

Business plan for community ownership of the Crunchy Carrot

17/03/19



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Executive summary

This business plan is for a community buyout of the Crunchy Carrot, an independent greengrocer and wholefood shop, which has been trading successfully on Dunbar High Street for the last 18 years. Under community ownership the business will trade as Community Carrot. Financial projections for 3 years are attached separately.

The existing shop currently serves individuals, local businesses and schools with fresh and dried food stuffs, and eco-friendly cleaning and body care products. The shop also currently serves several social functions, including free delivery to the elderly, the provision of nutritional advice, and support for a wide range of activities including local charities and the foodbank. It plays a central role in keeping Dunbar High Street in a healthy state along with the independent butchers, fishmongers and community bakery.

The current Directors are looking to withdraw and as they own the building there is no mortgage cost. Therefore, finding a private buyer willing to maintain it as a greengrocer with community ethos is unlikely as servicing the costs for the property would be challenging on current profit margins. Indeed, a previous attempt to sell in 2010 failed to find a buyer.

It is therefore highly likely to be lost to the community along with its positive impacts unless it can be bought by the community. The closure of the shop will leave a void which will have negative impacts across a range of areas that would need to be filled. Rather than lose the shop, its momentum and relationships and start anew, we believe it makes much more sense to save it and maintain and develop its impacts.

After setting up a small steering group initial support from Co-operative Development Scotland and the Plunkett Foundation allowed members of the community to start exploring the potential for community ownership, and this approach was endorsed by a survey and a well-attended public meeting held in July 2018.

Our vision for community ownership is that the shop will not only maintain its social and environmental functions but expand upon them and embed them into its operations, placing community benefit at the heart of how it trades.

The steering group has subsequently become a Board of Directors for a Community Benefit Society, the Community Carrot Ltd., and been currently has six members. It has been

supported in developing its plans further by Community Shares Scotland, and the Scottish Land Fund.

The shop currently has a turnover in excess of £350,000 with an operating profit estimated at around £3,500 after wages, directors' drawings and all other administration costs. This provides a solid basis for creating a successful community-owned business.

Community Carrot Limited has been registered with the Financial Conduct Authority as a Community Benefit Society (number 8073) to act as vehicle for the buyout. The intention is to raise sufficient funds to buy the business, premises, stock and assets through grants from the Scottish Land Fund and East Lothian Council together with a community share issue.

Our community

Our community, residing within East Lothian Council's Ward 7, consists of Dunbar along with numerous small villages and settlements. Dunbar's population has been steadily growing for the past 10 years and is now around 10,000, with additional development planned. The surrounding catchment area, 15 minutes drive from Dunbar, is made up of small rural communities and villages such as Innerwick, Stenton and East Linton, which brings the population estimate to around 12,000 in 6,300 households. Of those households 63% (c. 4,000) are classified as 'rural'.¹

Our main challenges include sustaining what is currently a viable High Street within the context of out of town developments such as Asda; ensuring that people and businesses continue to have access to quality food and products; providing a market for local producers/growers; and serving the growing enthusiasm for sustainable projects.

The current shop, the Crunchy Carrot, is thriving. The owners estimate that around 3,000 customers use the shop on a regular basis, including 70 signed up for the box delivery schemes, 10 local businesses (restaurants and hotels) and four schools. Where possible it

¹ ELC calculation based on Scot Gov urban/rural classifications
https://www.eastlothian.gov.uk/download/downloads/id/27399/dunbar_and_east_linton_ward_by_numbers_snap_shot_2018.pdf

buys produce from local businesses and growers, including from allotments and garden growers, and sources fair trade and eco-friendly products.

The shop is an integral part of the local community and economy helping to tackle those challenges. Its loss would significantly affect footfall and the continuing viability of the High Street, significantly diminish the market place for local growers and producers, reduce local access to ethical and quality food stuffs, and have a negative impact on community cohesion.

