Much Marcle Community Shop Ltd

(Social Hub: Village Shop, Post Office Local, and Café)

Business Plan

20/10/2026

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1. Executive Summary

1.1 The longstanding Much Marcle Village Shop and Post Office closed at the end of June 2019 following the retirement of the shop owner. The Shop and Post Office was declared an asset/ community facility in the Much Marcle Neighbourhood Development Plan 2018-2031, with the mandate to be maintained or enhanced if at all possible according to Policies CS1 and CS2. Therefore, immediate efforts were undertaken with the encouragement of Much Marcle Parish Council to find a suitable replacement. As the former shop building was not available and other existing sites explored were also not suitable, new premises, ideally on an improved site, had to be planned. This created a challenge but also lots of exciting opportunities for a new beginning.

1.2 The journey so far is documented as Record of Actions in the Appendices.

1.3 The Much Marcle Community Shop will be a new built facility, in keeping with the village look and feel in order to minimise the impact on the setting of neighbouring listed buildings. The building will be erected on 0.2 acres of land owned by Walwyn Court, near the crossroads at the centre of the village. The old shop was in a high risk flooding area and, in fact, flooded several times. The new site is in a low risk flooding area and in order to mitigate any future catastrophic events the building will be erected 30cm above the ground. The site can use an existing driveway, and unlike the old shop has safe access for pedestrians, a bus stop across the Dymock road (B4024), space for 6 parking slots and a bicycle rack. It is also easily accessible for communities on both sides of the A449. The building will cover a floor area of 170.9 square metres with up to 100 square metres of shop floor.

Please refer to the drawings and the landscape plan in the Appendices. The drawings were approved by the Historic Buildings Officer from Herefordshire Council as part of the general planning permission.

1.4 In terms of the location and building we were mindful of the Herefordshire Local Plan Core Strategy, the National Planning Policy Framework, the Much Marcle Neighbourhood Development Plan 2018-2031 and the positive and constructive pre-planning advice from Herefordshire Council.

1.5 The shop interior will be purpose designed, and the layout, fittings and product displays will create an attractive and welcoming retail environment, where the look and feel will be 'a friendly village shop' with café and post office services. It will incorporate a flexible "pop-up shop" area, which can be used by local artists, by the primary school, and booked by outside services. This is all in order to provide a much needed community hub.

1.6 We are creating at least one new job in the area, because a newly recruited, full-time, experienced and enterprising shop manager will run the business. The shop manager will be supported by a team of at least 30 trained and dedicated volunteers. In later years additional part-time staff may be needed.

1.7 Registration as 'Much Marcle Community Shop Limited' under the Co-operative and Community Benefit Society Act 2014 with the Financial Conduct Authority was achieved in May 2020. The Plunkett Foundation Model Rules of Community Ownership go with it. Our chosen legal structure allows genuine community ownership with equal democratic control and provides a strong asset lock.

1.8 A Business account with the Co-operative Bank has been opened.

1.9 It is our vision that the launch of the Much Marcle Community Shop will be in 2027, although the Corona virus pandemic and other local or global events or delays in attracting necessary grants and funds may cause further delay.

1.10 To date, around £ 390 000 is needed to build, set up and open the Community Shop, Post Office and Café. With around £190 000 in the bank from community shares, grants, donations and fundraising, we still need to raise around £ 200 000. This will have to come from fundraising activities, major donations, further community shares and possible grant applications.

1.11 We based our provisional, cautious 3 years income/cash flow estimates on figures from the former, closed shop, from three Herefordshire Community Shops (one in its 25th year running, one in its 8th year running, and one in its 11th year running; one Community Shop in Worcestershire (in its 6th year running) and from one in West Sussex (in its 7th year running). This leads us to anticipate that Much Marcle Community Shop, Post Office and Café will incur small in year profits from year two onwards. As a not-for-profit organisation we will generally aim for break even or modest profits. Any profits will be used for reinvestment into the business and for community projects.

Please refer for more information to 'Key Operational Facts/Financial Assumptions ' and '3years projections' in the Appendices.

1.12 Our vision for Much Marcle Community Shop also includes the facility of a Post Office. With the aid of the Memorial Hall Committee and the easing of Covid restrictions, it was possible to set up a mobile weekly Post Office as of 7th of April 2021. However, this is not sufficient to address the needs of this rural community in terms of access to cash and other services.

1.13 By October 2026, following the launch of the community share offer in May 2022, 271 shareholders had signed up, which demonstrates a broad and solid base of community support for the project.

1.14 In October 2022, a first shareholders consultation event was held in the Memorial Hall. 87% of shareholders present voted to continue with the project as planned, whereas no-one voted for "an extraordinary AGM with the sole resolution to end the project and pay the share money back".

1.15 The consultation period for our planning application resulted in 44 highly supportive representations from the public. Of the comments from the public, 59% were looking forward to a new social, community hub and 57% saw environmental benefits in having a local community shop. On 30th of September 2024 Planning permission was granted.

1.16 This business plan will be regularly updated. With planning consent achieved, major grant applications will be made and a lease agreement for a peppercorn rent signed. All this will be done in continued communication and consultation with the shareholders as members of the Community Benefit Society through targeted emails. We also continue to inform the wider community through articles in the Mercury, the monthly village newsletter, and posts on Facebook. Since we have secured the support of the village community and beyond, Much Marcle Parish Council, our Ward Councillor of Herefordshire Council, our local MP Ellie Chowns, and Plunkett UK, we are confident that we can achieve our aims and objectives. At the same time, we are aware that this is "a work in progress" which will be reviewed and revised to reflect new thinking, new opportunities, and changing circumstances such as the Corona virus pandemic.

2. Mission Statement

We aim to serve our community by developing a sustainable Shop, Post Office and Café, creating a friendly social hub in Much Marcle.

3. Aims and Objectives

In compliance with the Herefordshire Local Plan Core Strategy, the National Planning Policy Framework and the Much Marcle Neighbourhood Development Plan 2018-2031, we want to provide and sustain an attractive shop, post office and café, acting as a community hub, for the good of varied rural communities in a wide area covering north to Ledbury, south to Ross-on-Wye, east to Dymock and west to Fownhope. Statistical data from 'understanding Herefordshire' clearly show that the communities in and around Much Marcle are dependent on long and time consuming trips to Ledbury, Ross on Wye and Hereford, in order to have access to essential services. Not to forget that a fair number of residents are elderly and have no cars and rely on relatively infrequent buses. A community shop, as we envisage it, in Much Marcle, will fundamentally change this situation. The village shop will provide quality goods and services, which will meet the whole range of shopping needs and interests of parish residents and adjacent parishes, as well as visitors to the local area. There will be an emphasis on supplying good quality, fresh local produce at a fair price.

We also expect that Much Marcle Community Shop will have additional beneficiary impacts on the community; such as

- Social isolation will be reduced by providing, both in the café and the shop itself, a friendly social hub, where people can meet neighbours and make new friends
- Support residents without transport, by giving them access to affordable essentials without the need for car travel or lengthy infrequent bus services
- Reduce the need to use cars and travel 11 miles or more to buy essential provisions, thus saving on fuel costs, pollution and time
- Promote the sale of locally produced fruit, vegetables and home-made produce, thus reducing food miles and supporting local businesses and producers
- Plan to provide easily accessible Post Office services, including access to cash
- Provide free car and bicycle parking for the shop
- Encourage people to take daily exercise in their walk to the shop
- Provide a drop-in centre for organisations such as Citizens Advice, NHS and AGE UK, therefore act as a community hub for the needs of its citizens
- Provide a collection box for Ledbury Food Bank
- Create at least one new full-time and potentially later another part-time job opportunity in the area
- Provide opportunities for volunteering, helping to build networks of friends and contacts

- Provide work experience for students from local schools and local youth organisations, e.g. Duke of Edinburgh Award

- Encourage local enterprise and support charitable causes through the provision of a bookable “pop-up shop” within the shop

- Support the village school by offering the “pop-up shop” area as an outlet for their young enterprise activities and by stocking recommended school equipment

- Reduce anxiety about availability of essentials during a crisis like the Corona virus pandemic

- Improve house-price values by reinstating an important community asset

- Organise regular events to attract residents and other new customers to the shop

- Support village events, such as the Big Apple, the Steam Rally, Large Model Air Show, Open Gardens, Hellens Music and Garden Festival through ensuring that merchandise meets the needs of the different groups who attend these events

-Provide other useful services for residents, such as dry-cleaning, photocopying, a local advertisements board, a water-stop for dogs and a hot-drinks stop for humans.

