
East Boldre Community Stores Limited Community Share Offer

An offer seeking to raise

£200,000

from the sale of Community Shares

Offer opens: 20th January – 3rd March 2023

Minimum Investment: £15

Minimum Target: £175,000

Maximum Investment: £15,000

Maximum Target: £225,000

Large or small everyone's investment matters.

All members have an equal say



“Every business in the UK is facing unprecedented trading difficulties – but through sheer determination communities are joining together to safeguard shops, pubs and other businesses to ensure that they continue to serve everyone in their community, especially those most in need. We’re incredibly proud to support communities from the initial spark of an idea to trading and then helping them, and their rural communities, to thrive in the long term.

Their success is testimony to unparalleled loyal local customers, democratic and open membership, dedicated volunteers and through truly serving their community’s needs. These communities are fighting to save village life and are courageously taking collective responsibility for their future.”

James Alcock, Chief Executive, Plunkett Foundation, 2022

“East Boldre’s Oral History Project has two recurring themes:

- What our community has lost - two shops, our village school, GP, regular buses...
- “We used to know everyone”

The ‘Chapel Stores’ project can make a real difference in our community:

- Revitalising the shop and Post Office to better serve our rural community.
- Attracting investment into our community.
- Building a better connected, more resilient community network.
- Demonstrating what can be achieved when a community pulls together.

The EBCS team

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Our Mission

East Boldre Community Stores' mission is to safeguard the long-term future of East Boldre's shop and Post Office, essential to the life, vitality and resilience of our rural village, by establishing it as a community run business in community owned premises.

We will re-invigorate and develop this village amenity in its new central location, particularly important for those with reduced opportunities for social contact or limited transport options. It will be underpinned with a viable business strategy based on growth of services and revenue streams. Sourcing local produce wherever possible, we will employ and build the skills of local people to adapt to the changing needs of the community. The business will be underpinned by an ethos that embraces sustainability.

Our Aims

East Boldre Community Stores Limited (EBCS) intends to purchase East Boldre's former Baptist chapel as premises for 'Chapel Stores' and Post Office. Building repairs and alterations along with a new fit out will allow us to create a large, airy retail space to accommodate the broader product and service offering necessary to secure the shop's financial viability and improve accessibility. Our plans secure the building's sustainable, continued community use.

The chapel's vestry provides a flexible community space allowing us to create a vibrant community focal point. The space will celebrate the chapel's heritage and host touring exhibitions.

We aim to retain the existing community status Post Office contract in order to preserve these vital local services, particularly important given increasing bank branch closures. We will provide local, paid employment and diverse volunteering opportunities.

We will then manage the shop, expanding on what is already an established business, in such a way that it continues to serve the needs of our community and that it will flourish in the future. We will stock an affordable range of products. Selling local food and offering refillable product ranges will differentiate us from supermarkets and reduce food miles and plastic waste.

Our Assurance to You

None of the funds raised from this share offer will be spent until all of the following key criteria are met:

- The share offer meets the minimum target of £175,000.
- Our planning application is granted permission.
- Having the funds in place to complete on the purchase of the Baptist Chapel. This is dependent on our application to the Government's Community Ownership Fund for match funding being successful again.
- The vendor is ready to exchange contracts on the chapel's purchase with terms that are at least as favourable as we have agreed.
- We have a legally binding agreement in place with the owner of East Boldre Village Stores and Post Office.

If we fail to get planning permission, raise the necessary funds or to exchange contracts on the purchase of the chapel, we will return your investment to you.

This Is Your Invitation

This document is your invitation to invest in the new community enterprise and become a member (shareholder) in East Boldre Community Stores Limited. As a community benefit society, all our members are equal, with one vote per shareholder, regardless of their shareholding. This document:

- Outlines what we are seeking to do and why we think this is important to our community.
- Provides information about the East Boldre Community Stores plans.
- Explains the share offer and invites you to invest in East Boldre Community Stores Limited.
- Has been produced, and is endorsed by, the management committee of East Boldre Community Stores Limited.

Offer Summary

East Boldre Community Stores Limited (EBCS) is offering the sale of community shares for the project to purchase the freehold interest in East Boldre Church, create off road parking, carry out building repairs and alterations, fit out the shop, food preparation area and community space, buy stock and provide reserves.

The society will run the shop and Post Office for the benefit of the residents of East Boldre parish and the surrounding community.

We are aiming to raise £200,000 of share capital towards our total funding target and this is the key means of fundraising within our community.

Please be as generous as you can.

This is a one-off and last opportunity for you to help save our shop.

Minimum	£175,000	Below this level we would cancel the share offer and return funds to investors. The shop project would not go ahead.
Optimum	£200,000	
Maximum	£225,000	This limits potential liquidity problems due to share withdrawals.

This share offer is open to individuals over the age of 16, and to organisations and businesses.

The minimum contribution is £15 (one share). The maximum investment is £15,000 (1000 shares) except for institutional investors (such as public funding bodies, social investment specialists, banks and other societies) where the limit is £100,000.

Each shareholder is a member of the society and has one vote in the community benefit society member meetings. Members act as volunteers, customers and champions of the business.

This offer for shares will open on 20th January 2023, or as soon as possible thereafter, and will close on the 3rd March 2023, unless it is extended at the discretion of the management committee.

You are advised to read this document in conjunction with East Boldre Community Stores Business and Project Plan - December 2022.

Copies of this document, and our Society Rules are available from the EBCS management committee and are also published on our website: <https://www.eastboldrecommunitystores.com/shareoffer>.

Risk Warning

The value of community shares can go down and you could lose some, or all, of your investment if the shop fails. See page 23 for more detail.

You are advised to obtain independent financial advice if you are unsure about investing.

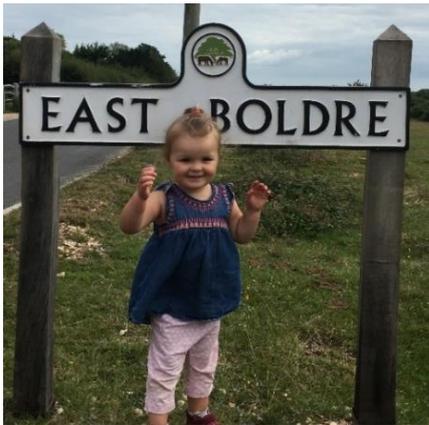
Community shares are not protected by the government's Financial Services Compensation Scheme and there is no right to complain to the Financial Services Ombudsman. Therefore, the money you pay for shares is not safeguarded by any depositor protection scheme or dispute resolution scheme.

Background

East Boldre is a rural village situated in the beautiful New Forest National Park off the main tourist routes, although Hatchet Pond is a popular beauty spot close by.

The shop and Post Office's catchment area is roughly 12 square miles and includes the villages and hamlets of East Boldre, East End, Sowley, Buckler's Hard, St Leonards along with other dispersed farms and dwellings. Since Beaulieu's Post Office closed in early 2020, East Boldre's Post Office now serves much of Beaulieu parish too.

Our community is diverse being made up of residents whose families have lived in the village for generations and more recent arrivals; young families and those who have retired with a broad spectrum of incomes and occupations.



Over the last few decades our village has lost its two other shops, its school and outreach GP practice and the current shop has been under threat of closure for the last five years. In 2019 East Boldre was ranked in the bottom 40% of most deprived neighbourhoods nationally, largely due to high house prices and a lack of local services. To lose its last shop and Post Office would negatively affect the quality of life and act counter to national and local policies on inclusion, rural viability, and economic prosperity. A convenience for many, these services are a vital lifeline for some residents.