Rather than lose the shop, its momentum and relationships and start anew to fill the void left by its closure, we believe it makes much more sense to save it through community ownership and maintain and develop its impacts.

Community consultation and support

With support from the Plunkett Foundation, we put out a survey to 800 households across Dunbar in May/June 2018 and made this available online (135 responses). This showed significant interest in the idea of pursuing some form of community ownership. We then held a public meeting to explore this interest further, along with representatives from Plunkett and Community Shares Scotland. Again this proved encouraging. Findings from both of these are available on request. An 'expression of interest' form for the purchase of community shares has been widely circulated and has so far resulted in pledges of around £35,000. We have recently distributed 1,500 flyers through letter boxes and to commuters updating people on events and plans, have taken an advert out in the local post office, and written an article for East Lothian Life. Our Community Carrot page on Facebook already has 275 likes. Details of all of this can be seen in [Appendix B](#).

With support from CSS, and one of their advisors (Martin Meteyard), we have been working to develop the project. We invited more members on to the Board to represent local suppliers, community groups and to add business skills to the group. The current owners stepped back from any involvement.

A meeting with Alison Crook from the Scottish Land Fund led to a successful application to SLF for Stage 1 support, allowing us to deepen our community engagement and obtain building and valuation surveys as the basis for a Stage 2 application to buy the property.

We have also been working on the preliminaries for a community share offer with a target of £50,000 to be launched as soon as we know about SLF funding. Anyone with an interest will be able to buy shares, and all shareholders will have equal voting rights (one person one vote) whatever the amount of their investment. We will ensure that a majority of shareholders and board members live within the Ward 7 area. The minimum share purchase will be £10 with no maximum.

Proposal

It is proposed that the Community Benefit Society (CBS) that has been established, the Community Carrot Ltd, will buy the current shop, the Crunchy Carrot, its premises, stock and assets and ensure it continues to run as an independent business providing good quality fresh and dried goods, sourced locally where possible. We propose to increase and strengthen our connections with small-scale local growers/producers, businesses, local settlements, community groups (e.g. foodbanks), schools and vulnerable people.

Aims

As a CBS we will aim strengthen the connection between ethical food growing, buying, waste and education and help enhance community control over this through the shop and its activities. We also aim:

to provide fair and secure employment to current and future workers drawn from the local community;

to provide healthy food, sourced responsibly (locally where possible), to the people of Dunbar, and to provide products they cannot find in supermarkets;

to provide ethical and eco-friendly cleaning and natural body products;

to sustain and expand our services and support for the community, including local business, social groups and schools;

to build on current connections and become a major outlet for local growers (farmers, allotments and gardeners).

Objectives

We will join with others to build effective sustainable economic, environmental and social development. For example we will share services to maximise our impacts, including sharing vehicle use with other community groups; we will work with Sustaining Dunbar to share services, volunteers and events, and utilise their planned community office space; we will explore joint deliveries with other suppliers (e.g. the community bakery and fishmongers); we will undertake a community compost project in conjunction with a local Community Garden; and we will join with Zero Waste Dunbar to install a water fountain outside the shop to reduce plastic bottle use.

The shop will also act as a hub for other community work supporting local campaigns and efforts through advertising activities, selling tickets and as a social space.

We will deepen and expand community support activities currently carried out, e.g. develop a strategic and comprehensive approach to buying from local growers and producers, supporting local events, health promotion and education work, and liaison with schools. We aim to expand the scale of the business and to reinvest all profits to support such projects and development work. Our grant application to the Scottish Land Fund includes revenue funding for a **part-time development worker for one year** to underpin this aspect of our community support work and ensure proper monitoring and evaluation of its effectiveness. We will also use a mix of volunteers and, where appropriate, applications to other grant funds.

We will also develop the following work which has been suggested through the consultation exercises listed elsewhere, this list will continue to develop as advised by the community.