Some of these benefits of our community shop were confirmed in the Plunkett Foundation Report ‘A better form of business Community Shops 2022’, the Plunkett UK Impact Report 2024, and the Plunkett UK Report ‘Community Ownership. A better form of Business’ 2024 (plunkett.co.uk).

4. Background

The Much Marcle Neighbourhood Development Plan 2018-2031 (www.muchmarcleparishcouncil.org) provides a comprehensive background to the life, work and landscape of Much Marcle and beyond. As a brief summary:

Much Marcle contains a conservation area at its core, but the Plan is supportive of appropriate, sustainable development in the countryside. The new Community Shop will be just that and reinstate a relevant asset/community facility.

The Neighbourhood Area covers 19.62 km2 (7.58 square miles). Much Marcle features in the Doomsday Book of 1086 and has been a significant farming community ever since. The parish comprises the village of Much Marcle and the two smaller linear settlements of Rushall and Kynaston. The village of Much Marcle contains most of the dwellings, centred around the A449/ B4024 crossroads. The location of the new community shop is on a site, in line with the Herefordshire Local Core Strategy, opposite to one of the three public houses - the Walwyn Arms -, near Much Marcle Garage and the Much Marcle Primary School, and close to the dwellings of Much Marcle.

According to the 2011 census, the parish has a population of 660 people, living in 286 households. The average household size is 2.3 persons. There is some social housing in the area and the Much Marcle Neighbourhood Development Plan lists as objective MM04 ‘Identify new housing sites, to achieve a minimum of 14% housing growth by 2031, with an appropriate mix of market, social and affordable units’.

Agriculture is the major land use in Much Marcle parish and the fifth largest employer of local residents. 9% of those employed in the parish work in agriculture according to the 2011 census. There is a small, but strong range of businesses in the parish. Weston's Cider, Much Marcle Garage and Graham Baker Motors are major employers. 19% of working age residents of the parish are in managerial, directorial or senior official positions, which means there are more residents in professional occupations than is the case nationally. Likewise, the retired residents represent a wide range of expertise and competence and make up an encouraging pool for volunteer work for building and running the community shop.

The 2024 Gov.UK Schools Performance data shows that 30% of children at Much Marcle School are on Free School Meals, an indicator of poverty and disadvantage which is significantly higher than the national average of 25.7%. It demonstrates the systemic disadvantage, often hidden in rural communities.

Much Marcle Neighbourhood Development Plan 2018-2031 has the Objective MM1 'Maintain and support existing community facilities and increase the range of activities they provide' and the Policy CS1 'Development proposals for new and/or improved community facilities will be supported, subject to demonstrating that they respect local character and residential amenity'. The planning application for the new Much Marcle Community Shop has taken account of the objective MM1 and the policy CS1.

At the moment, without a shop and post office in the parish, access to shops, supermarkets and a cash point requires a round trip of at least 11 miles to Ledbury. Access to further services and advice such as Citizens Advice requires a 35 miles round trip to Hereford.

5. Evidence and Consultation

A public meeting in the Much Marcle Memorial Hall, called by Much Marcle Parish Council on 2nd of April 2019, decided to seek evidence of the need for a village shop and post office by way of a questionnaire. A voluntary working group was constituted and designed the questionnaire. In July 2019 600 questionnaires were distributed, by hand and electronically. 210 questionnaires were returned, an excellent response rate of 35%. The results were presented at a public meeting in the Memorial Hall on 13th of September 2019 and published in the Mercury, the Much Marcle monthly newsletter. The key points of the survey were: over 90% wanted a replacement village shop and post office, mostly in order to avoid unnecessary car journeys to Ledbury. Overwhelmingly, the location of the new shop and post office had to be near the crossroads of the village, in order to be in the centre with regard to the whole community left and right to the A449 and in order to benefit from passing traffic on the A449. The majority were looking for the basics, but also for artisan, quality local goods and access to cash by way of the post office. 70% said that there was a need for the village to have a community hub.

At the public meeting on 13th of September 2019, it was decided that the evidence supported further steps towards the establishment of a Much Marcle Community Shop and on 13th of November 2019 Much Marcle Parish Council adopted the resolution "to support where possible the Community Shop Project."

As it is to be a shop for and owned by the community, communication, feedback and consultation remains a priority for the voluntary Steering Group. Since the survey and two public meetings, we

have produced regularly informative articles about progress in the Mercury, the local newsletter, and posts on Facebook. Each article encouraged readers to come back with questions to the Editor of the Mercury, and these questions were addressed in subsequent articles. In addition, the closest neighbour to the proposed location of the Community Shop was invited and attended two of the Steering Group's meetings. The neighbour's questions were answered and a commitment was expressed that the possible concerns will be taken into account in the planning and running of the Community Shop. Views of the Cider Group of Churches and Much Marcle Gardeners' Club were also sought and their wishes and needs were incorporated in the lay-out of the shop. Since the inception of the monthly Hellens Produce Market, the Steering Group has had a presence there with an information stand. We organised another public meeting in the Memorial Hall for 26th of May 2022, which coincided with the launch of the share offer. In October 2022, a first shareholders information and consultation event was held in the Memorial Hall. 87% of shareholders present wanted to continue with the project as planned. No one present voted for "an extraordinary AGM with the sole resolution to end the project and pay the share money back". During the consultation period of our planning application, 44 unsolicited representations from the public were received, all in full support of the Community Shop, Post Office and Café.

In August 2025, on the occasion of the Village Shindig/Dog Show we undertook another survey amongst the visitors of the fête. 100% of the respondents are looking forward to the realisation of our community project. 97.3% wanted 'customers' needs are meet, 91.8% asked that we 'champion local produce' and 90.4% reiterated 'the need for a social hub'. All this has been part of our thinking right from the beginning.

6. The Steering Group

Initially, a Steering Group of 10 volunteers operated as an unincorporated organisation. Since our registration as a Community Benefit Society, the Group has a Chair, Treasurer and a Secretary, and lead members were identified for particular strands such as Business Plan, Finance, Communication, the Post Office, and link to the Parish Council. Members all live in Much Marcle and have a wide range of skills and experience, particularly in HR, devising strategies, setting budgets, chairing large boards, IT, as some led successful businesses in areas such as retail, health and education (one headteacher of a Secondary School, one university Vice-Chancellor). One member was for two years the manager of Ledbury Country Market, some have self employed, entrepreneurial experience, others technical and project management experience. Minuted meetings carry the business. While the restrictions under COVID-19 were still in place, some limited electronic communication amongst members of the Steering Group and limited 'Group of 6' meetings took place. In the meantime, regular meetings have resumed.

The Steering Group has secured valuable support from Herefordshire Council, particularly from our local Ward Councillor Barry Durkin, from hvoss, from from Much Marcle Parish Council, our local MP Ellie Downs, Much Marcle Gardener's Club, the Cider Group of Churches, the Memorial Hall Committee and Plunkett UK.

The Steering Group has also established a close relationship with the shop managers of the successful community shops 'Hopes of Longtown' (Herefordshire), in Alfrick (Worcestershire) and Fittleworth (East Sussex). All are happy to provide advice if any questions come up.