The Plunkett Foundation, (who advise community businesses), report the long-term survival rate of community shops is 92% compared to 46% for privately run small businesses. Our plans for growth, supported by this community business model, give us confidence in not only preserving our last village shop and its Post Office, but seeing it thrive and adapt to meet local needs.

The Baptist Chapel was built in 1844 on the site of an earlier (1810) chapel that was the village's first church. The chapel was closed by its members in October 2021 and was put on the market in August 2022. Our proposal preserves and expands the community use of this locally listed, non-designated heritage asset built and maintained by and for local people.

We will investigate the chapel's history and collate living memories of the building's community use so that we can celebrate and commemorate its community heritage in the vestry space.

In 1987 the size of the village's existing shop, then a newsagents and Post Office, was reduced in order to enlarge the owner's residential accommodation. At the time East Boldre had a separate grocer's shop. However, this closed in 1996 and our existing small shop stepped in to add groceries to its product range. This led to the cramped business of today which lacks the space needed to accommodate the product range it offers.

After running East Boldre's village shop and Post Office for over 20 years, the existing owner is keen to retire. He put the property on the market in the autumn of 2020 for conversion into residential use, having tried, without success, to sell the business as a commercial premises since 2016. Its sale would have led to the shop's closure.

Since 2018 the EBCS team has explored the available, suitable alternatives for community shop premises.

- The Village Hall expansion to include a shop had to be shelved after two years of effort as it was not possible to get a licence to trade on its Crown common land site.
- We had made significant progress in acquiring the freehold of the existing shop (had secured a Community Ownership Fund grant and launched a similar share offer). However, the owner pulled out of that agreement, deciding to retain the property as his home.
- Other sites have also been investigated but were either not for sale, not centrally located or involved impractical shared use arrangements.

In summer 2022, the existing shop owner initiated works to substantially downsize the existing business by locating it in the small stock room. The village would have effectively lost its general store. Having previously exhausted all of the alternatives, when the chapel was put up for sale in August 2022, it represented a last and one-off opportunity for our community shop premises.

The chapel addresses the existing cramped premises, enabling us to improve accessibility and double the retail area. It also provides a food preparation area, a flexible community space, an office, store rooms and plant room. The 1990s hall was granted planning permission solely for use as a church hall. Its demolition will make way for ten off-road parking spaces (two disabled). Our plans have been formulated so as not to disturb the 400, 19th century unmarked graves onsite.

Our work to date:

- We have grown the management committee and recruited volunteers to focus on social media communication and EPOS system selection.
- Community re-engagement
 - Our 'Shop Talk' newsletter is running and our website is live.
 - We've bolstered our team of 'Lane Reps' to help engage our dispersed community.
 - A new survey has re-affirmed that our proposals meet community needs and priorities.
 - Public meetings have provided a forum for open discussion of our plans.
- Our offer on the chapel has been confirmed as at an acceptable level subject to contracts and us raising the purchase funds.
- Our business plan details a conservative business case once our shop is trading and describes the activities to get us to that point. It sets out the project timescales, costs, fundraising plan and the team we have built (and are still building) to achieve this goal. It has drawn upon:
 - Feedback from community surveys that has shaped our plans in various ways (the goods and services offered, opening times, refillable ranges etc. and given us confidence in our proposal.
 - Networking with and benchmarking of other community shops provided valuable input.
 - An independent valuation of the chapel supports the offer we made.
 - Structural, asbestos, woodworm and ecological surveys have scoped the works required.
 - First-hand knowledge of the business and its customers gained from volunteering in the existing shop. A detailed demographic helped understand our community.
- Our planning application was submitted on 19th October 2022. An architectural designer was employed to produce our planning drawings to accompany the supporting documents we produced. An ecological survey was also carried out.
- Funding
 - We have raised £9,700 to develop our project proposal and this share offer and have already received a £10,000 grant from the Beaulieu Beaufort Foundation towards the project's capital costs.
 - Funding applications have been made with more still planned. We have a range of funds as back-up should any of our first round of applications be unsuccessful.
 - We have reapplied to the Government's Community Ownership Fund for £299,500. It is much the same business proposal serving the same community, just from a different location so we hope to repeat our previous success. Their decision is expected in Feb 2023.

Community Support

We have grown the management committee by recruiting local volunteers with a variety of skills and backgrounds. Our team of 'lane representatives' (37 so far) covers our whole demographic. We discuss our thinking with them and they provide very useful contacts, ideas and feedback. One took us on a tour of businesses operating sustainability initiatives and we have adopted these ideas. Many have used their own networks of contacts to facilitate our community engagement process.

Our most recent survey shows there is still strong support for saving the village shop (94%) and Post Office (91%). The surveys, public meetings and discussions with local people indicate strong support for our plans and have provided feedback on people's priorities for goods and services.

We have held public meetings to secure community input and shape the project plan. We have sought and listened to locals' views and adjusted our plans to meet their needs.

Local professionals and other volunteers have been involved, bringing key skills and knowledge (chartered surveyor, solicitor, graphic design, fundraising, share prospectus); expanding the team's network and bolstering the community ownership of the project.

"I very much endorse a project which protects the heritage of the village; provides space to encourage community cohesion and saves a valuable community asset.

The services provided by rural shops and the wider social and collective benefits they bring to a community are vitally important and need to be encouraged."

Sir Julian Lewis - MP

The Parish Council recognises that a village store is a valuable community asset. It is even more important today than ever before as the village's bus service is almost non-existent. Everybody benefits from the services provided by the post office, which compensates for the declining network of bank branches... the shop itself will provide an important range of everyday essentials as well as an opportunity for individuals to meet.

[We] are particularly pleased to see the inclusive approach taken by EBCS to encourage the engagement and support of the community.

...there is no better location than the now redundant Baptist chapel. Originally built and maintained by its local congregation, it could now be preserved as a community asset..."

East Boldre Parish Council

"We see the continuation of the Post Office and stores in East Boldre to be an important project and it would have a beneficial impact on a significant number of Beaulieu parishioners given the proximity of our two parishes. We wish you every success in this endeavour."

Beaulieu Parish Council

"On behalf of New Forest District Council, I would like to express our support for the proposed plan to safeguard both the shop and Post Office utilising the now redundant Baptist Chapel.

During the COVID-19 pandemic we have all learned and appreciated the value of retaining such local services. Not only has the shop and Post Office provided essential local services they have also been an important social amenity and point of community cohesion.

Such local facilities also help to reduce journeys by car. Banking services in particular are becoming quite rare... If only every village had a driving force like you."

Cllr Michael Harris OBE

NFDC - Business, Tourism & High Streets

"As the former Leader of Hampshire County Council, I fully support your application to the Community Ownership Fund for funding for this project to benefit the community in the village of East Boldre.

The recent pandemic has shown that rural shops are even more important than they were before and particular so in East Boldre, a relatively isolated rural community.

I have every confidence that your plans will succeed for this shop bearing in mind the work you have done in the past over a number of years "

Cllr Keith Mans

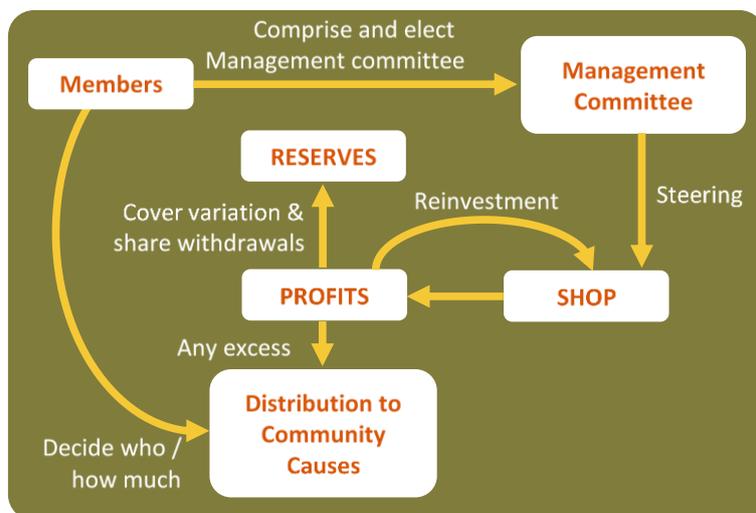
Hampshire County Council

What is a Community Benefit Society?