Immediate (1-6 months)

Deliveries. Free delivery for elderly etc (already happening, the driver also picks up other supplies such as medicines and bread for those with limited mobility). Increase focus on rural deliveries, more formal sharing deliveries with community bakery and explore wider deliveries with other retailers eg fish, meat. Daily flexible delivery to local businesses.

Local growers (gardeners, allotments and community gardens x2). Many of these currently sell through the existing shop. We will meet with local growers to advise on what sells and when to inform their growing choices ensuring better sales/returns/supply.

Local suppliers of other products (soaps etc). We will continue the relationship with those local suppliers currently using the shop and will compile a comprehensive list of all relevant local suppliers in all settlements across Ward 7 seeking to provide an outlet for their goods, helping stimulate a sustainable local economy with low food miles.

Sunny Soups. Strengthen links and continue donating surplus fruit and veg to community soup kitchen on weekly basis. Help develop direct links between Sunny Soups and local growers for seasonal surpluses.

Plenty Project. Carry on providing cut price produce for community cooking class. Help develop direct links with local growers for seasonal surpluses.

Other community groups – look to link in and support local events through provision of e.g. food, joint engagement work, joint use of volunteers, resources and events.

Foodbank – Continue to provide collection point and provide goods at discounted rate

Healthy start token – Continue to provide quality goods for recipients and offer additional nutritional advice.

Education. We will produce seasonal recipes and nutritional info sheets. Regular recipes for box deliveries.

Schools – We will look to carry on as providers of quality (local/organic where possible) food supplies through the *Free Fruit for Schools Scheme*, supported by East Lothian Council. Get representative from school, young person/s to develop ideas on engagement with pupils (on Board or advisory as preferred by student). Continue to provide work experience for local schools and expand on range of opportunities e.g. project development work.

Volunteers – develop a volunteer register (to be shared with other groups) to allow people to put skills to good use in a social setting while developing the project, but crucially avoiding displacement of paid labour.

Medium term (6 to 12 months)

- **Rural buying** – explore interest in and potential for rural bulk buying and delivery scheme.
- **Mobile shop for rural areas** – explore demand for ‘mobile shop’ for rural settlements.
- **Social exclusion**: we will investigate areas where we can have a greater impact on exclusion caused by poverty, isolation etc
- **Education** – develop monthly event with other community groups to focus on food, nutrition, sustainability and the local economy and growing the local market (sustaining Dunbar, zero waste, sunny soups etc). Monthly leaflet on food and nutrition.
- **Volunteers** – Develop and implement a volunteer plan.
- **Expansion** – Explore funding options for expansion of specific activities e.g. public health, nutrition, education.

Long term (12 months to 2 years)

- Implement rural bulk buying scheme

Expand on relevant community inputs as advised by community.

Our organisation and governance

With support from Community Shares Scotland (CSS) we concluded that the legal form of a community benefit society (registered under the Co-operative and Community Benefit Societies Act 2014) would best meet our needs in establishing full community ownership on a democratic basis, as well as allowing us to raise capital through a community share offer.

Co-operative Development Scotland provided assistance in developing a suitable set of rules for Community Carrot Limited which would make us eligible for Scottish Land Fund support. These rules have now been registered with the Financial Conduct Authority (registration number 8073).

Anyone who supports the objects of Community Carrot can become a member by purchasing the minimum of one £10 share. In line with co-operative principles, all members will have one vote regardless of the size of their shareholding, and will be able to determine policy and

vote and stand in elections for the Board. A majority of shareholders and Board members will be from the Ward 7 area and the community will have effective control over the CBS.

A board of directors chosen from the members will be elected at AGMs according to the rules adopted by the community benefit society. There is also a provision for co-option to fill any identified gaps in terms of skills and experience.

A sense of community ownership will be encouraged through regular newsletters, and members will also be encouraged to volunteer - particularly in the area of deepening community connections.

