



Siop Llangors Shop Business Plan *Abridged Version* 2025 - 2027

17th November 2025





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INTRODUCTION

This short version summarises the full **Siop Llangors Shop Business Plan 2025-2027**, and greater detail can be gained from the full version if required.

History

In 2019 a small team of volunteers gathered to address the need for a well-stocked local convenience store to service the community around Llangors. The volunteers formed a Management Committee that produced a Business Plan, based on a volunteering model sought funding and planning permission to build the shop on the vacated playground site next to the Youth and Community Centre in Llangors village.

A Community Benefit Society was formed to operate the shop followed by the sale of Shares. The shareholders now own the shop, elect the Management Committee and influence many aspects of how it is run.

Construction of the shop and coffee shop, now known as "**Siop Llangors Shop**", was completed in October 2021 and it welcomed its first shoppers on the 17th November that year.

Our Siop Llangors Shop is primarily run by volunteers (60 volunteers on average) from within the community surrounding Llangors Lake, **for the benefit of the community**. Our volunteers are guided and supported by a part time Manager and other part time staff from the local community.

Why the need for a new Business Plan?

After successfully operating for more than three years, much has been learnt about running a volunteer led community shop and coffee shop and also the value that Siop Llangors Shop brings to the community. We are very proud that our amazing staff and volunteers provide:-

- *A convenient, local shop and coffee shop, reducing the need to travel.*
- *A warm and welcoming environment for the local community and our visitors.*
- *A valuable outlet for local businesses to sell their produce and products.*
- *Opportunities for volunteers to support their local community.*
- *Opportunities for young people to train and develop.*
- *A focus for our community, supporting a sense of place and purpose for both local residents and our visitors.*

The original business plan was extremely successful in establishing the shop and now we have the opportunity to build on the successes since opening in 2021 and develop a new plan that incorporates the learning gained since then.

In addition, we surveyed our key stakeholders; volunteers, customers and shareholders in early 2025 to find out what was working and what we could improve and this survey has helped the Management Committee create and develop this next three year plan.

OUR ACHIEVEMENTS

Siop Llangors Shop has achieved an enormous amount in its first few years and everyone involved should feel an enormous sense of pride in these achievements. Our work directly supports the **Well-being of Future Generations (Wales) Act 2015**, which specifically seeks to improve the social, economic, environmental, and cultural well-being of Wales and we are proud to be able to support its aims.



Siop Llangors Shop provides a warm and welcoming environment for the local community and its visitors to shop or enjoy a coffee and cake, seven days a week, 362 days a year. Through this we have become a focus for the community, providing a sense of cohesiveness, place and purpose for both local residents and those passing through our community.

We mutually support and work with the adjacent Llangors Youth and Community Centre to provide services to participants in the numerous activities it hosts each week.

Training and voluntary work opportunities have been provided for all ages and abilities including supporting curriculum based and Duke of Edinburgh activities for local primary and secondary school pupils. We also employ local young people to work at weekends, helping develop life skills, increase confidence and encourage them to grow their communication and people skills.

Welsh language lessons have been delivered on Wednesday afternoons. This compliments the shop's 'Welsh Wednesday' initiative where volunteers and customers of all ages can practice Welsh in a safe and non-judgemental shop environment.

Siop Llangors Shop actively supports the sustainability of local businesses and the local economy by providing an outlet for local products including; meat and dairy, fruit and vegetables, bread, eggs, preserves, hand-made cakes, greeting cards, crafts, artworks, locally brewed beer and cider and locally ground coffees.

As a hub for the community, Siop Llangors Shop has made and continues to make a vital contribution to supporting the elderly and socially isolated members of the community by providing a warm, friendly and welcoming environment where the community meets, shops and chats throughout the year.

These are just a few of the benefits you have brought to our community in our 1st 3 years!



OUR VISION

Having a common *Vision* of what we want to achieve in the long term is important, in order that everyone involved is able to understand what we are seeking to achieve and to help support the Siop Llangors Shop succeed in its goal.



Our Vision

To be a highly respected and valued part of the community, ensuring our sustainable long term future.



Our Vision is simple, and contains two elements. The first element speaks of our desire to be a highly valued and respected part of the local community. By providing a shop and coffee shop that not only serves the communities needs for convenience, but also provides an environment that fosters community spirit, supports individuals in the workplace and provides volunteering and employment opportunities we hope to become an increasingly important and valued part of the local community.

