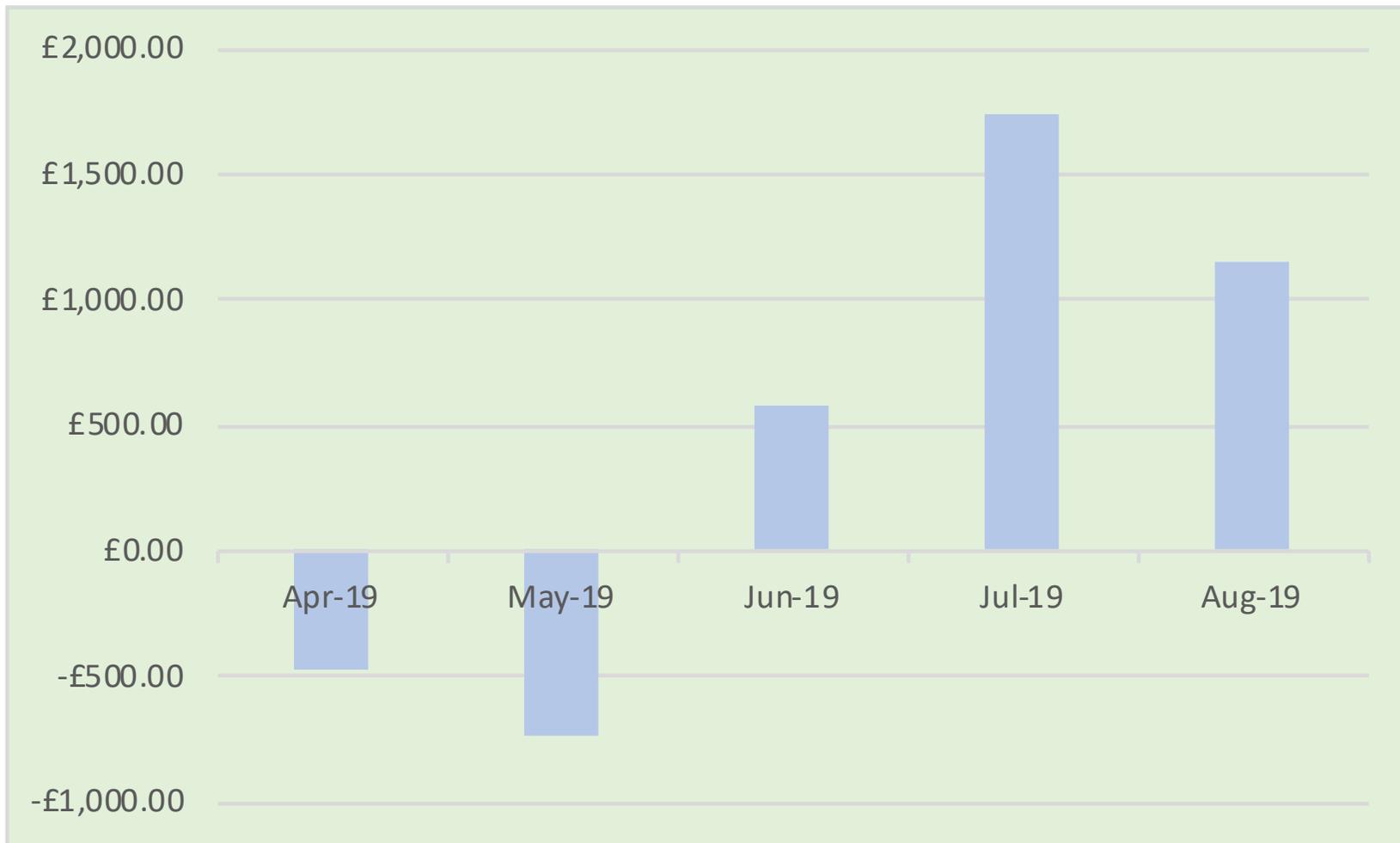


# Agenda

---

- ▶ Approval of Minutes of the Annual Members Meeting 3<sup>rd</sup> November 2018
- ▶ Receive and approve the Accounts of the Society for year ending 31<sup>st</sup> March 2019
- ▶ Approve the audit arrangements for the Society and the reappointment of the auditors
- ▶ Membership update
- ▶ Election of Committee Members
- ▶ **Review of the trading in the current financial year and plans for 2019-2020**
- ▶ Any other Business