This model is already familiar to local residents through Dunbar Community Bakery, located just up the High Street from the Crunchy Carrot. Founded in 2009, DCB now has more than a thousand community shareholders and many volunteers.

Competition and avoiding displacement

The main competitors on the high street are the Co-op and McColl's, who sell a limited variety of fresh produce. On the edge of town there is an Asda and the Dunbar Garden Centre.

The shop struggled in the wake of Asda opening in 2008, but remained open and recovered through its continued focus on local communities; increasing business with local suppliers; better promotion of the box scheme; expanding the range of products which were not available in supermarkets – all of this was in response to identified customer need.

The shop's business has since stabilised and shown steady and sustained growth over the past seven years and is now busier than ever. It complements a currently thriving high street, sitting alongside an independent butchers and fishmongers, and a community-owned bakery. Together these businesses have helped to maintain the life and footfall on the high street in the context of competition from other outlets.

The proposal to save the shop by taking it into community ownership has the full support of Dunbar Trades' Association, who stress its importance as "a vital social and economic hub for our area". DTA stress that far from causing any displacement, taking the shop into community ownership "will help to keep the trading variety of shops in Dunbar high street

and offer an alternative to the multiples". We have also contacted various other traders in the area as detailed in appendix B.

Community Carrot will maintain the policy of the current owners to work in partnership with other businesses rather than encroach on their territory. The aim will be to promote synergy. In particular it is intended to seek closer collaboration with Dunbar Community Bakery, notably in the area of shared transport.

Project management

The Board of the community benefit society will have overall responsibility for managing the transition of the shop to community ownership and ensuring it is run as a successful business. At present there are six Board members (see appendix A below), but it is intended to co-opt additional members to cover skills gaps (e.g. HR) and then move to a fully elected Board at the first AGM.

The Board is submitting a grant application to the Scottish Land Fund in mid-March, and hopes to hear that it has been successful by mid-May. If that is the case it is intended to launch a community share offer to raise £50,000 at the start of June with a closing date at the end of July.

On establishing funds, the Board will enter into legal negotiations for the purchase of the property and acquisition of the business, with an intention for the shop to start trading under community ownership at the beginning of October 2019.

The Board intends to appoint a **General Manager** (or possibly two part-time managers) to oversee the running of the shop and its transition with support from a business consultant. The manager will also be responsible for reporting to the Board.

A Business Consultant will be employed, following an open tender process, as a consultant on a temporary basis (c10 days at £300 p.d.) to review systems and make recommendations on improving business systems and increasing efficiency. The Board, Manager and Development worker will be responsible for rolling those changes out.

A Development Worker (a full job description and business case for this post will follow submission of the stage 2 application to SLF)) will be employed initially on a 12-month contract with a review 6 months in with a view to making the post permanent if this is

affordable and desirable. The Development Worker will be responsible for developing a range of commercial and grant funded projects as agreed by the Board and in accordance with community consultation, they will assess the potential for projects e.g. rural bulk buying schemes and help roll such out, they will recruit, train and manage volunteers, develop systems to promote synergies with other groups and businesses, and lead on membership communication system, they will report directly to the Board.

We intend to carry on with the **existing staffing** complement, at least in the transition period. This amounts to five full-time equivalents (some staff are part-time), plus two young people working part-time on Saturdays and two volunteer workers. We envisage our staff complement growing in line with trade.

Volunteers currently add to the core business via helping in the shop making up orders, serving customers and general shop work. We will look to increase the number of volunteers to engage in marketing, education, food waste reduction projects, forming stronger links with local growers, stronger links and support for projects such as food banks, community events and local markets.

While two of the three existing owners intend to depart, one founder director/manager of 18 years (Jo Gibson) intends to carry on in the short term. Additionally, one of the other directors (Chris Eden) will be available to stay on for a transition period to train up the new manager. Discussions with staff indicate that all intend to remain in post and transfer to the Community Carrot. Advice will be taken from ACAS to protect existing staff in accordance with the Transfer of Undertakings (Protection of Employment) regulations. Community Carrot intends to become a Real Living Wage employer as part of its commitment to providing quality jobs that support the local economy and community.