Most businesses operate as companies making money for the shareholders. However, community shops operate for the benefit of the community they serve not for profit, and have a different legal structure.

The unique nature of a Community Benefit Society (CBS) is that it is owned, managed and staffed by members of the community in which it is located. Profits can only be reinvested in the business, used to fund share withdrawals or donated to community causes. According to the Plunkett Foundation 73% of community shops are Community Benefit Societies.

Community shops established as a CBS are a resilient form of business. Their success rate is 92% compared with the average small business success rate of 46% after 5 years (Plunkett Foundation – A Better Form of Business 2022). This is because community support for a venture in which there is an economic and social interest is generally higher.



A CBS can issue shares so investors can become members of the society.

Membership provides access to information, a voice in the Society, and the opportunity to be elected to its management committee.

This ensures that community shops listen and respond to the needs of the community.

Whilst providing financial investment through purchasing shares, the community also invests time in the project through volunteering, which reduces staff costs, and provides the core customer base for the shop.

Each shareholder will have one vote at the Annual Members' Meeting, no matter how many shares they have, to democratically involve all of the members in the key decision making of the business.

Legal Structure and Governance

EBCS was registered as a community benefit society in October 2020 and is listed on the Financial Conduct Authority's Mutuals Public Register (society number 8481).

Our society has adopted the model rules recommended by the Plunkett Foundation. These Society Rules can be seen and downloaded at www.eastboldrecommunitystores.com. The conduct of EBCS will be in the hands of a management committee of at least 3 members, consisting of a Chair and up to 9 other members. The committee currently has seven members.

The founding members of EBCS are those members who signed the required registration of the community benefit society with the Financial Conduct Authority. The initial membership of the management committee has been appointed by the founding members to ensure we have the necessary skills and experience to deliver the East Boldre Community Stores project.

These Committee members will be able to present themselves for election at the first Annual Members' Meeting of the Society. The normal term of office for a management committee Member will be 3 years.

The Business Plan - Summary

The initial aim of East Boldre Community Stores is to raise £699,250 to enable EBCS to acquire the Baptist chapel, carry out building works and fit out the shop and community space (page 17 - for breakdown of costs, page 18 - for our funding strategy). Improved accessibility will make this an inclusive amenity for our village. Our plans leave the 400 graves onsite undisturbed.

We will buy stock, recruit a shop manager and provide training for both new and existing staff, holding sufficient reserves ready to start trading in July 2023. EBCS will work with the existing Postmaster and the Post Office to ensure the community status contract is transferred to EBCS.

Once trading, we will operate in accordance with our Business Plan, with the following aims:

Maintain the existing goods and services

- Developed over time, the existing owner has evolved the goods and services to meet existing customer needs.
- Retain the community status Post Office contract that underpins the financial viability of the business, allowing us to cover opening hours with paid staff, preserving local employment.

Business growth to ensure financial viability

- The extra retail area will allow us to expand the shop's product and service offering so we can increase the average spend per customer and make a weekly shop possible.
- Lunchtime opening will capture extra trade and smooth peak customer numbers. The post COVID rise in homeworking also provides an opportunity to boost lunchtime footfall.
- Campsite deliveries to increase turnover and profitability without attracting significant additional footfall into the village.
- Local produce will differentiate us from supermarkets and help support the local economy.
- Refillable products and TerraCycle recycling will improve the sustainability of the business as well as boosting footfall.

Operations

- To support paid staff with a pool of volunteers to enhance the social atmosphere of the shop while managing fixed costs. This provides diverse opportunities for local people to play an active role in our community business.
- To improve efficiency by using an electronic point of sales (EPOS) system to record sales, ensure consistent prices, manage margins, stock, and wastage.

Volunteering opportunities and work experience

- Our staff and volunteers will be the public face of our friendly, inclusive business.
- Working or volunteering in the shop will put existing skills to purposeful use or provide opportunities to learn new ones through formal training or mentoring.
- We will provide diverse volunteering opportunities for all ages. Young people can learn from those with a lifetime of experience and maybe, in return, share their technology skills.

Social Outcomes

It is important that our shop is financially viable and provides vital goods and services. However, it is the social collateral it will generate that has a greater effect on individuals' lives.

- **Community resilience** - the pandemic highlighted the vital role the shop plays
- **Social isolation** - an endemic problem in rural areas, the shop is the focus of communication and support especially for those who live alone.
- **Community cohesion** - the shop draws people in from all backgrounds and our project provides a unifying common cause.
- **Social inclusion** - improved accessibility will make this an inclusive amenity
- **Social Trust** - Over time the village has lost two other shops, the school and outreach GP. New investment coming into the community will provide optimism & restore social trust.

The Property

East Boldre Community Stores will acquire the freehold interest in the Baptist Church, East Boldre, Brockenhurst SO42 7WP.

We will demolish the ancillary 1990s hall (that only has planning permission for use as a church hall) to create space for off road parking to mitigate the impact of the shop on Chapel Lane. The chapel will be repaired (rising damp, woodworm and asbestos removal) and altered to create the required spaces for our business.

Solar panels will halve our electricity costs and rainwater will be harvested for toilet flushing. The grounds will be landscaped with native planting to improve the site's biodiversity.

We are working to raise the necessary funds to complete on the purchase, prior to the legally binding exchange of contracts, target 7th April 2023. Completion expected 14^h April 2023.

Space to Improve Product and Service offering

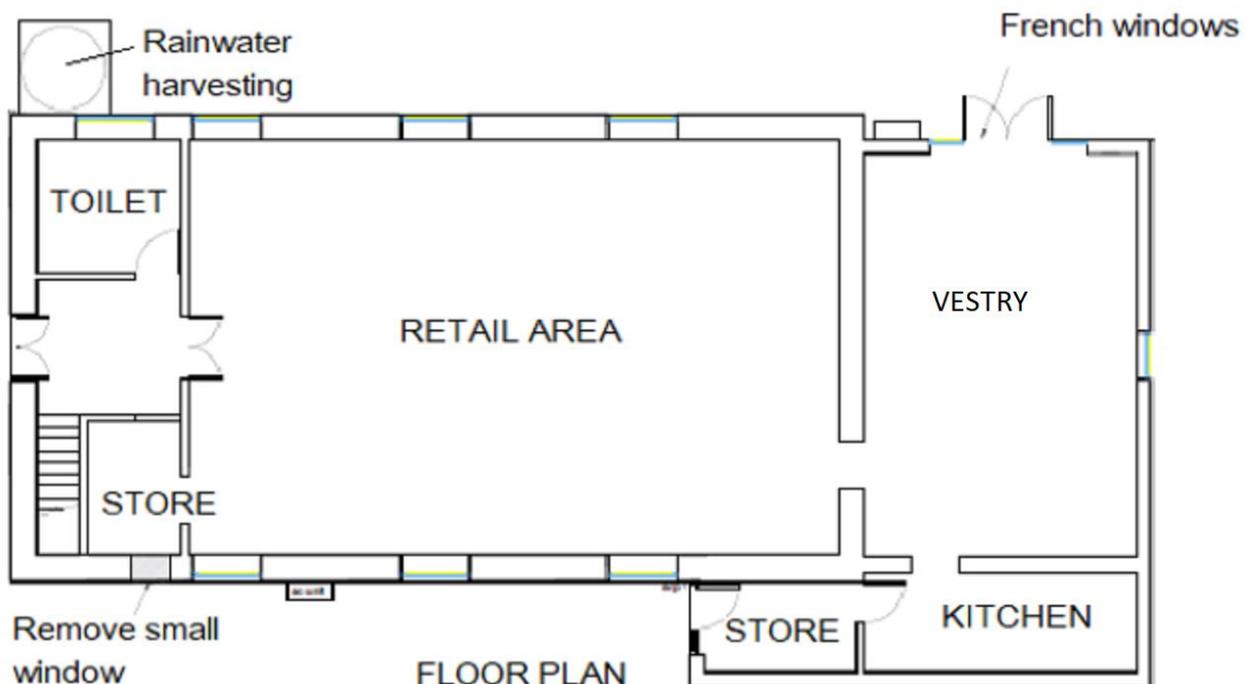
The shop will remain in a central location, in our linear village. Its products and services, are especially important to the 9% of households with no car.