Once the Community Shop, Post Office and Café has opened, the Steering Group will become the Management Committee with up to 13 members. All the practices and proceedings of the Community Benefit Society will be guided by the Plunkett Foundation Model Rules of Ownership.

7. Much Marcle Community Shop

7.1 Premises

Much Marcle Community Shop will be a new built facility, in keeping with the village look and feel and minimising the impact on the setting of neighbouring listed buildings. The building will be erected on land owned by Walwyn Court, to the north east of the B4024, approximately 75 metres from the junction with the A449. The building will cover a floor area of 170.9 square metres and will allow us to get the business up and running within the available projected budget.

Please refer to the drawings and the landscape scheme in the Appendices. The drawings were approved by the Historic Buildings Officer from Herefordshire Council, as part of the planning permission.

7.2 Layout and look

The interior layout is open with retail, café and post office counters. Most items will be self service. Frozen and chilled goods will be displayed in appropriate wall units. Fresh local fruit and vegetables, baked goods and artisan type products will feature prominently to achieve a quality farm shop look. The more day to day and household items will be displayed on wall shelving. There will be tables and chairs for a café facility and a 'pop-up shop corner' for varying displays, promotions, use by the Much Marcle primary school, and regular visits by the Citizen Advice Bureau, AGE UK , NHS and other services.

7.3 Environmental management

We are committed to minimising the environmental impact of the community shop. Conscious of neighbours, we will be keeping noise levels and light pollution down at all times. We will also aim to minimise energy use, reduce waste, and cut resource consumption. We expect this policy to be cost neutral during start-up and that it will reduce day-to-day running costs. Below are some of the key ways in which we will build environmental management measures into the setting up and running of the community shop (measures will be finalised in consultation with the shop manager):

• We will specify cost-effective energy-reducing measures such as primary insulation, we will invest in energy-efficient refrigerators, chillers and lighting, and we will investigate both the sourcing of electricity from a green energy provider and the potential for renewable energy generation through solar panels.

• For heating we will install energy efficient heating units, powered by an air source heat pump.

• We will use our purchasing power wisely so as to minimise food waste, and we will sell a range of portion sizes of fresh food to help customers to reduce their wastage as well.

• By sourcing a large percentage of goods from within 30 miles of the shop we will reduce food miles, and by providing the goods that local residents want we will reduce car usage and pollution.

- We will reduce, re-use and recycle packaging, and we will provide a collection point for recycling batteries.
- Following the recommendation of our professional Sustainable Drainage Assessment, we will have lined permeable paving for the parking area.
- We will promote our environmental policy and the measures we take to implement it, to help customers see how they can make savings and reduce their own environmental impacts.

7.4 Retailing hours and staffing

Initial proposed opening hours are as follows:

Village shop Monday to Friday 8am to 5pm/Saturday 8am to 2pm/Sunday 9am to 1pm.

Café Monday to Friday 8am to 4.30pm/Saturday 9am to 1pm/Sunday 10am-12am.

We will aim for some flexibility, e.g. extended opening hours for special annual events at weekends.

Please refer for the rationale to the separate sheet 'Key Operational Facts/Financial Assumptions'.

The running of the business and management of volunteer staff requires a full-time shop manager. The role of shop manager will be advertised on appropriate websites and in local and regional media, and formal interviews on the basis of a clear job description and person specification will be held. While the community shop is becoming established there will be no other paid members of staff.

Given the extent of the proposed opening hours and services, and to keep costs down, a team of trained volunteers will be required to provide support to the shop, café, Post Office and the shop manager. Considering the population profile, we are anticipating sufficient volunteers will come forward. Our confidence in this assumption is supported by our ever-growing team of volunteer fund raisers, over 70 by now, as well as by our consultations and public meetings and the community spirit demonstrated during the Corona virus pandemic. Around 30 volunteers will be required to keep the business running. Volunteers will be recruited in the months leading up to and following the shop opening and a rota will be developed to suit volunteers' requirements. For the shop, café and Post Office to operate efficiently volunteers will need to be able to commit on a regular basis for short periods of time of at least 2 to 3 hours.

Some volunteers will need to fulfil a management function and/or be trained to provide post office services when the shop manager is absent or otherwise occupied. A few volunteers will also be sought for standby duties, to be able to take over when a regular volunteer is unable to fulfil their shift.

Mindful of security and safety, the Community Shop will be staffed throughout its opening hours by at least 2/3 people (plus the shop manager whenever available). Actual staffing levels will be varied to match peaks and troughs in demand. A breakdown of assumed shifts can be found in the separate sheet 'Key Operational Facts/Financial Assumptions'. Customer feedback, demand for longer opening hours (for instance, late closing on one or two days) and actual footfall will be reviewed regularly

and, where a viable business case for change exists, opening hours and salaried staff hours/posts will be revised by the Management Committee.

Staff and volunteers will receive an induction course in using the 'point of sale' till system, food safety, health and safety, hygiene, child protection, safeguarding and age-related sales. A handbook of policies and procedures will be written. Regular refresher training will be provided and there will be monitoring and mentoring from the shop manager. New volunteers will be accompanied by another trained volunteer for the first sessions. The shop manager will report to the established Management Committee and will provide weekly sales and wastage reports. Any urgent issues will be brought to the attention of the Chair of the Management Committee immediately.

Having volunteers is a very visible way of demonstrating that the business is community owned, and allows all those involved to feel a sense of ownership and contribution.

7.5 Products and services

The Community Shop will offer the products and services that are most useful to the community, at competitive and fair prices, and provide a market for local producers. The shop will meet the needs for convenience, and affordable basic shopping (fresh produce, meal-for-tonight, top-up items, etc). It will in addition provide a good range of artisan, quality items that will expect to achieve a higher margin than basic provisions and will regularly have seasonal/festive promotions. Our aspiration for the shop is that it will be increasingly used for weekly shops, attract customers from further afield and that we can provide a delivery service for less mobile parishioners.

By way of the 'pop up' corner, the building will provide space for varying crafts sales, seasonal specials, use by the Much Marcle Primary School, and regular visits by information and advice services. A flexible screen will provide the option for privacy in that area. Together with the café facility, the 'pop up' corner will serve as a general information point for residents and visitors. The building will therefore act as a much needed community and social hub.

We will establish close ties with the local primary school and may, for example, be able to provide learning opportunities and exhibit children's art work. We will also provide the opportunity for local secondary students to gain work experience.

7.6 Post Office services

We have liaised with Post Office Ltd about hosting a Post Office Local. This model entails having the post office counter near the main shop counter, with a separate POS system. The shop manager and a number of volunteers will be given training. A PO Ltd trainer will be on-site during the first week that the post office is open.

A Post Office Local provides all the basic products and services, and most importantly, access to cash.

Apart from convenience for customers, another benefit of providing post office services is that it will generate additional footfall for the village shop.

Thanks to the Memorial Hall Committee and the easing of Covid restrictions, it has been possible to set up a weekly mobile Post Office outside the Memorial Hall as of 7th of April 2021, but this provision is clearly not enough to meet the needs of our communities.

8 Catchment area and customer base

Although named after its geographical location, the intention is that Much Marcle Community Shop serves its much wider community, i.e. the whole of the surrounding area including, outlying farms and houses, adjoining parishes and visitors. So, in terms of the catchment area, we are talking of a wide area from Ledbury to the North, Ross-on-Wye to the South, Dymock to the East and Fownhope to the West.

We expect to cater for about 2000 people in a year. This includes local inhabitants, as well as to staff, parents, and children of Much Marcle Primary School, visitors to the Walwyn Arms, customers of the local garage, employees of Westons and Graham Baker, passers-by on the A449, and visitors to regular events in Much Marcle, such as the Steam Rally, the Large Model Air show, the Big Apple, Hellens Music, Hellens Garden Festival, the Open Gardens and social gatherings in the Memorial Hall. The shop will be prepared for these events with stock which is relevant to each event.