It is proposed initially to maintain the current opening hours: Mon, Tues, Wed and Fri 8-5; Sat 8-4; late night opening Thurs until 7.30pm. Sunday opening may be considered in future.

The building

The property is situated on the east side of the High Street and comprises the ground floor of a traditional three-storey with attic, terraced tenement building which includes a residential dwelling on the upper floors. A two-storey extension to the rear of the main tenement building extends east, with the subjects contained within the first half of the ground floor of this extension and further residential properties to the rear half and first floor. The main tenement building is Category 'B' Listed as being of special architectural or historical interest and lies within the Dunbar Conservation Area.

The building dates from the 18th century and is of traditional construction with loadbearing, sandstone external walls, timber sash and case windows on upper floors, timber pitched roof, with pantile covering served by cast iron rainwater goods, and suspended timber ground and upper floors. It comprises a front sales area, store rooms either side of an access corridor to a rear sales area, and beyond this a stockroom which also includes staff welfare facilities (tea prep and single toilet) and an office space. In total its area is around 85m².

As part of our Stage 1 support from the Scottish Land Fund we commissioned professional valuation and building surveys. The building is owned jointly by the Crunchy Carrot owners as individuals (whereas the business is run through a separate company).

The building has been valued at £90,000, and we have applied to the Scottish Land Fund for up to 95% of this cost, i.e. £85,500. The balance of £4,500 would come from the proposed community share issue for £50,000.

The building survey identified a range of works which could be addressed, with different levels of priority. Following analysis of the those surveys and discussions with the surveyor, a local builder, a plumber and an electrician we have identified the following as requiring to be carried as soon as we take ownership: fire safety work, £6,800 (surveyor estimate); flat roof, £500 (builder estimate); lead pipe work, water heater, fan, £1,000 (plumber estimate); gutters £750 (builder estimate); asbestos survey, £750 (surveyor) - totalling £9,800.

The remainder of the works identified by the surveyor are of lower priority and relate largely aesthetic improvements or to common repairs shared with several neighbours, these will be dealt with as part of ongoing works as required and paid for through trading and potentially other grants. We are hopeful of a grant of £8,000 from SLF towards the work we have

prioritised. We also plan to carry out a further £4,000 of works later in the year with funding from East Lothian Council.

Set-up costs

Item	Cost	Source of estimate	Source of funds	
Building	£90,000	Recent valuation (available on request)	85,500 SLF	4,500 shares
Remedial works	9,800	Builders/surveyors estimates	9000 SLF	800 shares
Business	£5,000	Asking price		5,000 shares
Stock	£15,000	Stock take - estimate		15,000 shares
Assets, Fridge's, freezers etc	£4,700	40% of initial value		4,700 shares
Legal costs	£3,000	Estimate from Co-ownership Solutions	2,850 SLF	150 shares
Working capital	£7,000	Current owners		7,000 shares
p/t/ Development worker	£20,000	Market research	19,000 SLF	1,000 shares
Temp Business consultant support	£3,000	Market research	2850 SLF	150 shares
Total	157,500		119,200	38,300

The community shares issue is calculated to cost around £5,000 100% of which is covered by a CSS micro grant.

Financial projections

Full financial projections have been prepared for the first five years of trading 2019-24 as shown in the accompanying spreadsheet (cashflow, P&L and balance sheet forecasts). Sales in the first year are based on current levels at the Crunchy Carrot (including seasonal variations), and forecasts are conservative based on a 3% annual uplift (of which 2% is simply price inflation). The projected gross margin of 33% also reflects that achieved by the current business.

The current business apparently operates on the basis of no supplier credit (reflecting the preference of the owners), and so the cashflow has been modelled on this basis - although it is believed that a number of suppliers would be willing to offer credit, and this would provide an element of flexibility if needed in future.