To ensure the financial viability of our plans for the community shop we need extra space to expand the goods and services we offer to meet the demand indicated by our surveys. This extended product range will make a weekly shop possible, rather than merely being a convenience store, increasing the spend per customer and hence turnover. This space will also help to address the existing accessibility issues.

The Plunkett Foundation recommends an area of 100m² for a community shop with paid staff. Nearby, Woodgreen's successful community shop has 179m² and Pilley Community Shop's new space is 110m² space. The chapel offers a total of 187m²

Planning Permission for Our Proposed Changes

We applied to the New Forest National Park Authority for planning permission for our proposed changes on 19th October 2022. A decision is due as this prospectus goes to print on 18th January 2023 - unfortunately somewhat delayed by the NPAs introduction of a new planning portal. Our full application can be found on their website, application number 22/00825.



The Community Business Model

The sense of ownership and empowerment created by the community business model will contribute to the expansion of the business from its current levels. Profits will be re-invested in the business to enable us to improve the services offered and build reserves.

The founder members have worked to strengthen EBCS's management committee. Strong business, management, retail, financial, fundraising and administrative expertise are now in place to grow the business and control margins, ensuring its long-term viability. As members of the Plunkett Foundation, we have already drawn upon a wealth of experience from their advisors and most importantly we have learned a huge amount from other community shops.

Community Cohesion and Resilience

The community shop's role in promoting community cohesion is as important as its financial success. It will provide a purposeful destination where customers are known by staff and volunteers. The new, larger space will allow local residents to stop for a chat with staff, volunteers and other customers to help address social isolation without feeling in the way.

Through the share offer and project to deliver the community shop we will further build community involvement. In our recent survey many volunteers came forward to help in various ways both with the project to create the shop or with the business once it is trading.

Local Focus

The shop will continue to offer a wide range of fresh food and groceries, household items and much more.

The emphasis on local produce will be developed, tapping into the many high quality, local suppliers around us. We will work to boost the local economy by employing local people and sourcing as much produce from local suppliers as possible (target is 30% by value) to reduce food miles.

Other changes made will be gradual and in response to customer demand and suggestions.

Post Office

Key to our plans is retaining the vital Post Office services. The Post Office counter generates footfall in the shop, especially now that Beaulieu Post Office has closed.

The owner of the existing village shop, has decided to retire as postmaster and plans to transfer his existing, salaried Post Office contract to EBCS. This is financially much more advantageous than the new, solely transaction-based, 'Locals' contracts, safeguarding these services without having to subsidise Post Office staffing costs from the shop's revenue.

Green Initiatives

Simply by saving our local shop we are reducing journeys across the forest for convenience items and access to postal and banking services. Specific initiatives include:

- A 10.4kW solar PV system to halve our electricity costs.
- Rainwater harvesting for toilet flushing.
- Offering refillable product ranges to reduce plastic waste.
- Energy efficient chillers to reduce energy requirements.
- A recycling centre for plastic waste that the district council cannot recycle. For example, crisp and bread bags, cheese packaging.
- Campsite deliveries that will generate addition revenue for the shop without creating extra traffic in our quiet village and help minimise journeys across the forest.
- To reduce waste costs, used cardboard boxes will be offered instead of carrier bags.

Our Target Market

East Boldre Community Stores Limited will serve a geographical area covering:

- East Boldre parish - including the villages of East Boldre and East End
- Beaulieu parish, especially that west of the Beaulieu River - including Bucklers Hard, Sowley and St Leonards for whom it is the nearest shop.

East Boldre Community Stores catchment area covers roughly 12 square miles.

It is the nearest shop and Post Office for ~720 homes.



Trade from Beaulieu has increased significantly since the beginning of 2020 when their Post Office closed. East Boldre's Post Office is therefore an increasingly important service in the area for postal services, banking, bill payments, electricity key top-ups and accessing cash.

Social isolation is an endemic problem in rural areas. The shop is as much a social amenity as a source of groceries, particularly for many local residents who live alone (21% of households have a single occupant).

The nearest shopping and banking facilities involve a 10-mile round trip. With a limited bus service operating just two days a week the shop and PO is a much-needed asset, especially for the 9% of local households with no vehicle. Without our shop and its Post Office some might struggle to remain in the village.

The business will embrace a varied customer base, focusing on the needs of local residents we will also cater for tradespeople working locally and visitors and cyclists passing through our interesting and beautiful part of the New Forest National Park.

Most of the customers will be domestic households but local businesses will also use the shop.

Customers of the local garage may find it convenient and there is a pre-school close by so parents with children there are also potential customers. The chapel site is very close to the village allotments so is convenient for gardeners working there or for users of the nearby village hall.

Roundhill campsite has 500 seasonal pitches and our shop will be its nearest retail outlet. We aim to exploit this market with deliveries at weekends of breakfast and barbeque packs to boost revenue without increasing traffic in our village.

A detailed demographic study has been carried out and is summarised our business plan.

Market Knowledge

The business plan is based on extensive benchmarking of other community shops to establish appropriate levels for retail areas, staffing, volunteers, margins, stock, salaries, operating costs.

To foster close collaboration with the existing shop owner and build some retail experience and knowledge of our community's shopping habits, one of our management committee members volunteered in the existing shop and Post Office for two years. The experience gained has been invaluable in providing a more detailed understanding of our target market and its needs and the day-to-day operation of the business.

Staffing and volunteers

The shop and Post Office will be open 64 hours per week and we plan to cover opening hours with paid staff. This is particularly important as most community shops find that volunteers do not want to take responsibility for the operation of the Post Office counter.

As in 94% of community shops, we will also rely on a team of volunteers to help cover peak times and supporting roles such as book-keeping while reducing staffing costs. This improves margins to make the business more viable and adds to the sociable feel of the shop. In return the volunteers benefit from the skills, social contact, confidence, sense of purpose and of 'being known' in the community that this role can offer. The volunteers bring their knowledge of our community, being aware of individuals needing particular support.

Our recent survey identified 21 volunteers to work in the shop with a further 38 maybes. We aim to bolster this list as we increase awareness of the varied volunteering opportunities we can offer. Staff and volunteers will have job descriptions so they have clear, suitable roles to ensure a sense of ownership, job satisfaction and clear responsibilities.

We plan to use a volunteer management system to manage the volunteer rota.