9 SWOT analysis

The Steering Group see the following strengths, weaknesses, opportunities and threats for Much Marcle Community Shop:

STRENGTHS

A positive attractive response to the needs confirmed by the survey and the current widespread view of a missing community and social hub

266 shareholders since the launch of the share offer

Community ownership

A strong asset lock

Offer of a wide range of quality local produce at a fair price

Availability of essentials during a crisis like COVID-19

Offer of new facilities such as a café and the ‘pop up’ corner

Creation of a new job in the area

Advantageous location compared to the location of the closed shop

Takes account of the Herefordshire Local Plan Core Strategy, the National Planning Policy Framework and Much Marcle Neighbourhood Development Plan

The project has the support of Much Marcle Parish Council, Herefordshire Council, our local MP, and Plunkett UK

Reduction of carbon emissions from travelling to shops and supermarkets in Ledbury

Local money remains in the local economy

Strengthening links and partnerships with Much Marcle Primary School, the Cider Group of Churches, the Gardeners' Club, the Hall Committee, the Big Apple Society, and local producers and crafts people for the good of the community

WEAKNESSES

Dependency on one paid full-time shop manager and a group of volunteers

New building and interior fit-out needed

OPPORTUNITIES

A totally new beginning for an important community facility

Purpose designed layout for the needs of the residents

Minimising staff costs by making use of enthusiastic volunteers

Local provision of basic convenience food as well as high quality local products

Social and community hub for information, news and guidance and advice for the local community

Create a community wide membership with an attractive community share offer

THREATS

Residents are now used to having no shop and post office

Online shopping offered by major supermarkets

Lack of sufficient voluntary help

Difficulty of attracting necessary funding

Shop and Post Office may not create enough revenue in order to be viable in the long run

Failure to recruit an enterprising shop manager

We will try to mitigate potential weaknesses and threats by:

- Demonstrating that the chosen location is the optimum solution in terms of the survey, for accessibility, economics, sustainability and for social cohesion reasons. It is also fully compliant with Herefordshire Local Plan Core Strategy
- Establishing a competent Management Committee which will monitor the business and running of the Community Shop, Café and Post Office Local efficiently and effectively
- Establishing necessary funding levels in order to cover the identified start-up costs
- A dedicated marketing campaign near the launch of Much Marcle Community Shop
- Offering attractive local produce at a fair price within easy reach
- Listening to our customers and adjusting our offer accordingly
- Having a clear exit strategy with stepped break points and a major review 5 years after opening
- Appointment of the shop manager a month before the envisaged launch of Much Marcle Community Shop.

Please also refer to the Risk Register in the Appendices.

10 Appendices

1 Record of Actions

2 Risk Register

3 Key Operational Facts/Financial Assumptions

4 3-year projections

5 Drawings

1 Record of Actions

The journey so far has been:

DATE	KIND OF MEETING	LOCATION	MAJOR POINTS
02/04/2019	Public meeting	Memorial Hall	Create evidence for need and feasibility of a village shop and post office
21/05/2019	Voluntary Working Group (VWG)	Hellens	Designed questionnaire for community survey

02/07/2019	VWG	Hellens	Agreed questionnaire and means of distribution
27/08/2019	VWG	Hellens	Analysis of survey/Brief summary for Mercury (Much Marcle monthly newsletter)/Possibility of a mobile Post Office in the Memorial Hall
13/09/2019	Public meeting	Memorial Hall	Community supported a new village shop and post office/Strong encouragement to move to the next stages
02/10/2019	Newly constituted Steering Group (SG)	Hellens	Constitution of a steering group with distributed responsibilities
13/11/2019	Much Marcle Parish Council	Memorial Hall	Resolution: to support where possible the Community Shop project
14/11/2019	SG	Hellens	Location and layout of village shop/ Discussion of figures for the business plan/ Possible donation by the Large Model Airplane Association
01/12/2019	Communication	Much Marcle	'Why we miss the Village Shop'. Article in the Mercury
02/12/2019	2 members of SG	Herefordshire Council	Meeting with local councillor and staff member for funding and enterprise
05/12/2019	Chair of SG	Much Marcle	Secured grant for two working days with community adviser from Plunkett Foundation
09/12/2019	SG	Hellens	Mission Statement and statement of beneficiary impact of a village shop and post office
11/12/2019	Much Marcle Parish Council	Memorial Hall	Walwyn Court site identified for the Community Shop
14/12/2019	3 members of SG	Phillips House	Meeting with community adviser from Plunkett Foundation
20/01/2020	SG	Hellens	Approved first version of business plan
28/01/2020	Communication	Much Marcle	E-mail update to the Community
03/02/2020	2 members of SG	Herefordshire Council	Meeting on business plan with 2 members of staff
12/02/2020	Much Marcle Parish	Memorial Hall	Completion of excellent Business Plan noted

	Council		
27/02/2020	Communication	Much Marcle	'Much Marcle Community Hub - A work in Progress Article' in The Mercury
27/02/2020	7 members of SG	Worcestershire	Study Visit to three Community Shops: Crowle, Peopleton and Bretforton
02/03/2020	SG	Hellens	Decision on Legal Structure
10/03/2020			Membership of Plunkett Foundation
11/03/2020	Chair and other member of SG	Memorial Hall	Update to Much Marcle Parish Council
14/03/2020	Chair of SG	Memorial Hall	Update to audience at Film Night
30/03/2020	SG	consultation by e-mail	Details of Model Rules of Association
01/04/2020	Communication	Much Marcle	'FAQs about our Community Shop'. Article in The Mercury
14/04/2020	Chair of SG		Posted letter with Model Rules of Association and application for Community Benefit Society status to Financial Conduct Authority (FCA)
11/05/2020			Registration as 'Much Marcle Community Shop Limited' under the Co-operative and Community Benefit Societies Act 2014 at the FCA
22/06/2020	Chair of SG, other member of SG, architectural and planning consultant	Zoom	Discussion of design and lay-out and planning processes
08/07/2020	Chair, Treasurer and Secretary of SG	Phillips House	Arrangements for opening a bank account
20/07/2020	Chair of SG, other member of SG, architectural and planning consultant	Phillips House	Discussion of planning processes
29/07/2020	Chair, Treasurer and Secretary of SG		Application for a bank account with the Co-operative Bank
02/08/2020	Communication		'What's been happening to our Community Shop?' Article in the Mercury

09/09/2020	Treasurer		Bank account opened with the Co-operative Bank
21/09/2020	Members of SG	Phillips House	Next steps
07/10/2020	Members of SG and Chair of Parish Council	Phillips House	Location and Lease Arrangements
13/10/2020	Chair and member of SG and Managers of the Walwyn Arms	Phillips House	Exploration of alternatives
19/10/2020	Members of SG	Phillips House	Next steps meeting
01/11/2020	Communication		Much Marcle Community Shop. Article in the Mercury
02/11/2020	Chair and member of SG	Phillips House	Discussion with donors
02/11/2020	Members of SG	Phillips House	Preparation of mail shot for share offer
11/11/2020	Chair and member of SG	Phillips House	Discussion with donors
01/12/2020	Communication		Much Marcle Community Shop. Article in the Mercury
08/03/2021	Chair	Phillips House	Discussion with donor
07/04/2021	Memorial Hall Committee	Memorial Hall	First mobile Post Office set-up and thereafter on a weekly basis
24/06/2021	Members of SG	Phillips House	Discussion about presence at Hellens Produce Market
27/06/2021	Members of SG		Presence at Hellens Produce Market for information and fundraising
22/07/2021	Chair and member of SG	Phillips House	Discussion of further option
31/08/2021	Chair and 3 members of SG	Phillips House	Discussion of further option
03/09/2021	SG	Phillips House	Confirmation of Vision, renewal of Plunkett Foundation Membership
05/09/2021	Chair of SG		Information to Much Marcle Parish
21/09/2021	SG	Phillips House	Setting next priorities
01/10/2021	Communication Group		Update in Mercury Newsletter