Staff wages are based on meeting the aspiration to become a Real Living Wage employer, with likely increases in coming years built into the forecasts.

Grant income is based on that applied for from the Scottish Land Fund, plus two tranches of £4,000 indicated as available from East Lothian Council at start-up and after six months of trading. A micro grant of up to £5,000 will also be available from Community Shares Scotland to help with the costs of undertaking the proposed community share offer (including establishment of a website).

Based on these forecasts there would be a small liability for Corporation Tax, but this has not been included here.

	2019-20	2020-21	2021-22	2022-23	2023-24
Sales	376,000	387,280	398,898	410,865	423,191
Cost of sales	251,920	259,478	267,262	275,280	283,538
Gross profit	124,080	127,802	131,636	135,586	139,653
Revenue grants & misc income	32,850	6,000	6,000	6,000	6,000
TOTAL	156,930	133,802	137,636	141,586	145,653
Staffing costs	122,160	101,907	104,665	107,413	110,151

Other overheads	24,875	18,599	18,600	18,600	18,599
Depreciation/amortisation	10,720	10,720	10,720	7,153	7,153
TOTAL	157,125	131,226	133,985	133,166	135,903
PROFIT/(LOSS)	(945)	2,576	3,652	8,420	9,750

Marketing and communications

As stated above, it is estimated that around 3,000 customers use the shop on a regular basis, including 70 signed up for the box delivery schemes, 10 local businesses and four schools. We will look to continue serving those customers and build upon this base by appealing to wider markets through better marketing and communications to expand the scale of the business.

Working together with other community-oriented businesses in Dunbar and the wider area will support us in this.

The shop will continue to appeal to:

- those who want and need to buy smaller amounts of food more often to suit budgets and reduce waste;
- people who care about the quality and ethics of food;
- those who are concerned with re-use of packaging e.g. re-use of jars, bottles etc;
- those who dislike using supermarkets and prefer diverse independent high streets;
- those who don't have access to a car (or prefer not to use one).
- Along with the other independent food retailers on the high street, the shop will aim to provide an attractive alternative to the supermarkets through personalised services - including extra support for those who need it, the creation of a social/community space, and support/promotion for local activities and events.

Risk analysis – under construction

SWOT analysis – under construction

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Established and profitable business • High profile in High Street • Experienced staff team • Established supply chain • Board strong in a number of areas • Support from Community Shares Scotland 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Profitability only marginal • Lack of inventory and stock systems • Board weak in some areas (e.g. HR)
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Deepen community roots through membership • More local buying • Increased collaboration with other local businesses (e.g. Dunbar Community Bakery) • Invest in proper stock systems 	<p>THREATS</p> <ul style="list-style-type: none"> • Navigating transition in management style/approach • Brexit • Failure to raise sufficient funds through community share issue

Board of Community Carrot Ltd. 18/3/19

Appendix A – current Board members of Community Carrot Ltd.

Isobel Knox (Chair)– Customer, no relation to current owners

Key points - experience running community projects, retail, knowledge of local agencies and community networks.

Isobel currently works in pupil support with young people with additional support needs at Dunbar Grammar School and at The Ridge Backlands Garden food growing project.

She has previously run a small cafe business and worked as a cook and catering manager both in the private and public sector.

She is secretary of Dunbar Community Woodland Group, taking a lead role since 2005. She has been secretary of a political party local branch since 1996. She is also on the committee of Dunbar Community Bakery – helping with staffing issues and as a delivery driver.

She was a Dunbar community councillor from 2011 to 2014 and has been a candidate in Local Authority elections many times.

Informed by a degree in Politics and Environmental Studies, she passionately believes in sustainable development. Her motivation for supporting the Community Carrot is that community enterprises, building local resilience, are vital for the future.