Risk Management

There are a number of risks involved in setting up and running the community shop. Our key risk registers are included in the business plan.

Risks are actively managed by EBCS's management committee with a focus on pro-actively identifying and taking preventative actions. Contingent actions have been identified so we can react quickly should any of the risks occur. Periodically, we review and update the risk registers.

Exit strategy

In the unlikely event of the EBCS becoming non-viable, the shop will be closed, and the premises sold. The Society is asset locked which means:

- If the CBS is dissolved, proceeds from the sale of assets (including the chapel property) are first used to settle debts (which would include any costs of insuring and maintaining the building during the while we marketed the property and the conveyancing costs).
- If the remaining funds are sufficient members will get back the full value of their shareholding.
The value of the chapel property in its existing state of poor repair is currently about 40% more than the total share capital we plan to raise, however, property values can decrease.
- If there is a shortfall in proceeds, all members would receive the same proportion of their original investment back.
- Any surplus funds, once member's initial investments had been repaid, would go to other asset locked bodies serving the local community. The membership would vote to decide which one(s).

Financial Forecasts

Summary forecasts for the first 5 years of trading, taken from EBCS’s Business Plan, are shown below. Even based on this conservative forecast the Profit and Loss projection shows that we will make a small surplus in every year.

Financial Year	23/24	24/25	25/26	26/27	27/28
TURNOVER¹	169050	247940	257858	265593	273561
Cost of sales	133229	195219	202955	208989	215204
Gross Profit	35822	52721	54903	56605	58357
GROSS MARGIN	21.2%	21.3%	21.3%	21.3%	21.3%
Administration Expenses ²	51818	68656	69663	72105	73287
Other income (PO salary)	4787	19150	19150	19150	19150
Revenue grant	9400				
Operating profit (PO + shop)	-1809	3215	4390	3650	4220
Tax on profit	0	-611	-834	-693	-802
SURPLUS	-1809	2604	3556	2956	3418
Share Withdrawals				5000	7000

1 - Turnover excludes Post Office Income (shown as other income)

2 - Administration expenses include linear depreciation of assets

More detailed financial forecasts (full P & L, cashflow and balance sheet) can be found in our business plan.

Turnover Growth

We present our most conservative growth scenario in the business case, baselined on the existing shop as we will continue to offer these goods and services. Planned growth is shown below but is not immediate.



Growth of 27% - 41% is projected based on:

- Larger space/product range - based on community shop benchmarking
- Community business model
- Lunchtime opening - 23% increase in hours.
- Campsite deliveries - similar to Woodgreen’s service
- Green initiatives

Our business plan assumes the worst case of 27% is achieved in the first 2 years of trading.

Comparatively, Woodgreen community shop achieved growth of 45% on its move to new, larger premises.

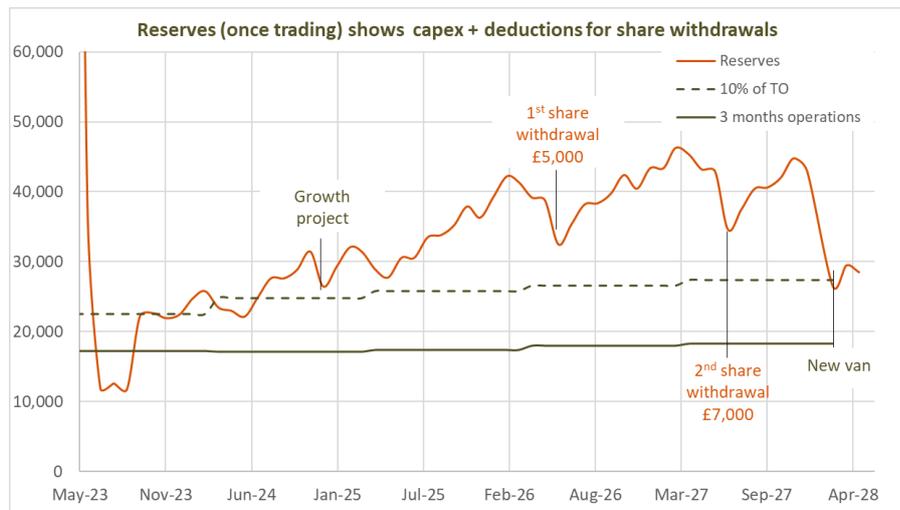
Fixed costs

Wages account for nearly two-thirds of our administration costs, paid staff are key to ensuring we have cover for opening hours and for operating the Post Office. Based on our benchmarks, long term we aim to limit our wage bill to approx. 17% of turnover. We will not grow the paid team, until the business has achieved the necessary growth.

Reserves

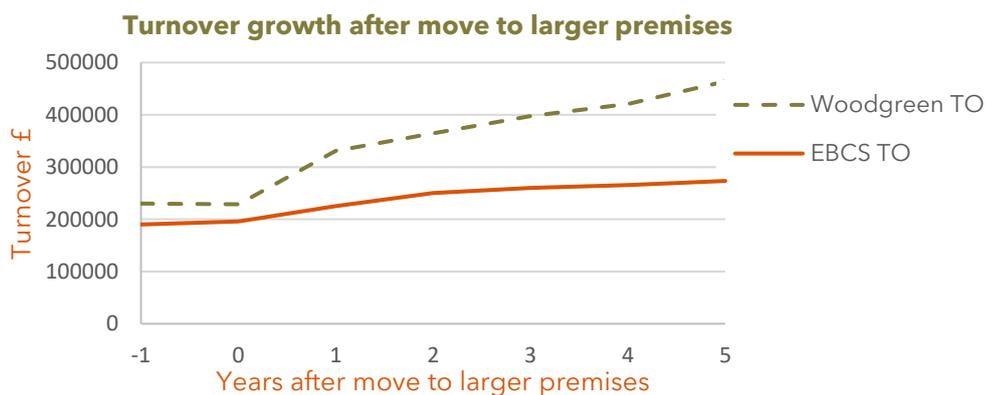
Our Community Ownership Fund application includes £49,500 of revenue funding. This covers the majority of the revenue costs which include operating reserves to manage cash flow, as well as upfront costs and buying stock.

The Plunkett Foundation recommend that reserves of 10% of turnover should be held. As a minimum we will hold 3 months operating costs in reserve. Our cash flow forecast is summarised in the graph below, with more detailed included in the business plan. It shows our reserves under our conservative business case, share withdrawals and example investments in the business. If we outperform this conservative case, our members could choose to service a higher rate of share withdrawals.



Conservative Business Case Assumptions

1. The worst-case of our growth forecasts are used (27% in first 2 years). This is conservative against the 45% growth achieved by Woodgreen community shop when they moved to new larger premises. Both businesses had a similar pre-move turnover and involved a move to similar sized premises.



2. Our figures include the existing Post Office income reduced by 10% as a conservative baseline. In practice, growth in the shop business would probably drive an increase in Post Office trade.
3. Gross Margin of 21% assumed. Other community shops advise 22-24% should be achievable, especially with an EPOS system to keep track of this.
4. The baseline used for the existing shop's turnover of £195,000.
5. An open share offer will be launched once the shop is trading to allow people who did not participate in this time-limited share offer to become members of the community shop. Income from this open offer is not included in our profit and loss figures.

Project Costs

The total expected project cost is £699,650.