06/10/2021	Chair and member of SG	Phillips House	Details of pre-planning advice application.
20/10/2021	Chair of SG and Philip Burford, Director fHook Mason Hereford	Phillips House	Meeting to explore services
25/10/2021	SG	Phillips House	Logo/Share Offer/Pre-planning advice
28/10/2021	Chair of SG		Submission of confidential application for pre-planning advice from Herefordshire Council
06/11/2021	Members of SG		Presence at Hellens Produce Market for information and fundraising
29/11/2021			Cancelled meeting due to pandemic
04/12/2021	Members of SG		Presence at Hellens Produce Market for information and fundraising
21/12/2021	Secretary		Communication to donors
01/01/2022	Communication		Article in the Mercury
19/01/2022	Chair + member of SG	The Royal Oak	Meeting with Manager about a shop at the pub
05/02/2022	Members of SG		Presence at Hellens Produce Market for information and fundraising
28/02/2022	Chair + member of SG	Phillips House	Consideration of Shop design
28/02/2022	SG	Phillips House	Target of Share offer
01/03/2022	Chair		Application for funds from the Mercury
05/03/2022	Members of SG		Presence at Hellens Produce Market for information and fundraising
08/03/2022			Receipt of pre-planning advice from Herefordshire Council
16/03/2022	Chair + member of SG	Ludlow	Meeting with architect
21/03/2022	Meeting with two local residents	Phillips House	Discussion about Lay-out for the Share Offer
21/03/2022	SG	Phillips House	Discussion of pre-planning advice, Share Offer, Logo and Website
21/03/2022	Secretary		Communication to email contacts

22/03/2022	Chair of SG		Request of quote for full architectural service from two architects
02/04/2022	Members of SG		Presence at Hellens Produce Market for information and fundraising
11/04/2022	SG	Phillips House	Logo, Flyer and Website. Quote from architect
12/04/2022	Chair of SG		Phone call with Community First
25/04/2022	Chair of SG		Request of quote for share offer brochure from two printers
25/04/2022	SG	Phillips House	Logo, Flyer, Brochure, Website. Quote from architect, milestones
28/04/2022			Receipt of grant from the Mercury Newspaper
28/04/2022	Communication Group		Meeting about Logo
30/04/2022	Communication Group		Website gone live (www.muchmarcleshop.org)
02/05/2022	Communication Group		Logo approved
04/05/2022	3 members of SG		Discussion of location
04/05/2022	Member of SG	Memorial Hall	Report at Parish Annual Meeting
07/05/2022	Members of SG		Presence at Hellens Produce Market for information and fundraising
09/05/2022	Treasurer, Chair and other member of SG	Phillips House	Share Offer Application Form
11/05/2022	Chair and other member of SG, owner of Walwyn Court	Phillips House	Location
19/05/2022	SG	Phillips House	Preparation of Meeting with Share Offer
20/05/2022	Chair of SG		Expression of Interest for Community Shares Booster Fund
26/05/2022	SG	Memorial Hall	Meeting with launch of Share Offer
09/06/2022	SG	Phillips House	Fundraising
12/06/2022	Members of SG		Presence at Hellens Garden Festival for information and fundraising

14/06/2022	Chair + other member of SG	Phillips House	Meeting with former member of Estates Department of Royal Agricultural University
14/06/2022			Received invitation for full application for Community Shares Booster Fund
20/06/2022	SG	Phillips House	Meeting with distribution of share offer brochure
28/06/2022	Chair of SG	Phillips House	Meeting with accountant to discuss numbers
02/07/2022	Members of SG		Presence at Hellens Produce Market for information and fundraising
11/07/2022	SG	Phillips House	Canvassing, fundraising
12/07/2022	Chair of SG		Submission of Booster fund full application equity funding
28/07/2022	Chair of SG		Following the negative outcome of the Booster fund application, secured 14hours of Business support from the Plunkett Foundation
03/08/2022	Chair + 2 members of SG	Leominster	Meeting with Business Advisor from Community First
06/08/2022	Members of SG		Presence at Hellens Produce Market
08/08/2022	SG	Phillips House	Maximising share offer
12/08/2022	Communication Group	Swan Cottage	Finalising banner
19/08/2022	Member of SG	Memorial Hall	Publicity at Filmnight
23/08/2022	Chair of SG	Phillips House	Discussion of financial data with Accountants
01/09/2022	Communication Group		Article in the Mercury
03/09/2022	Members of SG		Presence at Hellens Produce Market
07/09/2022	SG	Phillips House	Meeting with discussion of next steps
12/09/2022	Chair and other member of SG	Walwyn Court	Shop banner set up
14/09/2022	Chair	Phillips House	Meeting with former member of Estates Department of Royal Agricultural University
14/09/2022	Secretary of SG		Message to share holders

26/09/2022	Two members of SG	Weston's	Meeting with CEO of Weston's Cider
29/09/2022	Communication Team		Article in 'All about West of the Hills'
29/09/2022	Chair and other member of SG	Phillips House	Meeting with Operational Manager of Willy'sACV
01/10/2022	Members of SG		Presence at Hellens Produce Market
03/10/2022	SG	Phillips House	New members of SG/preparation of shareholder information exchange meeting
08/10/2022	Chair of SG	Memorial Hall	Presence at The Big Apple event
09/10/2022	Members of SG	Memorial Hall	Presence at The Big Apple event
14/10/2022	SG	Memorial Hall	Shareholder Information Exchange/87% opt for the project as planned
17/10/2022	Chair	Malvern	Worcestershire/Herefordshire Funders Fair
18/10/2022	Members of SG	Phillips House	Meeting about fundraising with National Director of the Institute of Directors
27/10/2022	Chair		Phone call with Business Development Manager, Co-operative & Community Finance, Co-op Finance
31/10/2022	SG	Phillips House	New members
01/11/2022	Communication Team		Article in The Mercury
05/11/2022	Members of SG		Presence at Hellens Produce Market
07/11/2022	Chair and Member of SG	Fittleworth	Visit of Fittleworth Stores
28/11/2022	SG	Phillips House	Fundraising
29/11/2022	Chair		Grant application to Herefordshire Community Foundation
30/11/2022	Chair + member of SG	Phillips House	Discussion on further grant applications
01/12/2022	Member of SG		Article 'Visit to Fittleworth Stores' in the Mercury
01/12/2022	Chair		Grant application to Clive Richards Foundation
02/12/2022	Chair		Grant application to National Lottery Community Funds
03/12/2022	Members of SG		Presence at Hellens Produce Market

17/12/2022	Members of SG	Walwyn Court	Look at possible building type
20/12/2022			Report in Ledbury Reporter, Hereford Times and Worcester News
16/01/2023	SG	Phillips House	Design of Building/Grant applications
19/01/2023	Members of SG and former architect	Phillips House	Requirements of planning application
20/01/2023	Members of SG	Walwyn Court	Look at possible building type
26/01/2023	Communication Group	Phillips House	Internal layout
03/02/2023	Members of SG	Walwyn Court	Internal layout
04/02/2023	Members of SG		Presence at Hellens Produce Market
06/02/2023	Chair and two members of SG	Phillips House	Design and layout
10/02/2023	Chair and two members of SG	Walwyn Court	Design of steel-framed, wooden cladded building
20/02/2023	SG	Phillips House	Fundraising, responses to questions from National Lottery Community Funds
22/02/2023			Successful grant application with Herefordshire Community Foundation (£2500)
02/03/2023	Secretary	Swan Cottage	Communication to shareholders with plea for volunteers for fundraising event
04/03/2023	Members of SG		Presence at Hellens Produce Market
13/03/2023	Members of SG	Walwyn Court	Meeting with representative of JRC Steel Frame Building
14/03/2023	Chair and Treasurer		Financial matters
27/03/2023			Decline of grant application to National Lottery Community Funds on grounds of “no need for a community shop, Post Office and Café in Much Marcle”
28/03/2023	Chair + 2 members of SG	Phillips House	Fundraising and steps forward
30/03/2023	Chair + 2 members of SG	Phillips House	Quote for steel framed building
30/03/2023	Chair + 2 members of SG + Owner of Walwyn	Walwyn Arms	Surveys for the planning application

