

Business Plan for Hallglen Café and Community Shop Fresh-Futures



Nairn Ct
Hallglen, Falkirk, FK1 2QU

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Introduction

Background

The shop at Nairn Court has had a varied past and is now available for rent from Falkirk Council Housing Department, at a nominal rent.

The shop was offered to the local market during the summer and offers were subject to a bidding process which closed on 16th September 2011.

4 expressions of interest were submitted including 2 fast food outlets, a licensed grocer and this proposal (Fresh Futures) which was successful.

Fresh Futures will be a community shop and café, offering local food, local employment and training opportunities and a local venue for meeting locals and social activities, it will not sell alcohol or tobacco products.

It will also bring new opportunities for growth and regeneration, community safety and development, and added facilities which complement the existing community resources such as the 6 local shops, the offerings at the sports centre, school and community centre....these facilities are itemised in chapter 2 – 3.

Having undertaken a review of the facilities in the area and spoken to various residents in the village the original proposal was developed, and submitted to the council, to reflect the changing needs of the local community which have changed in the past 8 – 10 years.

These changes include a loss of local meeting places such as the cottages pub (2006) and chequers (2008)

In 2006 the cottages pub closed, as a loss leader, and to make way for a new housing development application to the planning department for 30 new flats on the area surrounding and including the cottages.

The planning application for 18 flats on the cottages site was rejected by the council in August 2006 based on the findings that the development was not essential to the local plan and resulted in a loss of community amenities.

The main issues raised were the loss of the public house, which was a valued social facility and provider of local employment; the lack of alternative meeting places for the local community; the loss of a building of architectural and historic importance; and the loss of daylight to neighbouring houses arising from the proposed 3-storey development

Fresh Futures will bring new opportunities for growth and regeneration, community safety and economic development, and added facilities which complement the existing community resources such as the 6 local shops, the offerings at the sports centre, school and community centre....these facilities are itemised in chapter 3.

The idea

The idea was developed from seeing the to let sign form Falkirk Council, and the founders experience and knowledge of eco design, community development, regeneration and enterprise.

the plan is to develop a community shop and café, offering local food, local employment and training opportunities and a local venue for meeting locals and social activities...

The shop and café will

- provide local employment and training opportunities for local residents, and young people aged 16 – 24.
- be managed & run by members of the local community and residents for the local community and residents.
- operate as the social hub of the community offering a place to meet and socialise, and actively contribute to the regeneration of the village and surrounding area through a community profit share scheme¹.
- proactively seek out local awards such as the working healthy lives awards scheme, green tourism / business awards, saltire awards for young volunteers and other awards in the first year.
- The shop is also in close proximity to the Ettrick Dochart Centre and lends itself to offering complementary services for the wider community eg inclusion of a community notice board, post office, card and gift shop, catering for community events, and the creation of an interlinked community campus between the Ettrick And Dochart Centre and the shop at Nairn Ct.
- It will not sell alcohol or tobacco products.

There are also wider opportunities to link with Falkirk Councils' strategic objectives in the future including:

- Wider access programmes offered by Falkirk Council services including benefits/ debt advice, health related initiatives, cycling / walking activities and support.
- Employability schemes linked to Education and Training Unit (ETU)
- Supporting local strategies such as the community action plan and backing Falkirk's future, tourism and active travel.
- Economic growth and positive employment & volunteering opportunities
- Social enterprise opportunities eg Bike hire, catering, private functions, art exhibitions etc.
- The Councils Canal Framework, to support and encourage sustainable growth & social enterprise including wider access to the Union Canal

Wider /National Contexts

Promote wider links to:

- The Helix,
- The Falkirk Wheel and other opportunities along the canal such as
- The Bespoke project (mountain trails being developed by Callendar Estate)
The John Muir Trail (SNH and CSGN) in 2014
- Other registered social landlords and housing initiatives eg Paragon Housing Association, Link Housing and Cyrenians, that may be difficult to access by public transport.

profits will be available to community groups each year as a share scheme) add note¹

Demographics and need

The demographics of the village show that the total population of Hallglen is 1,474.

Local people and residents in the immediate neighbourhood (Phases 4 – 6 - Findhorn Place to Culmore Place) are estimated at 714 from the figures & map below. It is anticipated that these neighbours will visit the shop once a week , and spend an average of £3.00.

It will also serve neighbouring villages such as Lionthorn, Glen Village and the new housing development at Redding, as these villages use the local school.

Additional custom is likely to come from people who work in local businesses but live elsewhere, and also from passing trade (walkers, and cyclists along the canal towpath and visitors to the area). Estimated 14,000 per British Waterways.

Demographics

Population 2010					
Age Group	Males	Females	Total	%	Falkirk %
0-4	30	33	63	8.8%	6.1%
5-9	20	25	45	6.3%	5.5%
10-15	35	34	69	9.7%	6.9%
16-24	34	35	69	9.7%	11.1%
25-34	46	62	108	15.1%	11.8%
35-44	28	42	70	9.8%	15.0%
45-65	90	133	223	31.2%	27.1%
65+	32	35	67	9.4%	16.4%
Total	315	399	714	100%	100%

Source: National Records of Scotland

Housing tenure			
Tenure	No	%	Falkirk %
Local Authority	122	38.2%	23.1%
Housing Association	20	6.3%	4.3%
Owner Occupied	174	54.5%	69.1%
Private Rented	3	0.9%	3.6%
Total	319	100%	100%

There is also high unemployment.

Unemployment January 2012			
	No	%	Falkirk %
Males	26	13.1%	6.8%
Females	11	4.0%	2.7%
Total	37	7.9%	4.7%

Map of Hallglen

The immediate neighbours / customers are from:

Dochart Place, Ettrick Court, Mudale Court, Nairn Ct, Merkland Crescent

Culmore Place and Ledmore Place, and also include Findhorn Place.