Project Feasibility Costs

Item	Cost	% Project	
DEVELOPMENT	10,440	1.5%	of £699,650
Chapel feasibility	5,000	0.7%	Valuation, surveys, planning permission
PO transfer contract	700	0.1%	Legal agreement with current postmaster
Share offer costs	2,980	0.4%	Prospectus, standard mark and events
Project costs	1,760	0.3%	Office costs, newsletters, subscriptions

Capital Costs

Item	Cost	% Project	
CAPITAL COSTS	£639,710	91.4%	
Property purchase	334,080	47.7%	Property purchase, legal, stamp duty, fees
Building works	132,085	18.9%	Hall demolition, building works, car park, landscaping
Solar System	21,000	3.0%	Solar PV system with batteries
Shop fit out	66,500	9.5%	Labour, electrics, shelving, PO move, kitchen, finishes, project mgmt.
Chillers	18,335	2.6%	Display and storage fridges / freezers.
Other equipment	6,080	0.9%	Bread oven, hob, dishwasher, coffee machine
EPOS + IT	7,610	0.9%	EPOS system, scales, scanners, PC, printer etc
Electric Van	22,670	3.2%	2 nd hand, Nissan e-NV200, charging point
Cycle repair station	1,050	0.2%	Draws customers, community service
Heritage project	10,900	1.6%	Research, exhibition and interpretation
Contingency	19,400	2.8%	Primarily build and fit out overruns

Revenue Costs

Item	Cost	% Project	
REVENUE COSTS	49,500	7.1%	
Stock	13,524	1.9%	Both existing and new, local lines
Initial Reserves	18,746	2.7%	10% of turnover (Plunkett Foundation advice)
Upfront costs	7,830	1.2%	Insurance, training, licences, admin costs.
Year 1 salary support	9,400	1.3%	Covers PO transition period

Costs are ex VAT. We are VAT registered and recoup the VAT as the project progresses.

Fundraising Strategy

The 'Chapel Stores' project requires funding of £699,250. Our aim is to raise funds through a mix of grants and this community share issue. We intend to avoid loans as a source of funding as the repayments, particularly given rising interest rates, may put an undue strain on the business.

- £200,000 - community share offer (optimum target excludes any Booster equity award).
- £299,500 - Community Ownership fund (£250,000 capital, £49,500 revenue)
- £199,750 - other grants and equity (including £25,000 matched equity funding)

This will enable us to buy the property, carry out the necessary building alterations, fit out and equip the shop and hold sufficient reserves to start trading.

Given our challenging timescale, grant application deadlines dictate the fundraising schedule.

Feasibility Phase Funding - £10,050

£9,700 has already been raised to cover the costs of our feasibility phase (property valuation and survey, planning permission, legal fees and share offer preparation). The Booster Fund (funded by Power to Change and run by the Community Shares Unit) has supported the project along with funding from the East Boldre Parish Council, Cllr Mans (Hampshire County Council) and a generous donation. Raising the additional £350 required is ongoing. (*Note - we held £422 at the start of project*).

Capital and Revenue Funding - £689,200

The table shows the planned breakdown of our capital and revenue fundraising and the funding bodies we will approach. This is based on an assessment of how closely our project meets each fund's criteria.

Phase	Amount	Funding Breakdown	Applied for?	Type	
Phase 1	£225,000	£200,000 Share Offer	-	Equity	
		£25,000 Booster programme equity match	Yes		
	£339,500	£299,500 Community Ownership Fund	Yes	Grants	
		£10,000 Beaulieu Beaufort Foundation	Received		
Phase 2	£124,700	£25,000 HCC Leader's Community Fund	Yes	Grants	
		£5,000 Barker Mill	Yes		
		£42,700 Lottery Heritage Fund	Yes		
		£10,000 Lottery Awards for All			
		£25,000 Charles Burnett Memorial Fund			
		£17,000 NFDC Community Grant			
£10,000 NFNPA Sustainable Communities					
£10,000 LoCASE					
TOTAL	£689,200	£10,000 Other			

We have a list of potential back up funders should any of these applications be unsuccessful.

Key Sources of Funds

Below are the main sources of funding we intend to pursue for our project. We have identified further funds to approach as a back-up plan if any of these applications are unsuccessful.

The Community Ownership Fund

The government's Community Ownership Fund aims to help communities acquire assets, such as shops, that are important to them and at real risk of being lost. Our previous application was one of just 12 successful applications in England.

We were awarded £210,000 of capital funding that requires us to raise match funding from other sources, along with £40,000 of revenue funding.

Our project depends on this grant being awarded. However, as social investment tax relief ends on the 6th April 2023 we have pushed ahead with the share offer ahead of the COF decision so our investors can qualify for this relief. See page 22 for more detail.

Community Shares

A key part of the fundraising plan is our Community Share Offer detailed in this document. We aim to raise £200,000 through this, with a minimum target of £175,000 and a maximum of £225,000. This is described in more detail in the following section.

Beaulieu Beaufort Foundation

This local charitable foundation is in the catchment area of our shop and Post Office and provides local support for grass roots community projects to achieve specific objectives which have long-term benefits. They kindly awarded a grant of £10,000 in October 22 towards our capital costs.

The Community Share Booster Programme

Following the award of a Booster Programme development grant we've been invited to apply for up to £25,000 of equity investment. This would be an institutional investment made by Cooperatives UK. They would hold shares on the same terms as individual investors. We will be submitting our equity funding application and should hear by the end of February.

This £25,000 would be in addition to the targets stated

National Lottery's Heritage Fund

The chapel is a locally listed, non-designated heritage asset. Our enquiry to this fund received a positive response to our proposed plans to restore the chapel and develop an exhibition of its heritage in the Vestry space. They recommended we formally apply once our purchase of the chapel is confirmed. Their key priority is for us to engage new audiences in local heritage.

Hampshire County Council's Leaders Community Fund

This scheme funds one-off, time limited projects within Hampshire which provide community benefit and help local communities thrive. We meet the fund's criteria as our aims align closely with the priorities and outcomes of Hampshire County Council's Serving Hampshire - Strategic Plan. We intend to apply for £25,000. They have confirmed our eligibility to apply to this fund.

NFDC Community Grants

We submitted our application in October 2022 and were one of the projects selected to attend a panel interview in November 2022. Our application is due to go to their scrutiny panel in January 2023 with a final decision at the cabinet meeting in February 2023.

Charles Burnett Memorial Fund

The Charles Burnett Memorial Fund was set up to assist charitable and non-profit projects in our area that will make a big impact in the local community and support a high number of beneficiaries. The Memorial Fund supports organisations involved in among other things, community cohesion and welfare issues.

The Management Committee

We have a strong management committee with the skills to not only sustainably run the business but grow it to meet its full potential.



Anna Rostand - Chair

After working on Vogue and Tatler magazines, helped start a food business and ran a deli in Lymington. A Councillor for 12 years with New Forest District Council, a Town Councillor for Lymington and Mayor for 2 years.

A key factor in moving to E. Boldre was the village shop, she's committed to working to help keep it.



Mike Hawker - Finance + Founder Member

An experienced executive and non-executive director. Currently chair of two SMEs, trustee of a national charity, and non-executive director of an NHS Foundation Trust.

A chartered accountant who operated as Chief Executive Officer of multi-million pound retail organisations for over 20 years.



Judith Richardson

Brings significant experience of administrative roles from a professional career in the retail and finance industries and later working for the NHS.

With strong organisational and communication skills, she has recently completed a workshop with the Hampshire Records Office.



Nick Thompson

Wide public service career in the military, teaching and NHS plus experience in commerce. Enjoys engaging with others collaboratively from a range of diverse backgrounds to achieve results.

Has worked with numerous voluntary organisations, currently with SSAFA as a Treasurer and on their Adoption Panel.



Alison Moore-Gwyn

A solicitor specialising in property law before spending most of her working life in the voluntary and charitable sectors.

She served as the CEO of The National Playing Fields Association which campaigns to safeguard outdoor recreational spaces.