01/04/2023	Members of SG		Presence at Hellens Produce Market
03/04/2023	Chair + member of SG + Chair of Much Marcle Gardening Club	Phillips House	Fundraising event
03/04/2023	SG	Phillips House	Surveys for planning application
12/04/2023	Communication lead	Memorial Hall	Report to AGM Much Marcle Parish Council
13/04/2023		Walwyn Court	Preliminary Ecological Appraisal
17/04/2023	Chair of SG		Letter to HMRC with request to be recognised as a Charitable Community Benefit Society
17/04/2023	Chair of SG		Commissioned traffic consultant
20/04/2023	Secretary		Communication to shareholders about 'Peter's Race'
26/04/2023	Chair + members of SG	Phillips House	Meeting with Aimee Williams, Talk Community Development Officer
01/05/2023			Article in the Mercury about fundraising
04/05/2023	SG	Phillips House	Surveys, fundraising
06/05/2023	Chair + members of SG	Hellens	Presence at Hellens Produce Market
12/05/2023	SG	Phillips House	Draft drawings, accessibility
15/05/2023	Secretary		Communication to all shareholders about fundraising
18/05/2023	Secretary+member of SG	Swan Cottage	Meeting with fundraising volunteers
22/05/2023	Volunteer	Hellens	Sound bath for fundraising
26/05/2023	SG	Phillips House	Draft traffic assessment
28/05/2023	Volunteer	Much Marcle	Presence at Car Boot Sale
28/05/2023	Chair	Dymock	Dymock Half Marathon for fundraising
05/06/2023	SG	Phillips House	Building, fundraising
08/06/2023	Chair + members of SG	Phillips House	Meeting with Aimee Williams, Talk Community Development Officer

14/06/2023	Chair	Hereford	Meeting with Cllr Barry Durkin, Cabinet member of Herefordshire Council, about Traffic assessment
18/06/2023	Volunteers	Much Marcle	Presence at car boot sale
23/06/2023	Chair + Members of SG	Phillips House	Meeting with representative of JRC Steel Frame Building/amendments to drawings
03/07/2023	SG	Phillips House	Planning application, fundraising
11/07/2023	Chair + members of SG	Hereford Rugby Club	Hubs Capital Grant Scheme Breakfast Networking Event
11/07/2023	Chair + member of SG	Phillips House	Issues around sewage, drainage and electricity
11/07/2023	Secretary		Communication to shareholders about the success of recent fundraising events
27/07/2023	SG		Submission of EOI for the Herefordshire Hubs Capital Grants Scheme
02/08/2023	Chair	Phillips House	Meeting with Traffic Consultant on amendments to the traffic report
05/08/2023	Secretary + member of SG	Hellens	Presence at Hellens Produce Market
06/08/2023	Volunteers	Ross-on-Wye	Car Boot Sale
15/08/2023	Treasurer		Submission of annual return to the FCA
21/08/2023	SG	Phillips House	Arrangements for planning application, Timescales
22/08/2023	Secretary+member of SG	Much Marcle	Meeting with fundraising volunteers
26/08/2023	Volunteers	Ledbury	Book stall
02/09/2023	Members of SG	Hellens	Presence at Hellens Produce Market
02/09/2023	Volunteers	Much Marcle	Book stall at Model Air Show
03/09/2023	Chair + members of SG	Much Marcle	Book stall at Model Air Show
04/09/2023	Member of SG	Memorial Hall	Exchange with Hall Committee
11/09/2023	Members of SG	Walwyn Court	Discussion of planning application with owner of site
25/09/2023	SG	Phillips House	Finalising planning application

27/09/2023	SG		Engaging an independent reader for the planning application
07/10/2023	Members of SG	Hellens	Presence at Hellens Produce Market
16/10/2023	SG	Phillips House	Finalising issues around the planning application, consultation on amendment to the Model Rules for Community Ownership
19/10/2023	SG		Consultation for 11 days about an amendment on our Model Rules for Community Ownership
31/10/2023	Chair of SG		Submission of Planning Application
04/11/2023	Members of SG	Hellens	Presence at Hellens Produce Market
08/11/2023	Chair + members of SG	Memorial Hall	Representation on Much Marcle Parish Council
20/11/2023	SG	Phillips House	Consultation, Representations
20/11/2023			Unanimous approval of amendment to Model Rules for Community Ownership
02/12/2023	Members of SG	Hellens	Presence at Hellens Produce Market
05/01/2024	Chair + member of SG	Alfrick	Visit to Alfrick & Lulsley Community Shop
06/01/2024	Members of SG	Hellens	Presence at Hellens Produce Market
08/01/2024	GeoSmart		Phase 1 Contaminated Land Assessment
10/01/2024	Members of SG	Phillips House	Meeting with Historic Buildings Officer and Ward Councillor on design of the Community Shop
10/01/2024	Chair + member of SG	Memorial Hall	Representation on Much Marcle Parish Council
15/01/2024	SG	Phillips House	Issues around planning application
23/01/2024	GeoSmart		Sustainable Drainage Assessment
24/01/2024	Chair		Update on matters of the planning application to the case officer
29/01/2024	Communication Team		Article in ‘all about West of the Hills’ + Article in ‘Mercury’

03/02/2024	Members of SG	Hellens	Presence at Hellens Produce Market
09/02/2024	Members of SG	Walwyn Court	Meeting with landowner about possibly contaminated land on the proposed site
19/02/2024	SG	Phillips House	Issues of planning application
22/02/2024	Chair		Update on matters of the planning application to the case officer
29/02/2024	Secretary+member of SG	Much Marcle	Meeting with fundraising volunteers
03/02/2024	Members of SG	Hellens	Presence at Hellens Produce Market
08/03/2024	2 members of SG	Phillips House	Charitable status
11/03/2024	SG	Phillips House	Finalising amendment to planning application
12/03/2024	Chair		Final parts of planning application to case officer
14/03/2024	Chair		Phone call with the planning officer; consultation till April, the 5th
23/03/2024	Volunteers	Ledbury	Book sale
24/03/2024	Member of SG	Chandos Farm	Vintage Car Rally
06/04/2024	Members of SG	Hellens	Presence at Hellens Produce Market
10/04/2024	Communication	Memorial Hall	Annual report at Annual Parish Meeting
15/04/2024	SG	Phillips House	Planning application, grant giving organisations
17/04/2024	Chair of SG		After initial Expression of Interest, invitation to make a full application to Community Ownership Fund
24/04/2024	Secretary+member of SG	Much Marcle	Meeting with fundraising volunteers
29/04/2024	Chair + member of SG	Alfrick	Visit to Alfrick&Lulsley Community Shop in order to get financial data
01/05/2024			Full support from COF funds granted in order to help a quality application for the Community Ownership Fund