Fresh Futures will bring new opportunities for growth and regeneration, community safety and development, and added facilities which complement the existing community resources such as the 6 local shops, the offerings at the sports centre, school and community centre....these facilities are itemised in chapter 2 – 3.

It is envisaged that the new community enterprise will bring more than just a shop and café but a whole new way of life and help to re-establish a sense of community and pride in the village once again.

The survey and personal experience suggest that the shop would be welcomed by the 700 + residents living in the east of the village (Phases 3 – 6),

There is a will in the community to re-establish a sense of community spirit and pride in our surroundings, and clean up the village to represent a place where we wish to live, play and work.

The café and shop will also provide local employment, training and development opportunities for local residents and young people in hallglen and surrounds.

The shop is in close proximity to the Ettrick and Dochart Centre and lends itself to offering complementary services for the wider community eg inclusion of a community notice board, postal services, a card and gift shop, catering for community events, and the creation of an interlinked community campus between the Ettrick And Dochart Centre and the shop.

there are opportunities to develop the shop as a low carbon green business and recognise the potential to develop a transition village project in future years.(especially in light of the introduction of the John Muir Trail, and

Competitors

As the ethos of Fresh Futures is merely to enhance and complement existing services and facilities we do not foresee any serious competition arising in the area/ village between existing shops and facilities.

Our closest mainstream supermarkets are:

Coop Laurieston 1.3 Miles

Tesco Redding 1.3 Miles

Asda Falkirk 2.7 Miles

Morrison's Falkirk 3.0 miles

Cafes and eateries

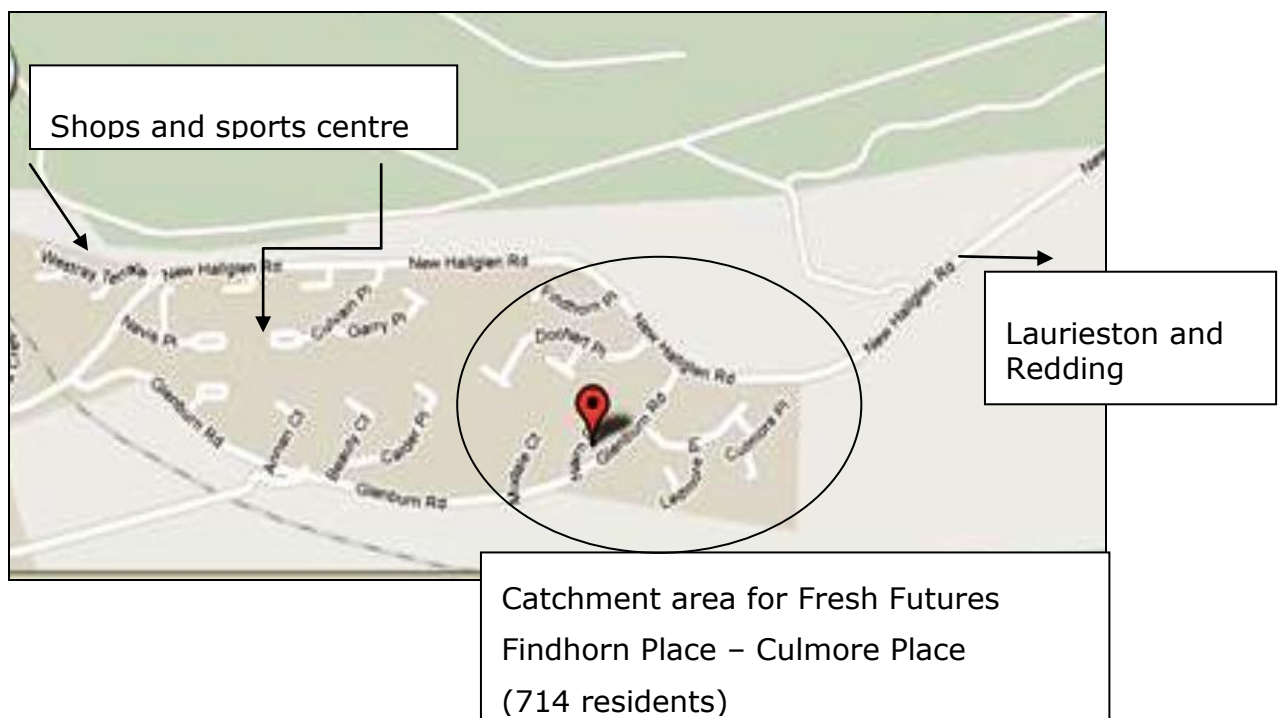
Laurie's Laurieston Pub 1.3 Miles

Benny T's Laurieston Fish Restaurant and takeaway 1.2 Miles

Tesco Redding Supermarket and Café 1.3 Miles

I have identified the main facilities in Hallglen in the table overleaf and the findings and results are listed to show their current offerings. The facilities include a sport centre, community centre, school and nursery, and 7 local shops including 2 convenience stores in Hallglen village centre, a hairdressers, betting shop, butcher and pharmacy.