David Moore-Gwyn

Practiced as a chancery barrister before joining Sothebys. He served there as Deputy Chairman UK and retired in 2015 though he remains a consultant.

He has lived in East Boldre since 2013 but has long links with the New Forest as his mother was born in Beaulieu.



Rebecca Gabzdyl - Secretary + Founder Member

An electronic engineer with over 15 years of programme management experience leading multi-million pound projects to deliver technology products. At Citizens Advice she managed volunteers and dealt with the public.

Now a local Maths Tutor, she volunteered in the village shop for 2 years to better understand the business and its customers.

The Community Share Offer

This is an offer for shares in East Boldre Community Stores Limited (EBCS), a Community Benefit Society registered with the Financial Conduct Authority. By buying one or more shares you become a member of this society and a co-owner of our community shop.

'Community shares' are withdrawable, non-transferrable shares available to community benefit societies (under the Co-operative and Community Benefit Societies Act 2014). They are a way of raising finance, especially start-up finance, for community projects.

Share Offer Targets

Funds Raised

Minimum	£175,000	If the share offer fails to achieve this amount and the management committee judges that it impossible to proceed with the project then all subscriptions already made will be returned to the investors.
Optimum	£200,000	
Maximum	£225,000	Share capital is withdrawable, this limit prevents significant withdrawal requests that could create liquidity problems for the business.

These targets do not include the £25,000 Booster Fund matched equity award we have applied for.

Number of Members

EBCS aims to achieve a membership of over 300 local people - everyone's investment matters to us. This will demonstrate that ours is truly a community business, supported by a significant proportion of local residents.

Share Price and Shareholding Limits

The share price = £15 - priced to make this offer inclusive of the whole community.

To reach the £200,000 target, clearly, we need most investors to buy more than one share (and for some to buy significantly more).

	Shares	Value	
Minimum shareholding	1	£15	<i>EBCS will not accept an investment greater than £15,000 from an individual. This limit encourages a wide membership and ensures no individual shareholding exceeds 10% of the share capital.</i>
Maximum shareholding	1000	£15,000	

Institutional investors, such as Cooperatives UK, may invest up to £100,000, the statutory limit.

Membership Requirements

- Any person over 16 years of age can apply for shares.
- Organisations, whether incorporated or not, may also apply.

Regardless of how many shares they hold, every member will have one vote at members' meetings - a very democratic and inclusive way of having a say in the running of the business.

Members are entitled to stand for election to the management committee.

Shares can be bought as a gift, as long as the recipient meets the membership criteria.

Timing and Allocation

This is a time limited share offer which we will run from 17th January to 3rd March 2023. This deadline can be extended at the management committee's discretion.

Shares will be allocated on a first come, first served basis. Once we hit our maximum target we will close the share offer. Any share pledges received over the target will be refunded in full. We will prioritise accepting share pledges from prospective members over any equity offer that we might be awarded from the Community Shares Booster Fund.

In future, we will provide further opportunities to become a member through an open share offer.

Share Withdrawals

Community shares are a 'patient' form of capital, compared to say a commercial loan with repayment deadlines and interest charges. Shares must be held for at least 3 years.

After that, a shareholder may apply, giving 3 months' notice, to the management committee, to withdraw some or all of their shares and to have the original purchase price returned.

Withdrawal is at the management committee's discretion. The society can only facilitate withdrawals if we're generating sufficient trading surpluses that enable us to pay back our investors without risking the overall financial viability of the society. The terms for withdrawals are the same for all investors (individuals, companies, organisations and institution investors).

Based on current projections it is unlikely there will be sufficient funds to cover any large-scale withdrawal in the first five years. You are therefore encouraged to think of your shares as a longer-term investment in our community.

We will provide for limited share withdrawals in the 4th and subsequent years of trading by:

- Raising new share capital through an open offer (same terms as this one) once we are trading.
- Covering the costs of withdrawals from reserves.

Share Transfers

Shares can only be transferred to another eligible person on the death or bankruptcy of a member. Shares cannot be sold to someone else unlike shares in a typical company.

Social Investment Tax Relief (SITR) - 30%

Members investing £150 or more, depending on their personal tax circumstances, may be eligible to claim 30% tax relief on their investment. You can claim this rebate once the shop has been trading for 4 months. To qualify members must hold their shares for a minimum of three years.

We have applied to HMRC and been given advance assurance that this share offer meets the conditions to qualify for social investment tax relief (SITR).

Social Investment Tax Relief comes to an end on 6th April 2023. Investments made after that date would not be eligible for this relief. The investment date counts as the day we issue the share certificates which will happen once the share offer closes and we have received your application form and payments into our account.

For example:

A £300 investment would attract a £90 rebate. Overall cost of the investment to you= £210.
Benefit to us - £600 = your £300 + £300 Community Ownership Fund match funding

The Return on Your Investment

Village Shop and Post Office Survives = Yes

The real 'return' on the shares is the value to our community of having a thriving shop and Post Office.

Shares increase in value = No

The value of a community share cannot go up. If EBCS is dissolved, and funds from the sale of assets (such as the lease) are sufficient after debts have been paid, members will get back the original value of their shares. Surplus funds would be used to benefit other community bodies rather than be distributed to members.

Interest = No, but maybe in the future

CBSs can choose to pay interest to members on shares as an operating expense. However, EBCS's management committee have opted not to make interest payments on shares, preferring to reinvest any surplus in the community shop or donating to other community causes. Social Investment Tax Relief is seen as providing a much greater incentive to invest.

That being said, if trading conditions and financial performance allow, under its rules EBCS may, in future, choose to pay members interest as compensation for the use of their money.

Dividends = No

No dividend can be paid on community shares; this would be individual not a 'community benefit'.

The Risks

The value of community shares can go down and you could lose some, or all, of your investment if the shop fails.

- If EBCS is dissolved, and funds from the sale of assets are insufficient once debts have been paid, members will only get back a proportion of their investment back.
- If the society's debts were more than its assets, because the shares are issued by a corporate body (EBCS), you as a shareholder would not be liable for those debts.

Unlike deposits with High Street banks, community shares are not protected by the government's Financial Services Compensation Scheme and there is no right to complain to the Financial Services Ombudsman. Therefore, the money you pay for shares is not safeguarded by any depositor protection scheme or dispute resolution scheme. If you are considering investing a significant amount then you may wish to seek independent financial advice before doing so.

Investors of £150 or more, who have claimed social investment tax relief would also be eligible to claim loss relief against their tax liability for the difference between what they invested less any tax relief already claimed and what was returned to them.

Regulation

Community share offers (withdrawable, non-transferrable shares) are not regulated by the Financial Conduct Authority. This lack of formal regulation could undermine investor confidence in community shares and raise concerns that some societies might behave in an irresponsible manner.

The Community Shares Unit has undertaken to promote voluntary self-regulation among societies making community share offers. It has introduced a 'Community Shares Standard Mark' for community share offers and licenses practitioners who can award this Mark to offers that meet the requirements. We have achieved this standard mark for our share offer.

How to Apply for Shares

Application

Investors (whether individuals, businesses, organisations or societies) must complete an application form for this share offer and applications are accepted at the management committee's discretion.

Online application form

The easiest way for most individuals, businesses or organisations is to complete our online [application form](#) by clicking the link or using the QR code.

The form is on our website

<http://www.eastboldrecommunitystores.com/shareoffer>



Paper forms

Alternatively, the application form is available in a paper format. These can be obtained from the village shop or can be downloaded and printed from our website (as above).

All completed paper application forms should be sent to The Registered Office, details below.

Payment

A separate payment must be made for each application so that we link each member with a payment.