# Current Year Financial Performance – Profit/Loss by Month

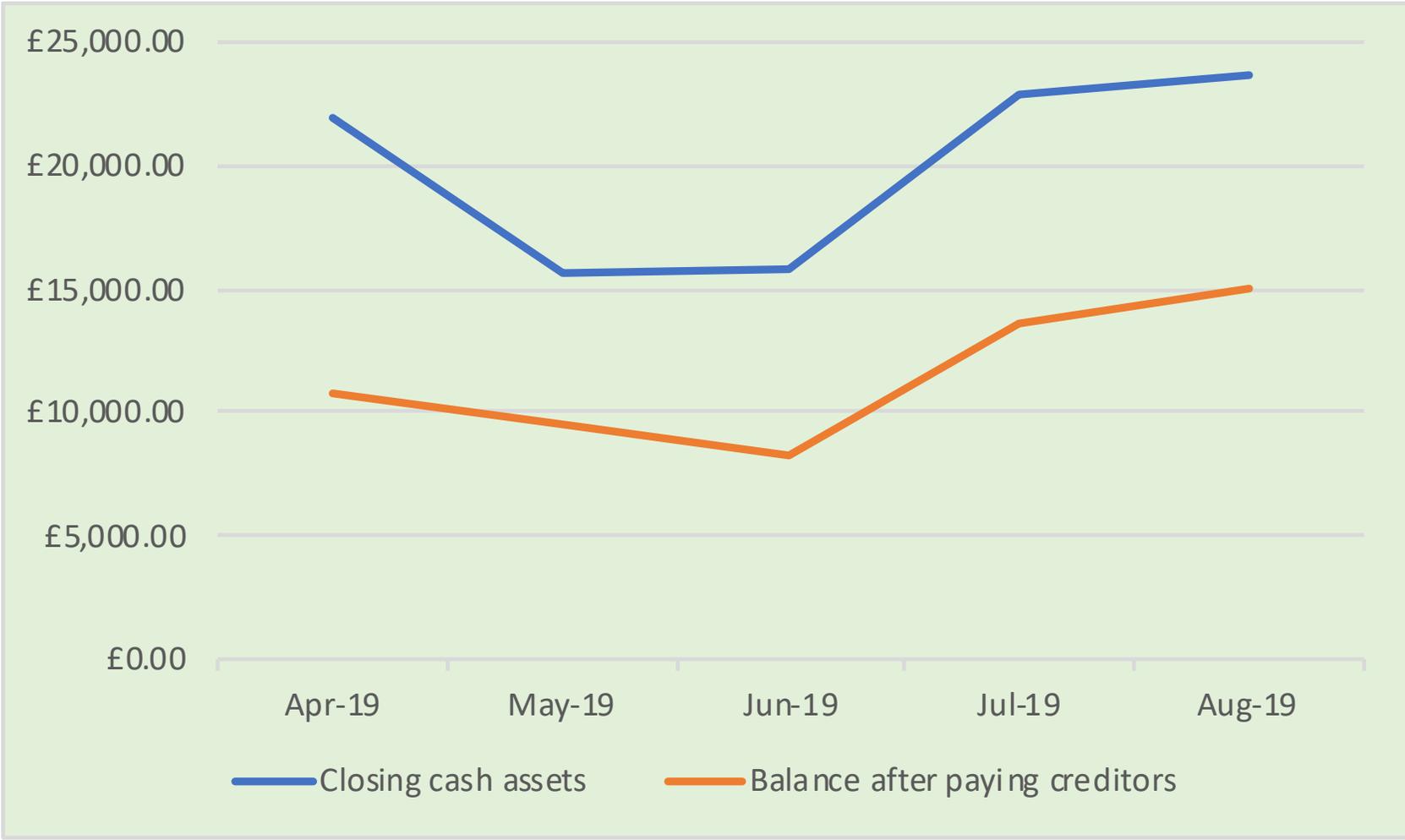


Year-to-Date Profit £2,266 (Last Year same period £1,783)