The new premises for Fresh-Futures is located in the south of the village and is close to the community centre, and Local Park see map below



List of Current Facilities /

Org	Local services provision	Costs	Learning	Positives	Areas for improvement	Marketing Activity ?
<p>Ettrick Dochart Centre</p> <p>The building, located at the entrance to Dochart Place, in the Hallglen area comprises of a large main hall on the lower ground level, two meeting rooms on the upper ground level, toilets and kitchen, which may be used by either caterers or lessees.</p>	<p>The facility is currently used for a variety of local functions/events including, Zumba dance classes, youth dance classes, parenting classes, boys brigade, girls brigade, art classes 50 + , parent and toddlers and youth groups, etc.</p>	<p>Most events are FOC or subject to membership fees</p>	<p>There are opportunities for growth the community offering to support these activities. The centre does not have adequate facilities for a community café</p>	<p>As a new start it is difficult to comment on the relative merits of the centre, they have established a new timetable of community activities and have no intention of offering catering / café facilities</p>	<p>A more robust management group will be formed in time</p>	<p>Facebook / Council Website</p>
<p>Hallglen Primary School</p>	<p>School is a non-denominational school the school roll is 275, including residents from Glen Village and Lionthorn including an enhanced provision for children with special needs</p>	<p>n/a</p>	<p>The school recently applied for funding to develop a fitness track for use by the community however the application was rejected as in effect the facility would not be open after hours</p>	<p>Provides core education to the pupils, holds a charity fayre once per year has a parent council</p>	<p>Wider access for members of the community to use their facilities</p>	<p>n/a</p>

Org	Local services provision	Costs	Learning	Positives	Areas for improvement	Marketing Activity ?
Hallglen School Nursery	We also have a nursery class, which can accommodate up to 40 children both morning and afternoon. Nursery education is available offering 2.5 hours of pre-school education sessions each week. Children will benefit from the high quality experience that will enhance their social, emotional and intellectual development		We are supported by an active Parent Council who carry out various fundraising activities to support the life of the school			n/a
After school Facilities	the school runs a very popular Breakfast Club, which runs from 8.15–8.55am and offers a healthy balanced breakfast. We offer a range of After School Clubs from football to Art and Craft clubs.		The clubs change each session depending on the interests of the pupils and the skills of the current staff	Supports local families and children after school	Open during the holidays	n/a
Hallglen Sports Centre	The hall is the size of four badminton courts. Suitable for all indoor sports including: . five-a-side football ,badminton , basketball , netball , hockey , handball & volleyball			Drinks Vending service available	(Please note that the sports hall and changing areas are on different levels and do not have ramped access or lifts.)	Council website and notice boards in centre

Org	Local services provision	Costs	Learning	Positives	Areas for improvement	Marketing Activity ?
Mobile library	The Mobile Library carries: books and spoken word CDs , books for children and adults, including picture books, popular fiction, non-fiction and large print books	Free	There is one Mobile Library and it runs Monday to Friday most weeks.	The majority of the Mobile Library stops are fortnightly. could be used to promote the shop / café		Council Website
SHOPS and Retailers						
Khaliq Shiekh - Convenience Stores	Convenience items, papers, groceries, alcohol, lottery and cigarettes	Various	Has premium prices	Locally supported	Wider ranges of goods + fresh veg	n/a
Chaplins Hairdressers)	Hairdressers Unisex	Various	Well supported	Accessible	n/a	n/a
Hallglen Pharmacy	Health advice& medical supplies	n/a	Well supported	Accessible	Support local initiatives	n/a
Top Fry -	Fish And Chip Shop	Market prices	Well supported	Accessible	Wider offering	n/a
Ladbrokes Betting & Gaming Ltd - Bookmakers And Turf Accountants	Betting shop		n/a	n/a	n/a	n/a
John Neil Butchers	Butchers	Various	Have mobile shop too	Fresh meat reasonable prices	n/a	

Org	Local services provision	Costs	Learning	Positives	Areas for improvement	Marketing Activity ?
Hallglen Newsagents	Newsagents / shop	Various premium prices	They have tried selling filled rolls etc with little success	Friendly staff	Access and décor	n/a
Public Transport Links Closest Train station is Falkirk High Station 1 mile away There is 1 bus service	Links to Edinburgh and Glasgow and beyond Bus runs to Falkirk Town Centre Every hour	£5 - 10 £3.00 return				

The concept and idea

The idea has evolved from local knowledge, a study of examples of best practice and informal community discussions with:

- Representatives of the residents association,
- Local residents
- The staff at the Ettrick and Dochart Centre
- Members of the community, councillors, provost and support services

To date we have undertaken 2 surveys:

1. Firstly with local residents to establish the need for the shop and café.

Our findings suggest that an opportunity exists to provide local amenities and a café in the area, and develop complementary services such as a community hub that is open and accessible to all and resurrect a sense of community identity and wellbeing among residents and friends. Particularly for residents in the south of the village numbering 714.

2. A further invitation was issued as a supplementary exercise for comments on Hallglen Residents Association Website and Facebook. Key comments included sentiments such as
 - To develop a pub / reinstate the cottages a former pub in the heart of Hallglen
 - To provide other opportunities for children & young people in hallglen
 - A hot food outlet
 - Coffee shop similar to starbucks
 - Fresh produce / fruit and veg
 - Farmers market / crafts & products made / produced by the local community
 - "Some sort of youth cafe in the evenings is possibility? Maybe even some sort of cyber/gaming cafe type thing? Something that will get the kids off the streets."

A full transcript of the discussion and comments is available on the facebook community page – see appendix 1

As a result of our research and findings, plus the decision by council to award us the lease, we are confident that we can create a local amenity that serves the needs of the community, creates local jobs and training opportunities, and encourages growth, regeneration and community cohesion in Hallglen.

Fresh Futures will also

- Create opportunities for wider social interaction within the community. This may include gala days, grow your own projects, bike club, community garden, and an orchard, and work in conjunction with other local projects,
- Provide local residents, our volunteers and employees the opportunity to access training and skills in retail, catering, community development and customer care. This includes people excluded from society, youth and young people and those with special needs.
- Provide local employment opportunities for up to 6 people and 4 trainees. It is anticipated that our trainees will be recruited from programmes such as Ready for work, the Education and Training Unit, and other agencies including local schools.
- Promote 'community cohesion' by addressing discrimination, stigma, poverty and other social inequalities in hallglen.
- Create a successful enterprise which will serve as a role model for other social enterprise organisations with similar aspirations in the area.
- Create an awareness of healthy eating and wellbeing for everyone.
- Instil a new sense of community cohesion and pride in the area, and enable further regeneration of the area.