Malcolm Sayers (Secretary) – Customer, partnered to a current worker, no relation to current owners

Key points – project management, research, communications, workplace organisation/labour law, runs private business

He has set up and run a research consultancy specialising in providing policy, campaigns and project management support to NGOs and statutory agencies (10 years). He has run the policy and communications functions of other national Scottish not-for-profit organisations (6 years). He has been involved in a range of community-based projects including community

energy work and has a background in employment rights through the study of labour law and as a senior trade union representative.

Kirsten Maguire (Treasurer) – Customer, no relation to current owners

Key points – senior level accountancy experience, community networks

A CIPFA qualified accountant, experienced project manager and qualified PRINCE2 practitioner, Kirsten has over 30 years experience of managing public finances in local and central government and for charitable trusts. She currently manages the finances for a Scottish Government programme. She is also active in a range of community groups in the area, runs Battery Theatre Company and has been a Crunchy Carrot customer since the business opened in 2000.

Helen Muir – Worker in current shop, no relation to current owners (while Helen has been central in developing the project with her significant experience she will stand down from the Board prior to the beginning of trading as she intends to remain as a worker. She currently plays no part in discussions regarding staff terms and conditions and leaves the room while such are discussed.)

Key points – specialist retail, private business, community project work

Helen has been heavily involved in all aspects of the current business for 10 years. She has previously set up and run a café/soft play on Dunbar high street for 10 years and was involved in helping with the set up of the community bakery. She has also done sessional work for several years in food education with vulnerable adults.

Hannah Ewan– Customer, runs community project served by current shop, no relation to current owners

Key points - experience running community projects, food and nutritional education, communications/engagement

"I work freelance in food education, writing and communications. I primarily deliver weekly community cooking classes to adults and children for The Ridge, a SCIO in Dunbar; this work is based in Dunbar and throughout East Lothian. I work with schools and a range of community groups and charities, teaching basic cooking skills, food skills and nutrition. I have a background as a food journalist, and also manage communications for the Bread for Good Community Benefit Society" (Scotland The Bread).

In addition, I run a food waste project in Dunbar called Sunny Soups, and a children's food activity club at Dunbar Primary School."

Andy Sim – Customer and supplier, no relation to current owners

Key points - experience running national NGOs, and runs private food-based retail business.

Andy worked for more than thirty years within the voluntary sector in Scotland, working in health policy before taking on the Scottish lead role for UK wide NGOs. He has experience in fundraising, Public Affairs and stakeholder management.

Since leaving the voluntary sector Andy has established a food production business serving Edinburgh and the Lothians. The Crunchy Carrot is both a supplier of produce for his business and a retailer of some of his products.

Appendix B – community engagement and displacement mapping

13/3/19

Below is an overview of our ongoing community engagement work (the latest first), we have also set up emailing list (over 100 signed up) and launched a Facebook page (October, 282 followers, 13/3/19). We also briefly outline what further work we plan to do over the coming months.

Ongoing work into potential displacement is also described below.

Recent press coverage see <https://www.eastlothiancourier.com/news/17193986.bid-for-community-buy-out-to-keep-popular-dunbar-greengrocers/>

Update flyer (13/3/19)

Activity: we printed and distributed 1,500 flyers across the ward in Dunbar, East Linton and in various rural settlements, and via veg boxes, businesses and to commuters.

Post office advert (8/3/19)

Activity: We placed an advert on the screen of Dunbar Post office in order to reach a wider audience. It will run for one month.

Expression of interest (26/10/18)

Activity: We sought to better assess levels of support for a shares issue. We did this through providing an ‘expression of interest’ form for people to indicate how much they might be willing to buy in to. This was available in the current shop (200 copies taken) and online via our community carrot facebook page. It ran for the two weeks to 26th October and was covered in local press -

https://www.eastlothian.gov.uk/download/downloads/id/27399/dunbar_and_east_linton_ward_by_numbers_snapshot_2018.pdf

Results: £35,360 from a total of 126 people (average £280 pp) (as of 8/11/18).