05/05/2024	Secretary		Email to shareholders about upcoming fundraising events and the 200 Club
13/05/2024	SG	Phillips House	COF application/Open Gardens
19/05/2024	Gardeners' Club	9 Gardens in Much Marcle	Open Gardens
21/05/2024	Chair + Treasurer	Phillips House	Financial aspects of COF application
31/05/2024	Members of SG	The Walwyn Arms	Meeting with Sir Bill Wiggin
03/06/2024	Chair		Briefing for Sir Bill Wiggin
09/06/2024	Members of SG	Hellens	Presence at Hellens Garden Festival
10/06/2024	SG	Phillips House	Planning Application, Community Ownership Fund
22/06/2024	landowner + 2 members of SG	Walwyn Court	Percolation testing
23/06/2024	Secretary		Communication to all share holders about the Open Garden Event
24/06/2024	Fundraising Group	Swan Cottage	Planning ahead
02/07/2024	Secretary		Communication to all share holders about state of affairs
04/07/2024	Chair		Amended SuDS scheme to planning officer
06/07/2024	Members of SG	Hellens	Presence at Hellens Produce Market
15/07/2024	SG	Phillips House	Planning application, Fundraising
17/07/2024	Members of SG	Memorial Hall	Update to Parish Council
20/07/2024	Volunteers	Much Marcle	Presence at Steam Rally
21/07/2024	Volunteers	Much Marcle	Presence at Steam Rally
03/08/2024	Members of SG	Hellens	Presence at Hellens Produce Market
04/08/2024	Secretary		Communication to shareholders about 200 Club
17/08/2024	Secretary		Communication to general public about share offer and 200 club
26/08/2024	Members of SG	Ledbury	Presence at Ledbury Carnival
02/09/2024	SG	Phillips House	Fundraising

07/09/2024	Members of SG	Hellens	Presence at Hellens Produce Market
07/09/2024	Members of SG	Much Marcle	Presence at Model Aircraft Show
16/09/2024	2 members of SG	Walwyn Court	Meeting with landowner about Hellens' planning application
17/09/2024	Treasurer + Chair	Phillips House	3 year's projections
21/09/2024	Fundraising Team	Memorial Hall	Afternoon Tea
23/09/2024	Chair + Steering Group Member	Phillips House	Preparation for Meet the Funders Meeting
25/09/2024	Members of the Steering Group	Salvation Army Church Hereford	Meet the Funders
30/09/2024			Planning permission granted
30/09/2024	SG	Phillips House	Grant applications, fundraising
01/10/2024	Member of SG		Communication in Mercury about fundraising successes
01/10/2024	Chair of SG		Expression of Interest for a Community Hub grant to Talk Community/Herefordshire Council
02/10/2024	Secretary		Communication to shareholders about planning permission
03/10/2024	Secretary		Communication to shareholders about first draw of the 200 Club
04/10/2024	2 members of SG	Bromley Hive	Meeting with local MP about revival of Community Ownership Fund
05/10/2024	Members of SG	Hellens	Presence at Hellens Produce Market + First draw of 200 Club
12/10/2024	Fundraisers + Chair	Barton Fields	Archery event during the Big Apple
01/11/2024	Members of the Communication Team		Communication in the Mercury about publicity on the successful planning application, the 200 Club and the Afternoon Tea event
02/11/2024	Members of SG	Hellens	Presence at Hellens Produce Market + Second draw of 200 Club
04/11/2024	SG	Phillips House	Grant application, funding events

05/11/2024	Chair	Phillips House	Application to National Lottery Community Fund submitted
13/11/2024	Chair	Memorial Hall	Report to Parish Council
20/11/2024			Application to National Lottery Community Fund declined at first round. No specific reasons given.
04/12/2024			Donation received from Putley WI
07/12/2024	Members of SG	Memorial Hall	Wreath making workshop
07/12/2024	Members of SG	Memorial Hall	Presence at Wreath making workshop
12/12/2024	Members of SG	Phillips House	Meeting with grants liaison officer from Herefordshire Council
14/12/2024	Members of SG	Memorial Hall	Presence at Crafts Fair
02/01/2025	Member of SG		Article in Mercury about fundraising Wreath making event
04/01/2025	Members of SG	Hellens	Presence at Hellens Produce Market + Draw of 200 Club
06/01/2025	SG	Phillips House	Way forward, Charity
09/01/2025		House of Commons	MP for North Herefordshire, Dr Ellie Chowns, mentions Much Marcle Community Shop as a fantastic project
11/01/2025	Members of SG	Gorsley	Exploratory visit to Gorsley Shop and Post Office
13/01/2025	Volunteers	Swan Cottage	Fundraising meeting
16/01/2025	Members of SG	Longtown	Exploratory visit to Hopes of Longtown
01/02/2025	Members of SG	Hellens	Presence at Hellens Produce Market + Draw of 200 Club
01/02/2025	Member of SG		Article in Mercury about current situation
06/02/2025	Members of SG	Hereford	Meeting with Herefordshire Grants Liaison
		Council Office	Officer
06/02/2025	2 members of SG	Walwyn Court	Meeting with landowner
10/02/2025	SG	Phillips House	Evidence for another capital grant application , Charity

12/02/2025	2 members of SG		Exploratory visit to Wellington Village Stores
25/02/2025	Members of SG	The Walwyn Arms	Support meeting with former Chair of Much Marcle Parish Council
27/02/2025	Members of SG	Hereford Council Office	Meeting with Herefordshire Grants Liaison Officer
01/03/2025	Members of SG	Hellens	Presence at Hellens Produce Market
01/03/2025	Member of SG		Article in Mercury about visits to two commercial village shops in Herefordshire
10/03/2025	Member of SG		Submission of 'Friends of Much Marcle Community Shop' to the Charity Commission
10/03/2025	SG	Phillips House	Fundraising, way forward
12/03/2025	2 members of SG		Exploratory visit to Yarpole Community Shop
13/03/2025	Volunteers	The Trumpet	Meeting about Bingo
18/03/2025	Chair + member of SG	Phillips House	Discussion of timeline
26/03/2025	Communication lead		Article in West of the Hills Magazine: Much Marcle Shop Events
01/04/2025	Chair of SG		Video call with Talk Community Development Manager
01/04/2025	Member of SG		Article in Mercury about visits to further commercial village shops in Herefordshire
05/04/2025	Members of SG	Hellens	Presence at Hellens Produce Market
07/04/2025	SG	Phillips House	Timescales, Scenarios, Funding
11/04/2025	Fundraising Team	Memorial Hall	Bingo, fundraising event
16/04/2025	Communication	Memorial Hall	Annual report at Annual Parish Meeting
28/04/2025	4 members of SG	Phillips House	Discussion of Grant application
30/04/2025	2 members of SG	Hereford	hvoss 'Meeting the Funders' meeting
03/05/2025	Members of SG	Hellens	Presence at Hellens Produce Market

10/05/2025	Secretary		Communication to shareholders about state of affairs and invitation to come forward with ideas for fundraising
12/05/2025	Volunteers	Phillips House	Meeting about Tea at the Vicarage
12/05/2025	SG	Phillips House	Funding application
15/05/2025	Chair		Allocation of support by Plunkett UK for the question of 'charitable status'
16/05/2025	Chair		Submission of grant application to Bernard Sunley Foundation
20/05/2025	Chair		Phone call with Chief Executive of hvoss about National Lottery application
21/05/2025	Chair + member of SG		Zoom meeting with Community Business Manager from Plunkett UK about 'charitable status'
28/05/2025			Received from Plunkett UK support letter about 'charitable status'
28/05/2025		Phillips House	Tea at the Vicarage
07/06/2025	Members of SG	Hellens	Presence at Hellens' Garden Festival
12/06/2025	2 members of SG	Walwyn Court	Meeting with landowner about letter of intent
13/06/2025	Chair + 2 members of SG	The Walwyn Arms	Meeting with Cllr Barry Durkin + David Tristram
14/06/2025	Volunteers	Swan Cottage	Meeting about the Shindig
16/06/2025	SG	Phillips House	Measures to keep momentum going
28/06/2025		Memorial Hall	Strawberry Tea
01/07/2025	Communication lead		Article in the 'Mercury' on 'Shop Fatigue'
15/07/2025	Chair		Phone call with Herefordshire Grants Liaison Officer on funding opportunities
21/07/2025	SG	Phillips House	Risk register, loan facility, fundraising
23/07//2025	Members of SG	Phillips House	Meeting with Cllr Barry Durkin
27/07/2025	Fundraising Group	Barton's	Much Marcle Shindig and Dog Show
29/07/2025			Article on Shindig in Ross Gazette