Enterprise Details

Contact Name: Sonia McLay
Proposed Name: Fresh-Futures (Scotland) Ltd
Proposed Address: Nairn Ct, Hallglen, Falkirk FK1 2QU
Correspondence Address: Withheld
Telephone: 01324 880498
Mobile Number: 07730447212
E-Mail Address: soniamclay@blueyonder.co.uk
Web Address: www.fresh-futures.co.uk
Start Date: December 2011

Legal Structure: It will operate as a not for profit and be established as a Company Ltd by Guarantee. Profits will be made available to community groups in the local area by applications on an annual basis and be open and transparent.

Fresh Futures will operate as a social enterprise common definitions define it as:

"a social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners" (DTI, 2002).

"Social enterprises are businesses which exist to address social or environmental need. Rather than maximising profit for shareholders or owners, profits are reinvested into the community or back into the business. It's this which makes social enterprise the most exciting and inspiring business movement in the world." Social Enterprise London

"Social enterprise' means an enterprise whose primary objective is to achieve social impact rather than generate profit for owners and stakeholders. It operates in the market through the production of goods and services in an entrepreneurial and innovative way, and uses surpluses mainly to achieve social goals. It is managed in an accountable and transparent way, in particular by involving workers, customers and stakeholders affected by its business activity."(EU definition)- in this case the Hallglen Community

In this case profits / surplus money will be invested in expanding opportunities for growth and development of the business, creating local jobs and serving local needs. It may also be used to deliver other regeneration projects defined by the community or to expand the network and develop other branches as the need is established. Possibilities include the Helix Site in Grangemouth or Bespoke Mountain Trails in Callendar Estate and the John Muir Way .

Proposed Business Bankers: Royal Bank Of Scotland , Falkirk, FK1 1XJ

Proposed Accountants: Martin Robertson Associates Ltd, Falkirk, FK1 1PG

Insurers

TBC

Key Suppliers-

Company	Services	
Hargreaves Ltd –	Flooring	
Wilson’s Polmont	Fresh produce	
Bookers Cash And Carry	Convenience items	
Falkirk for Business, CVS and Firstport	Business Advisors	
Machin Architects	Architects and planners	
Russell and Aitken	Solicitors	
Senscot	Advice on social enterprise and community food networks	
NHS	Community dieticians	
Falkirk Council	Food Hygiene Officers	
Falkirk Council	Landlords	
Coop- Scotmid	Fairtrade products	

Premises

A shop has been identified for the purposes of this particular project at 26 Nairn Ct, Hallglen Falkirk, FK1 2QU. The council have agreed to rent the space to us for a period of 10 years based on an undertaking that the shop will be to refurbished and insured by the tenants.

The first 2 years are rent free with a nominal rent being payable for years 3 – 10.

Facilities



The current accommodation offers a large multipurpose room / shop front with door and windows to the front, a window to the east, and west side of the building, a kitchen with ample storage and a toilet + store cupboard

It is envisaged that the toilet and cupboard space could be converted into a disabled accessible toilet with relative ease, by knocking out the adjacent cupboard.

There is a small garden area to the west of the building on Glenburn rd which could be adopted, by the community / shop and also a community garden to the rear.

Stages of development

Stage 1 set up steering group and survey community

Stage 2 Adaptations / Refurbishment plans

The shop needs to be cleared out, decorated and refurbished including full replacement of flooring and, doors.

It is envisaged that the toilet and cupboard space will be converted into a disabled accessible toilet with relative ease, and incorporate a baby change facility by knocking out the adjacent store cupboard. This may need a building warrant but enables the company to comply with Building and Accessibility Regulations & the Law (Disability Discrimination Act, Equalities Act 2010)

Works will be carried out by registered trades people, and subject to tender where appropriate.

The kitchen will be fitted to comply with Environmental Health and Food Hygiene Standards. Dual sinks, hand basin, cooker, fridge, freezer, deli counter, storage facilities.

It is also our intention to ensure will also ensure that the shop is accessible for people with special needs in the longer term.

All works will use reused materials ecodesign, and eco efficient measures and where possible.

Stage 3 shop refit and set up

Once initial refurbishment work is completed circa June 2012

A new floor will be laid throughout using sustainable resources, or reclaimed wood,

Kitchen and shop fittings that are EHS & DDA compliant will be sourced and installed.