# Current Year Financial Performance – Cash Balance by Month



Cash balance includes £5,000 restricted grant





# Summary of Current Trading & Challenges

---

- Cost brought into line with reduced sales; reduced paid staff to two part-time roles working 24 hours each
  - Covering Friday, Saturday & Sunday 100% with volunteers
  - Additional revenue from Chris & David's consultancy work for Power to Change
  - Gross Margins back in line with target (23%)
  - Reviewing the operating model, as existing structure proving very difficult, particularly with current volunteer base
  - Continued focus on improving availability & flexing range, better delivery of Christmas offer
  - Greater focus on marketing
- 



# Notes from last Members Meeting

---



## Minute

Sub-group – to recruit new volunteers ✓

Spruce up shop building- inside and out

Form a sub-group to focus on marketing e.g. Wine club etc ✓

Help needed with building plans

Assistance with wholesale collection ✓

Help needed to develop product range



# Our Volunteers

---

- ▶ Amazing support!
- ▶ *Not forgetting the many volunteers who contribute behind the scenes and of course the members of your committee!*

## The “100” Club

100 volunteer shifts “in shop”

Paulette Moore  
Janet Burdett  
Belinda Wells  
Dave Wells  
Irene Neil  
Jeanne Jelfs  
Sandra Seager  
Linda Hall  
Mike Cook  
Ann Ballard  
Margaret Feeney  
Emma Tennant  
Sandie Elliott  
Geoff Collins

## The “200” Club

200 volunteer shifts “in shop”

Pat Cleveland  
Liz Kerr  
Helen Davis  
Margaret Dodds  
Margaret Workman  
Helen Chiddick  
Catherine Smith

## The “300” Club

300 volunteer shifts “in shop”

Tim Mills (360+)  
Heather London  
John Cleveland

# Shop at the Crossroads?

## A question for the village

---



- ▶ Current model – mix of paid staff and volunteers
- ▶ OR
- ▶ Volunteer-led model – with “back office” admin help only
- ▶ OR
- ▶ Modified version of current operating model

# Shop at the Crossroads?

Current model – mix of paid staff and volunteers

---



## ▶ Benefits

- ▶ Maintain and improve current offering, range and pricing
- ▶ Platform to further develop the Shop and car park in line with our plans
- ▶ Easier to attract investment to fund improvements
- ▶ Works well at other community shops if turnover can support it.

## ▶ Downside

- ▶ Need to grow current turnover and margins to higher levels to be sustainable, OR
- ▶ Grow and maintain the number of active volunteers

# Shop at the Crossroads?

Volunteer-led model – with “back office” admin help only

---



## ▶ Benefits

- ▶ Highly sustainable
- ▶ Low cost as a result of no or limited staff wages
- ▶ Real sense of involvement and ownership by the community
- ▶ Also a proven model at other community shops

## ▶ Downside

- ▶ Entirely dependent on enough volunteers putting enough hours in every week
- ▶ Model depends on growing the number of active volunteers
- ▶ “super volunteers” and committee members have to be willing to act in effect as “unpaid” shop managers



# Shop at the Crossroads?

## Modified version of current operating model

---



### ▶ Benefits

- ▶ Maintain the key elements current offering, range and pricing
- ▶ Assume limited or no growth in volunteer numbers
- ▶ Requires greater operational focus in the hands of paid staff

### ▶ Downside

- ▶ Opening hours might need to be reduced
- ▶ Must maintain current turnover and margins to be sustainable



## In Summary...

---

- ▶ **Key plans for 2020**
  - ▶ Maintain the current levels of sales and margins
  - ▶ Adjust the operating model to match current trading performance and availability of volunteers
  - ▶ Consult Bretforton residents on the future for the Shop – a renewed mandate
  - ▶ Finalise achievable longer-term plans in line with village wishes
  - ▶ Finalise and apply for permanent planning permission



# Agenda

---

- ▶ Approval of Minutes of the Annual Members Meeting 3<sup>rd</sup> November 2018
- ▶ Receive and approve the Accounts of the Society for year ending 31<sup>st</sup> March 2019
- ▶ Approve the audit arrangements for the Society and the reappointment of the auditors
- ▶ Membership update
- ▶ Election of Committee Members
- ▶ Review of the trading in the current financial year and plans for 2019-2020
- ▶ **Any other Business**