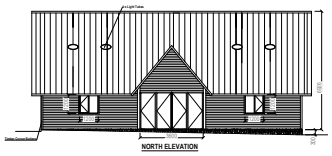
30/07/2025	Secretary		Communication to shareholders about the Shindig
02/08/2025	Members of SG	Hellens	Presence at Hellens Produce Market
04/08/2025	Members of SG	Phillips House	Discussion about charity
20/08/2025	Chair + member of SG	Phillips House	Meeting with potential builder
31/08/2025	Volunteers	The Orchards	Fundraising meeting
01/09/2025	SG	Phillips House	Risk register, Shindig survey, possible grant application
01/09/2025	Member of SG		Article about the Village Shindig/Dog Show in the Mercury
06/09/2025	Members of SG	Hellens	Presence at Hellens Produce Market
08/09/2025	Communication lead		Article 'Building Community and a Shop' in the Down the Line Autumn 25 Daffodil Line Bus Magazine
11/09/2025	Chair of SG		Conversation about quote with Manager of I.J.Preece
24/09/2025	Members of SG		Finalising draft of Grant Application
29/09/2025	SG	Phillips House	Grant application, share investment booster
02/10/2025	Members of SG	Phillips House	Updating Business Plan and website
04/10/2025	Members of SG	Hellens	Presence at Hellens Produce Market
11-12/10/2025	Fundraisers	The Bartons	Archery as part of the Big Apple Weekend
22/10/2025	Chair	Salvation Army Hereford	AGM hvoss
01/11/2025	Communication		Article on fundraising in the Mercury
01/11/2025	Members of SG	Hellens	Presence at Hellens Produce Market
03/11/2025	SG	Phillips House	Remaining costs, fundraising
07/11/2025		Memorial Hall	Bingo (fundraising event)
12/11/2025	Chair+member of SG	Memorial Hall	Report to Parish Council
26/11/2025	Chair	Salvation Army Hereford	hvoss 'Meet the Funders'
01/12/2025	Members of SG	Phillips House	Meeting with IJPreece on building

02/12/2025	Members of SG	Phillips House	Historic Tour (fundraising event)
06/12/2025	Members of SG	Hellens	Presence at Hellens Produce Market
11/12/2025	Members of SG	Phillips House	Historic Tour (fundraising event)
03/01/2026	Members of SG	Hellens	Presence at Hellens Produce Market
12/01/2026	SG	Phillips House	Timescales, Fundraising
14/01/2026	Chair+member of SG	Memorial Hall	Report to Parish Council
19/01/2026	Fundraising Group	Little Acre	Open Gardens
01/02/2026	Communication		Article on fundraising in the Mercury
07/02/2026	Members of SG	Hellens	Presence at Hellens Produce Market
09/02/2026	SG	Phillips House	Risk Register, Communication
01/03/2026	Secretary		Communication to shareholders about upcoming fundraising event
04/03/2026			National Lottery Community Fund application unsuccessful
07/03/2026	Members of SG	Hellens	Presence at Hellens Produce Market
09/03/2026	SG	Phillips House	Brainstorming options
10/03/2026	Members of SG	Phillips House	Meeting with Business Development Manager of Oakwrights
11/03/2026	Chair of SG		Report to Parish Council Meeting
18/03/2026	Secretary		Newsletter to households in Much Marcle
21/03/2026		St Bartholomew's Church, Much Marcle	Serenata, a Capella concert
23/03/2026	Fundraising Group	Swan Cottage	Open Gardens
25/03/2026	SG	Phillips House	Quotes, Targets
01/04/2026	Communication		Article on 'Work behind the scene' in the Mercury
27/04/2026	SG	Phillips House	Conditions of Planning consent, Finances
30/04/2026	Communication lead	Memorial Hall	Report at Annual Parish Council Meeting
30/04/2026	Secretary		Communication to all shareholders

22/05/2026	Organiser		Interview about the Open Gardens with BBC WM Hereford&Worcester
25/05/2026		Much Marcle	Open Gardens as fundraising event
01/06/2026	Communication lead		Article in the Mercury
06/06/2026	Members of SG	Hellens	Presence at Hellens Produce Market
08/06/2026	SG	Phillips House	Open discussion about the project
10/06/2026	Members of SG	Phillips House	Meeting with builder (Nat MacAra)
04/07/2026	Members of SG	Hellens	Presence at Hellens Produce Market
06/07/2026	Chair and member of SG	Phillips House	Meeting with builder (Gary, Range Builders)
14/07/2026		Phillips House	Historic Houses tour
15/07/2026	Chair and member of SG	Rushall Village Hall	Report to Parish Counci
20/07/2026	SG	Phillips House	Finances, pros and cons of a smaller building
21/07/2026		Phillips House	Historic Houses tour
28/07/2026	Chair+member of SG	Walwyn Court	Meeting with Surveyor
01/08/2026	Members of SG	Hellens	Presence at Hellens Produce Market
08/08/2026		Phillips House	Historic Houses tour
24/08/2026	Chair+members of SG	Phillips House	Meeting with landowner
26/08/2026	Chair+members of SG	Phillips House	Meeting with builder (Gary, Range Builders)
01/09/2026	Communication		Article on ‘bestselling produce’ in the Mercury
05/09/2026	Members of SG	Hellens	Presence at Hellens Produce Market
07/09/2026	SG	Phillips House	Quotes, Risk register, meeting with manager of Handley’s Ledbury
08/09/2026	Chair+members of SG	Phillips House	Meeting with architect (Tom, Greenleave Architecture)
09/09/2026	Chair and member of SG	Memorial Hall	Report to Parish Council
30/09/2026		Phillips House/ Homme House	Kilvert Society Visit
03/10/2026	Members of SG	Hellens	Presence at Hellens Produce Market
19/10/2026	SG	Phillips House	Fundraising, possible scenarios

We regularly update our action plan towards the opening of the new Much Marcle Community Shop, Post Office and Café.

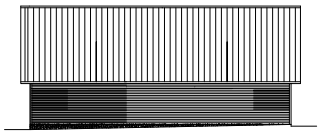
Approved drawings of the building



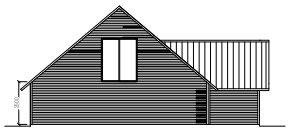
NORTH ELEVATION



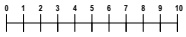
WEST ELEVATION



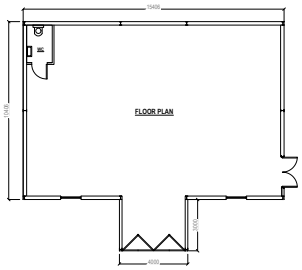
SOUTH ELEVATION

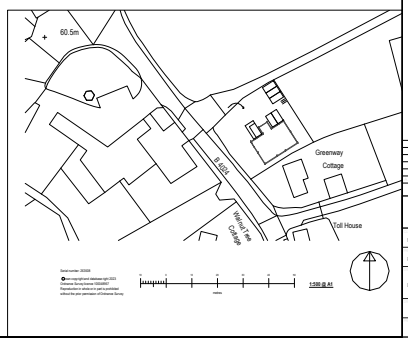


EAST ELEVATION



1:75 @ A1 (Meters)





General Notes

JRC

Bush Mania Community Shop

Proposed Shop

Elevations & Site Plan

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