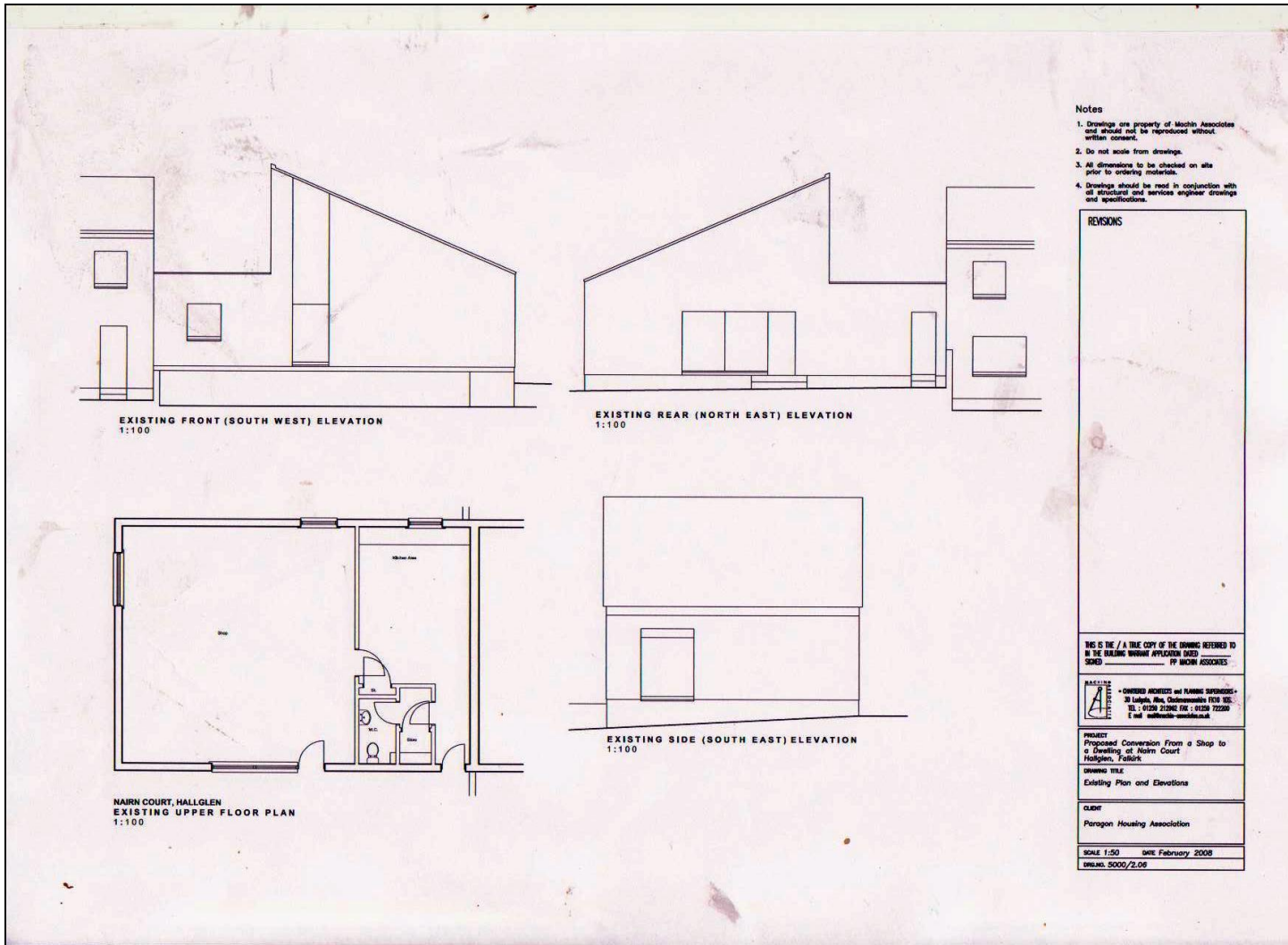
Stock will be sourced and purchased from local suppliers.

Staff and trainees will be recruited.

we will Acquire and fit shop signage and promotional materials.

Shop will open in 2012

Diagram showing layout



Stage 4 Grand Opening

Stage 5 Operations please refer to the next chapter

Operations

As a social enterprise the key objectives are to :

- Regenerate the community/ village of hallglen
- Create opportunities for growth and enterprise
- Create local employment and training opportunities for all
- Reduce our local / carbon footprint
- Resurrect the sense of identity and community cohesion
- Promote healthy & active lifestyles
- promote energy efficiency and address fuel poverty
- increase local residents `s environmental awareness

It is envisaged that the shop will be open during the following times

Monday to Friday	1.30 am. – 8 P.M..	to provide for commuters school pupils, and young mums to provide for the local community and residents
Saturday	9.00a.m. – 5.00 p.m	
Sunday	10.00 a.m. – 4.00 p.m	

Staffing requirements

It is envisaged that the shop will create local jobs for:

Role	No Of Posts	FTE (40 Hours)	Salary	Volunteers/ trainees
Project manager	1	1 FTE	£20,000	1
Part time shop assistants	3	FTE	£12,464	2
Chef	1	FTE	16,000	2
A caretaker / cleaner	1	FTE	£5,000	0

These members of staff will be recruited from the local community or from employability initiatives such as the Falkirk Employability Initiative (ETU), Job Centre Plus and Employability Initiatives.

Volunteers will be needed to assist with the development and management of the shop and will be part of the management committee / board.

Staffing and management

For the purposes of this plan the key roles and responsibilities and reporting structures are listed in the table below

Tasks	Key responsibility	Reports to
Day to day management and operations ,	Manager And 2 Staff	Management Committee
Suppliers,	Manager	And Management Committee
Equipment + Health and safety	Manager And Staff	Management Committee
Premises + maintenance	Manager	Manager And Management Committee
Sales/Marketing,	Manager	And Management Committee
Bookkeeping	Manager and staff with training +	Our Accountants

Management committee / Board of Directors responsibilities

It is envisaged that the management committee and staff will play an active role in the management and delivery of the project with appropriate training and development opportunities, main responsibilities will be:

Management Accounts,	Management Committee
Staff, & Training	Management Committee
Regulatory Information	Management Committee + Advisers
Strategic Planning	Management Committee

Fundraising

Founder Members

Contingency plans

Fresh Futures will also recruit a bank of volunteers and casual staff, from the local community, who can be called in when it is necessary to cover peak times or periods of illness, seasonal influxes, absenteeism and annual leave.

As a last resort we would enlist employment agencies to provide staff for a limited period.

I have also allowed a 10% contingency fund in the budgets and financial forecasts .

Marketing

Product

The shop and café will provide convenience grocery items and snacks / light refreshments that are healthy and affordable.

The shop and café will promote healthy living, 5 a day, active lifestyles and social enterprise schemes.

It will also offer additional facilities which complement the existing community resources such as the 6 local shops, the offerings at the community centre, school and sports centre in Hallglen. As these are determined.