Our preferred payment method is via bank transfer. See the application forms for details.

We also accept cheques, payable to "East Boldre Community Stores Limited" which should be sent together with your application form to the address below.

Thank you so much in advance for your support, we look forward to welcoming you as a member of East Boldre Community Stores Limited.

Who To Contact About This Offer?

If you have any questions about the offer or want to obtain any documents and do not have access to the website, please:

- Contact Rebecca Gabzdyl at the Registered Office; or
- Email: eastboldrecommunitystores@btinternet.com; or
- Come along to one of our drop-in sessions at East Boldre Village Hall where we will be happy to help.

Registered Office

East Boldre Community Stores Limited,
Dane End, Heath Lane,
East Boldre, Brockenhurst,
Hampshire, SO42 7WF.

Frequently Asked Questions

Who can invest?

Anyone who is 16 and over. Representatives of businesses, charities and organisations can become a member as a nominee of their organisation/business.

Can I buy shares as a gift?

Yes! You can buy shares on behalf of someone else over the age of 16, but in order for them to actually become a shareholder, the gift recipient will have to fill out an application form themselves and consent to becoming a member of the society and accepting the rules.

Why should I become a Member of East Boldre Community Stores?

The last shop and Post Office are a vital part of our community and under threat of closure unless we act. We are, therefore, inviting you to join us in saving it, and ensure that it continues as a vibrant, focal point in our community as well as a source of vital supplies and services.

Is this a sound proposition and is the business viable?

The community shop model we are proposing is very robust. Over 300 such shops have been established in the UK, with a greater than 94.5% success rate.

We have a strong plan to grow the business and an experienced, enthusiastic and dedicated management committee in place.

Who will benefit from my subscription?

The entire East Boldre community and residents of its adjacent communities will benefit from having our Village Shop and Post Office's existence secured for the foreseeable future.

What voting rights will I have?

You will be able to attend and vote at the EBCS members' meetings on important issues facing the society. You can stand for, and vote for, the management committee. The rule of one member, one vote applies. This means that, no matter how large or small your shareholding, you will have an equal say in the running of the shop.

What is the minimum and the maximum I can invest?

The minimum holding is one share costing £15. The maximum shareholding is 1000 shares, costing £15,000. For institutional investors, the maximum is 6666 shares costing £99,990.

Will I get a share certificate?

Everyone who invests will receive a community shares certificate.

Am I being asked to pay an annual subscription?

No, your membership of the Society will continue free of charge until you resign from membership or you withdraw your shares. Share withdrawal requires the permission of the management committee.

Who can buy the shares?

Any individual over the age of 16 can invest in the CBS. Also, businesses and other incorporated and unincorporated organisations and institutional investors.

What happens to my shares if the business fails?

If the business fails, the assets will be sold off, and, after creditors are paid, shareholders may be repaid up to the value of their shares. Any surplus remaining will be distributed in the community.

Will my investment increase in value?

These shares cannot increase in value above their original price. It is possible that an auditor will suggest a revaluation downwards if our liabilities exceed our assets (the chapel property, van, equipment etc).

Can I sell my shares?

No, the shares cannot be sold. The only way to recover their value is to apply to withdraw your shares from the CBS.

Can I withdraw my money?

The Rules of the CBS state that withdrawals are at the sole discretion of the management committee, and that no withdrawals can be made in the first three years of trading.

The two exceptions are the death or bankruptcy of the shareholder, but this remains under the sole discretion of the management committee. After three years, shareholders may request the withdrawal of their funds by giving three months' notice in writing, but may have to wait longer than this.

What happens to my investment if I die?

If you die, shares of up to £5,000 can be transferred to another person nominated by you before you die. The shares may be withdrawn by the nominee provided the Society has sufficient funds and the management committee agrees. Under probate law shares above £5,000 in value can only be transferred under the terms of your settled Will and Testament.

If you die without nominating a beneficiary and have not left any instructions in your Will, we will attempt to contact your next of kin to arrange the transfer of your shares to your estate. If we are unable to communicate with the executors of your Will within 18 months of your death, we reserve the right to cancel the shares.

What will you do with my personal details?

Your personal details as submitted on the application form will be held by the society and used in accordance with the provisions of the rules and of the 2014 Co-operative and Community Benefit Societies Act.

Only members can inspect the members' register and view members' names and postal addresses (but not how much they have invested). The society will not share, sell or provide my details to any other individual or organisation and will ensure compliance with the GDPR regulation in accordance with its responsibility as a data controller.

What should I do now?

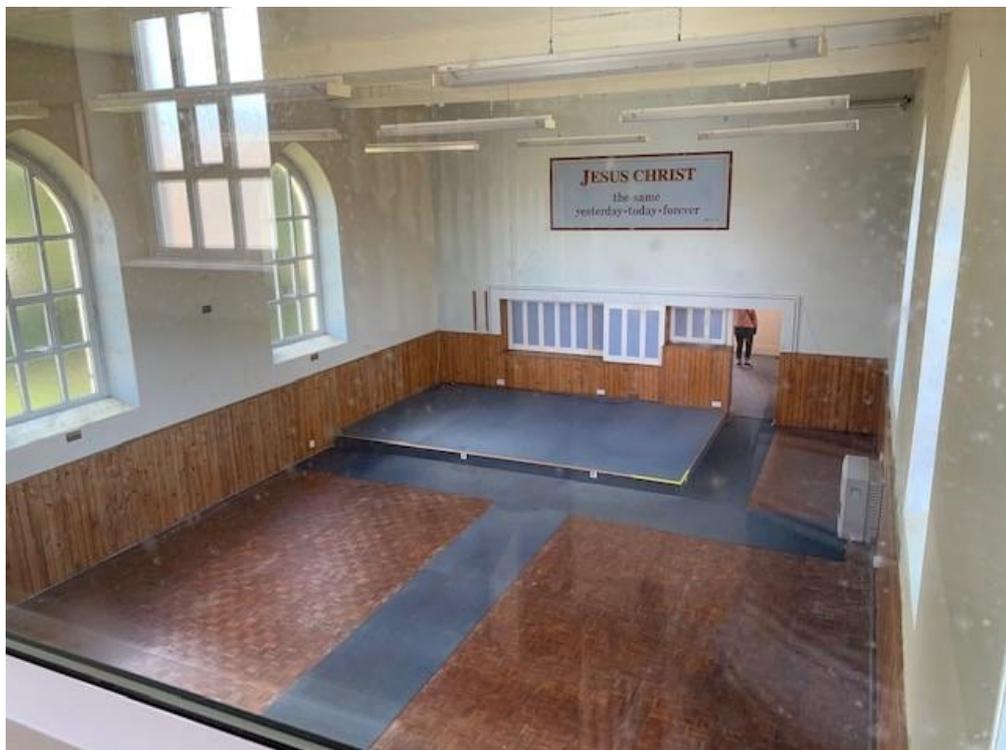


Please be as generous as you can.

This is a one-off opportunity for you to help save our shop and Post Office
and for the community to have control of its future.



Photo courtesy of bartleybarn.info.



View of intended retail area from mezzanine.

The Community Shares Standard Mark Is awarded by the Community Shares Unit to offers that meet national standards of good practice.

For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit go to:

communityshares.org.uk



www.eastboldrecommunitystores.com

[Business plan](#)

[Online application form](#)

PDF application forms to print off and complete:

[Individual](#)

[Company](#)

[Society Rules](#)



Supported by:



Hampshire
County Council



www.plunkett.co.uk

Registered Office: Dane End, Heath Lane,
East Boldre, Brockenhurst, Hampshire, SO42 7WF