This is a significant sum pledged in such a short time with very limited marketing activity. We are confident of expanding significantly upon it with a proper marketing strategy and longer time frame for the actual shares issue.

Questionnaires (21/10/1/ ongoing)

Activity: We distributed a simple question for community groups; similar outlets; other Dunbar retailers; and current local suppliers; asking each of these categories if they felt the continuation of the shop under community ownership, with increased focus on community benefits, might have any negative or positive impacts upon them.

Results: This is ongoing as some, especially the small suppliers, are not in regular contact, the results so far are compiled, and will be updated, in Appendix C. Below is summary of findings so far.

All of the *community groups* so far have stated the need for the continuation of the shop and/or possible benefits of a community-owned model. The food-based groups noted they were often reliant on the current shop to keep them going, other groups noted the potential of a community model to support their aims such as a circular economy, and links between education and sustainability. Others have noted the potential for shared resources such as vehicles, events, community engagement.

Similar outlets: There are 9 outlets across Ward 7 which sell somewhat similar goods and services, of those 5 are part of large chains (Coop, RS McColl's and Asda none of these have as yet responded.) Of the others The Garden Centre has noted that it does not see the current shop as a competitor rather that compliments it, and other retailers, by ensuring a vibrant town and increasing footfall. We are still awaiting responses from the independent retailers.

Other retailers. 9 have responded so far stating that the current shop is positive for the high street with discussion sitting that its is central to keeping the high street viable due to its significant impact on footfall. No negative responses to date.

Local Suppliers: ongoing - questions being sent out as contact is made, many of these are small scale and in irregular contact with shop. We will seek to make contact with all of these once the buy-out happens and establish the best ways of working together.

Business supplied by current shop - Ongoing

Public meeting (24th July 2018)

Activity: following the survey (below) we organised a public meeting with the support of Plunkett and CSS). Building on suggestions from the survey 3 topics were discuss in break out groups and lots of ideas generated on how the new venture could

Promote Social inclusion,

Prevent isolation and loneliness.

Prevent disadvantage and poverty.

Results: 50 people attended, and contributed enthusiastically to the discussion, £9000 was pledged on the night (at that point there were 30 people left as it had went on longer than planned thus giving an average of £300 pp)

We also identified a range of skills people are willing to contribute and listed a range of ideas which have shaped our ongoing business planning.

For summary see <https://drive.google.com/open?id=1CUTtoYBUit-JuSkAkfK7FXRxiEq-8hYn&authuser=malcolm@cambiumadvocacy.co.uk>)

Survey (May/June2018)

Activity: Survey produced asking range of Qs on whether people thought the current shop was important, if a community buy-out was good idea, and whether they would support is through shares, volunteering, and for ideas for taking it forward etc.

800 hard copies posted through letters boxes across Dunbar

Delivered to homes across Ward 7 through box scheme (c.80)

Available in shop

Results: Returns 131 . Overwhelming support for continuation of shop, a community buy out, and expansive list if ideas.

For summary see

https://drive.google.com/open?id=16btvYbtpW8uic198p1Iip3i6GyGv5Vw_&authuser=malcolm@cambiumadvocacy.co.uk)

Planned

2nd Public meeting in Dunbar

Leaflets - (doors, shop, boxes, include focus on rural settlements) There are 6,300 households across the Ward , with 63% (c. 4,000), being classified as ‘rural’ (ELC calculation based on Scot Gov urban/rural classifications)² we plan to drop 1,500 (1000 rural and 500 non-rural) info/consultation leaflets in our next steps

Joint work with ELC and other community groups

Further press releases and publicity including podcast with Sustaining Dunbar

²

https://www.eastlothian.gov.uk/download/downloads/id/27399/dunbar_and_east_linton_ward_by_numbers_snapshot_2018.pdf