The shop and café will provide an outside catering service / meals on wheels

Price

We will keep prices in line with other community café's in the Falkirk area. We anticipate an average spend of £3.00 per visitor, per week in the first year

This is in keeping with The Falkirk Wheel's average spend of £3.00

This expenditure can be converted into jobs generated by the scheme. 1 full-time equivalent job (FTE) is assumed in this research to result from every £34,000 expenditure on tourism and leisure activities, therefore year one is 3FTE's (£75,600)

People

We anticipate the shop to serve over 700 customers per week based on figures provided by Falkirk Council, (i.e local residents in the immediate vicinity) for daily items and conveniences.

We also anticipate serving over 700 covers per week as it will be the only café in Hallglen and the surrounding area. We expect traffic to increase at weekends over the summer when walkers, cyclists and local residents will use the facilities as they travel along the union canal and towpath to the south of the village, the John Muir Trail, and along the Bespoke Cycle Network.

Place

I currently live in Phase 6 of the village and the local shops are about $\frac{3}{4}$ of a mile away, there are several elderly and disabled people living in this part of the village who find it difficult to get to the local shops, they tend to travel out of the village on a daily basis to buy daily items such as bread, milk and newspapers.

Promotion

It is envisaged that we will use traditional methods of promotion in the first instance namely: Launch events and special offers for the first week of trading, fliers and leaflets and a website

Secondary promotion will include:

- Brochures
- A website specifically for the business
- Visit Scotland listings based on basic package to include listings on Visit Scotland. COM. exposure in tourist information centres, and inclusion in local tourist guide
- Listings on public websites, e.g. Undiscovered Scotland, Falkirk Online, Falkirk Business, facebook. hallglen village residents association website , best of Falkirk
- Repeat business

Local marketing campaign

Our main marketing tactics in the community will include

a series of launch events as the project progresses	January to March
a press release in local paper and other media including (Falkirk Herald, CVs Bulletin, STV news)	March
Mail drop to all houses in Phases 3 – 6	January to March
Use social media such as twitter and facebook	November onwards
Fliers and posters in local centres and school / church	January to March
Word of mouth and promotional offers	Ongoing
Open days and coffee mornings	Ongoing

Bookings will also be taken by phone and email and verbally

In future, there may be opportunities for online booking using PayPal or similar vehicles that are fairly cost effective.

Social Impacts

Fresh Futures Community Shop and Café will provide:

A vital social and economic hub for the village of Hallglen.

The shop will be an important meeting place and it will also help to create an informal social support network and when people start to use it regularly they will get to know their neighbours.

This is especially important for more vulnerable groups such as the elderly, those caring for children or relatives, people with special needs, and those living alone or excluded from society.

Recognising neighbours and having the opportunity to interact helps develop a sense of belonging and safety and reduces feelings of isolation. The shop has particular emphasis for the elderly, the young and people with difficulty in accessing essential services.

It is anticipated that circa 700 people will use the shop on a regular basis and assumption suggest that they will visit 1 day a week in year 1

Better food

it will offer further enticements that many supermarkets can't such as freshly baked bread, locally made and produced products, and a delicatessen counter. Fresh fruit and veg will also be available, as well as information on healthy living and a shopping service for the elderly and infirm.

Health benefits

Most people will walk to a village shop that is 10 to 15 minutes away. For many people this is the daily exercise needed for a healthy lifestyle.

We will actively promote healthy living initiatives such as step forth/ braveheart walks, BTCV Green Gym, the proposed mountain trails from Callendar estate to the Helix and community development / improvements in the local area.

Additional Services

It is envisaged that in the future the shop can provide a drop-off and collection point for a wide range of services such as dry cleaning, shoe repairs, film processing, grocery shopping and additional services, which could be especially useful for those with limited access to transport and the elderly, the young and people with difficulty in accessing essential services.

It will also be a focal point to promote and sell tickets for other local activities such as dances, , amenities and events, and provide information for those in the village as well as passing trade by use of notice boards and the internet.

Environmental Benefits

Local shops will help to reduce the distance people travel by car, and bus, especially if a variety of goods and services are provided. By supplying local produce in particular, the distance goods travel and the subsequent packaging needed is also reduced.

Economic Benefits

the shop will employ and serve local people throughout the year, helping to ensure that money stays within the local community.

Local suppliers and contractors will also be used to supply goods and services.

Additional income can also be realised from Commercial Lets in the future – renting out the shop/ kitchen as a venue for community groups to gather, local groups for meetings, supporting local events as well as supporting social enterprises and disadvantaged people in year 2 + .

Project beneficiaries

The main beneficiaries will be the staff and management committee whereby local jobs are created for 4 – 6 people at the outset

The local community / neighbours in the south of the village (714) will also benefit directly from the services provided, thus reducing reliance on cars or public transport.

Wider opportunities

A project such as this also offers opportunities to address health priorities for the area namely:

- Promoting healthy lifestyles and wellness.
- Addressing obesity, and diet, weight related illnesses
- Encouraging physical activity through initiatives such as Step Forth
- Supporting people with Mental health needs through initiatives such as FDAMH
- Supporting people with Dependencies: drugs, alcohol and tobacco through initiatives such as Addiction, Counselling And Support Teams (ASC)
- Promoting care of the elderly, providing social interventions and meals
- Supporting early years, and young people through the provision of extra curricular activity, facilities eg youth café.
- Encouraging use of alternative transport eg bikes and car share schemes

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • First Restaurant / café in the village in recent years (2006 +) • Access to Grant funding and affordable loans is widely available • Creates 4 local jobs • Builds on existing models of local community cafes i.e. Westfield and Camelon Community Cafes • Matches core objectives of Falkirk Council' and the executive namely enhances, the local village offerings and brings local jobs and training opportunities and wider development, encourages inward investment and enterprise opportunities ,creates community regeneration initiatives , fosters environmental awareness, addresses general health and wellbeing, reduces carbon footprint and builds on social inclusion opportunities – access for all , • Support from Local Enterprise Agencies and 3rd sector organisations • Brings increased tourism and economic benefits to the area • Job Creation • Existing knowledge of the village and routes along the canal • Is financially viable with long term opportunities for growth 	<p>Population of Hallglen is 1,411 most of who shop out with the village.</p> <p>Will not sell alcohol or cigarettes</p> <p>May be deemed to compete with existing community facilities such as Ettrick and Dochart Centre, by their management committee & local grocers</p> <p>The size may limit our activities i.e. there may be higher demand for products and services,</p> <p>The shop is currently owned by the council The level of refurbishment and investment needed to establish the project, however this will be minimised by using reclaimed wood and materials which are readily available from local suppliers.</p> <p>And accessing grants such as community spaces, social investment Scotland and local community resources / investors in the village</p>
Opportunities	Threats
<ul style="list-style-type: none"> • To increase capacity through corporate events, training activities and tours • Links with local businesses • Contributes to Community regeneration and educational programmes • Partnerships with private sector, public agencies and other 3rd Sector / tourism initiatives such as The Bespoke Mountain Trails And The Helix • To access new deal and training for work programmes as a source for staff • Potential for replication of the project in other rural villages, and on the Helix site/ Callendar Estate • Brings additional facilities to the canal corridor and will encourage further tourism in the future. 	<ul style="list-style-type: none"> • Competitors such as the top fry chip shop • Seasonal factors such as weather, where people may not get out however this could be an advantage if we can offer a home delivery service, at these times. • Lack of support from public agencies, who do not understand the motivation of social enterprise

Finance

Financial Assumptions

The projections show that the shop/café should be self funding after year 1 allowing for repayments of loans.

Grant funding is sought to fund the following items:

Refurbishment and set up costs £35,005

Establish the project and develop the management group through training and development opportunities. £5,000

Pay salaries and staff wages for year 1(6 months) - £58,688

Enable us to purchase stock and equipment to establish the shop and its related services -£15,000.

It is anticipated that circa 700 people will use the shop on a regular basis and assumption suggest that they will visit 1 day a week in year 1.spending an average of £3.00 p.p² equivalent to £75,600 in the first year

The projections for year 2 suggest that 700 people will visit the shop 1.5 times per week and spend an average of £5.00 p.p equivalent to £240,000 p.a

This expenditure can be converted into jobs generated by the scheme. 1 full-time equivalent job (FTE) is assumed in this research to result from every £34,000 expenditure on tourism and leisure activities. Therefore we expect to create 7 jobs as a mix of part time and full time roles in year 2 - 3.

Source <http://www.sncanal.org.uk/Norbury%20%5B3%5D.pdf>

Staffing will include

1 business and project manager	£20k
1 chef/ catering manager	£16K
2 serving / sales staff	Minimum Wage
2 trainees	Supported places
1 part time cleaner	Minimum wage / self employed

² The average spend has been calculated on figures for the Falkirk Wheel
This information was sourced from figures released by the Helix Project in August 2011

Viability

The forecast trading results for the first 2 years of trading are as follows with the details being shown in the Financial Appendices attached:-

Description	Year 1	Year 2
Net Sales	£75,600	£240,000
Net Profit (Loss)	£2,296	£62,943

Conclusions

This business plan shows that Fresh Futures is more than a shop it is a whole way of life!

Fresh Futures is an exciting opportunity & adopts a new approach to serving the needs of the community , regenerating the area, and restoring a sense of community and pride.

The projects lend themselves to complementing existing infrastructure and facilities in a unique way that deliver a healthier, wealthier, greener and smarter community and support council initiatives such as

The Council's vision of the Falkirk Council area is that Falkirk 'will become the place to be in the third millennium'. by ensuring that

- our future has investment in jobs, learning, homes and leisure for all
- increased efforts to tackle disadvantage, inequality and discrimination
- the environment in which people want to live, work and visit is enhanced and sustained
- the legacy of our past and the potential of our future are protected
- our area is at the centre of Scotland
- our future is as one of the most culturally diverse and distinct areas in Scotland
- a thriving, sustainable and vibrant economy is developed for the future
- continuing to ensure that the health, safety and well being of our citizens and communities improves

The plan also illustrates how initial investment by funders can make this a successful and viable community enterprise that inspires and transforms the village and brings social benefits for local residents.

Appendices

Appendix I CV and Management Group

Appendix II Cash Flow

Appendix III Profit & Loss Account

Appendix IV Balance Sheet

Appendix V Sensitivity Analysis

Appendix 1

CV and Management group

This proposal has been developed by Sonia McLay, (founder)

Sonia is a funding and business development consultant and social entrepreneur
see cv

Sonia is relatively well known in the community, and has well established links with the residents association, local council, local initiatives and have an active interest in social enterprise and community development.

We are currently seeking to establish the management group from a range of local residents including, young people, support agencies , local residents and community group representatives.

They include

Local residents

Community group representatives

Representatives from neighbouring villages

PROFILE:

A highly enthusiastic self-motivated **Business and Personal Development Practitioner with** a wealth of knowledge and experience gained in various public, education and private sector environments.

Extensive expertise in development projects, research and development, funding, executive support, training, leadership & motivation, project administration and driving efficiency and reliability initiatives. Seeking new career opportunities in business development and training that will allow me to apply and develop my current range of business development & management skills.

POST GRADUATE- CAREER

2005 - 2011

FREELANCE CONSULTANT

2009- 2011

Working to enable local organisations and charities fulfil their development and funding aspirations

Key achievements have included

- Assisting Positive Qualities to explore their future development as a SCIO and Training Centre
- Assisting the Credit Protection Association to re-establish their office in Scotland
- Developing a bespoke business plan and funding strategy, for Clacksfirst to roll out across 9 Bids
- Supporting and advising executive members on development & funding opportunities for Seagull Trust Cruises and secured over £30,000 in grant funding.
- Securing start up funding for the Motorcycle Association for the Disabled in Scotland, and Forth Valley Migrant Support Network.
- Supporting and assisting the Ochils Landscape Partnership in Clacks with their successful submission of a funding application to the Heritage Lottery Fund in 2010. Liaised with supplementary funders including SEPA, Historic Scotland, Leader and SRDP, key stakeholders, landowners and community representatives from the Hillfoots Towns. Provided administrative support for the steering group.
- Desktop research on funding streams, best practice and development opportunities.

DEVELOPMENT OFFICER CRISIS – SCOTLAND

Early 2009

Appointed to cover a gap period of 3 months until new DO was appointed

Providing administrative support to the Team, with a particular focus on conducting desk top research for the briefing paper on the cost effectiveness of Deposit Guarantee Schemes. Other duties included: organizing a reception / parliamentary event for the launch of the briefing paper, creating and maintaining electronic and paper-based databases, organizing training events and general administrative support.

DEVELOPMENT OFFICER / CASE WORKER ICF FALKIRK**2008- 2009**

Development officer and case worker supporting the new EU migrant community. Main tasks included seeking funding opportunities, coordinating activities, community consultations and providing support and advocacy on a range of issues I also worked with **marginalised** people facing a variety of challenges who required help finding effective and sustainable outcomes.

POSTGRAD- SHORT TERM / TEMP ASSIGNMENTS**2005-2008**

These short and temporary assignments allowed me to develop new skills in executive support, project management, and administration following completion of my degree.

Employers included, University of Stirling Research and Enterprise Unit (SURF), NHS Forth Valley, Queen Margaret University College- SIE Intern, NHS Education for Scotland – Edinburgh, The Improvement Service, Scottish Widows Investment Partnership- UK Equities Team, Prudential, Crisis – Scotland, Link Homes- Shared Ownership and Factoring Team, Forth Electrical Services Facilities Management – contracts team, & Roger Tym & Partners – London Office,.

- Main duties included administration, finance, invoicing, travel and diary management, minute taking, mail and office duties and supporting executive members.
- Other responsibilities have included: identifying opportunities for change, preparing funding applications, tenders and PQQ's.
- Conducting and evaluating the outcomes of consultation exercises such as questionnaires, surveys and focus groups.
- Organising events including parliamentary receptions, team development days and staff training initiatives.
- Developing new skills and attending a range of courses offered by Business Gateway Courses included business planning, health and safety, risk assessment and marketing.

FREE LANCE BUSINESS EFFICIENCY PRACTITIONER**2001-2004**

- Following the Millennium project with Falkirk College I saw the opportunity to work with local business and communities to apply the principles of eco design and sustainability in everyday life
- Worked with and supported a wide range of businesses and voluntary organisations to develop and implement sustainable solutions and practices.
- Core activities included working with community groups and the general public to create a better quality of life in a global community.
- Supplementary activities included: Community Education Workshops, Training and Development Programmes, Business Efficiency Reviews, Advice and Guidance, Social Research, Project Evaluation & Project Development.
- I undertook a major project role in establishing The Scottish Real Nappy Network (2003 – 2004) as a recognised entity and organised a national conference with funding from key agencies including Scotland UnLTD and the Scottish Executive. This project ran for a year and has been adopted as a mainstream Initiative in Scotland.

EARLIER CAREER:**1985 -
2004**

- Millennium Project Officer and Environmental Trainer - Falkirk College of Education

- Freelance Consultant - Papillon Promotions
- Project Evaluation Officer - Falkirk College
- Lecturer - Eco design and Business Strategy
- Student Intern - Queen Margaret University College
- Administrator (TQFE) - Dept of Education, Stirling University
- Bank Official

CAREER & PERSONAL ACHIEVEMENTS:

- 2009 Assisted the founder Members of Motorcycle Association for the Disabled (MAD) in Scotland to set up, and secure funding for, the organisation
- 2009 Assisted the founder members to establish, and secure funding for, Forth Valley Migrants Support Network (FMS) which was to provide support and advocacy to member of the new European accession countries A2 / A8 in Falkirk
- 2009 completed the course for Starting Your Social Enterprise Scottish Social Enterprise Academy
- 2005 Completed a paper entitled 'Gateways to Resource Efficiency in SMEs' as part of degree
- 2002 – 2004 Established own business offering sustainable solutions for businesses and community groups through innovative business development training and seminars, publicity and events, website design and consultancy work including the development of The Scottish Real Nappy Network
- 2002 Attended the World Summit on Sustainable Development to learn more about international projects / working practices and meet like-minded organisations.
- 1999 – 2001 Undertook a major project role providing training and guidance to SME's in Central Scotland to promote environmental management and business development with Falkirk College
- 1998 – 1999 Performed successful Independent consultancy on the National Waste Strategy & Forth Valley Waste Plan
- 1999 Completed a paper entitled 'Gateways to Implementing The National Waste Strategy In Scottish Councils' as part of the Advanced Diploma for Eco Design

TRAINING & QUALIFICATIONS:

- | | | |
|---------------|--|---------|
| • 2009 | Starting Your Social Enterprise (ILM) –Pending | SSEA |
| • 2005 | BA (Hons) - Business Management | QMUC |
| • 2004 | Certificate of Education - Environmental Justice | QMUC |
| • 1999 | Advanced Diploma - Eco-design including Industry Based Project | Falkirk |
| • 2000 | Certificate Training Practice | Falkirk |
| • 2000 | Vocational Assessors Award (D32/33) | Falkirk |
| • 1998 | HND - Human Resource Management | Falkirk |
| • 1996 | HNC - Business Administration | Falkirk |
| • | | |

PERSONAL INFORMATION

Full clean driving licence and access to a car

Age: 44

Interests: walking, cooking, social media, photography, reading and travel

Appendix II Cashflow projections for 2 years

See separate excel spreadsheet