In short, we want the Siop Llangors Shop to provide wide-ranging benefits to the community and be valued for this.

The second part recognises the challenges faced by small, local shops and cafes across the country. We have to ensure we survive and operate for the long-term, in order to deliver these wide-ranging benefits.

As volunteers and staff of Siop Llangors Shop, we will work hard to achieve this. In return, we need the community around Llangors Lake to support us in a number of ways; through their custom, through volunteering, through their shareholding and through their advocacy with friends, colleagues and visitors. It is only through the local communities' continued and active support in these areas that Siop Llangors Shop will survive, and prosper, over the long-term.





OUR MISSION

A Mission statement defines what we do on a day to day basis and why we do it. A mission for the shop was established in 2021 which precisely and clearly encapsulated what we do. "Meeting our local community needs through a volunteer supported Siop."

Over our first three years of trading we have grown and changed to meet the challenges of operating a community shop and coffee shop. Over this time we have developed a better understanding of the role we play in the community and this has informed our new mission statement that better describes what we do **every day** for our local community and its visitors:

Our Mission

To provide a warm and welcoming Shop and Coffee Shop, supported by excellent volunteers, for the benefit of our local community and its visitors.

This new mission statement is intended to provide the necessary guidance and direction to our staff and volunteers, ensuring we continue to create the environment our customers have consistently said they enjoy.





OUR VALUES & BEHAVIOURS

One of the foundations of any successful organisation is a consistent set of values that guide the behaviours towards their stakeholders. With over 50 volunteers and staff, our values help our volunteers and staff deliver our Mission everyday and guide us in achieving our Vision.

Also, importantly for a Community Benefit Society, these values and behaviours enable us to highlight our expectations of all our stakeholder groups. Our sustainable future is as much in their hands as ours, and through our stakeholders' adoption of these values and behaviours we will achieve our Vision and provide the community benefit to the wider local community on a sustained basis.

Our Values reflect our learning over the last 3 years and are summarised below:



To be **Respectful**

We expect our staff and volunteers to always be respectful of all our customers and each other

We expect our Community; our Customers, our Suppliers and our Shareholders to always be respectful of our staff and volunteers and value the work they do in support of the community.



To be **Welcoming**

We expect our staff and volunteers to create a warm, welcoming and enjoyable environment in our shop and coffee shop for the benefit of all our customers and their colleagues.

We need our Community; our Customers, our Suppliers, Local Enterprises and our Shareholders to welcome visitors to the area and promote Siop Llangors Shop to their visitors.



To be **Supportive**

We expect our staff and volunteers to always be supportive of each other and our customers.

We need our Community; our Customers, our Suppliers, Local Enterprises and our Shareholders to actively support the Siop Llangors Shop to ensure its long term sustainability



To be **Caring**

We expect our staff and volunteers to care for, and about, our Customers and each other

We expect our Community; our Customers, our Suppliers and our Shareholders to be caring in their dealings with our volunteers and staff.



To be **Listening**

We expect our staff and volunteers to listen to our Customers' requests and try to accommodate these wherever they can.

We need our Community; our Customers, our Suppliers and our Shareholders to listen to the Siop's challenges and help to address these.

We will work to embed these values and behaviours in our staff and volunteer team, whilst promoting the understanding of these within our other stakeholder groups.



OUR FINANCIAL PROJECTIONS

Siop Llangors Shop has increased its sales each year of its operation, with sales of £179,000 in our 3rd year of trading (year ending October 2024). During the 1st three years we have worked hard to make the shop and coffee shop more efficient and these improvements and the increased sales resulted in us achieving a break even position for that 3rd year.

This was a significant achievement following the planned losses in the first two years, as the business established itself in the community.

Our plan recognises that further improvements are now required in order to continue to sustainably trade and to provide the community and others with the benefits Siop Llangors Shop offers.

In addition to the improvements we are making and plan to make in the future, we have targeted a growth in sales each year, above the inflationary levels.

In our 4th year of trading (November 2024 to October 2025) and into the early part of our 5th year of trading (November 2025 to October 2026), we have employed an additional part-time resource in order to provide management time to identify and action a number of improvement initiatives, which will underpin the Siop Llangors Shop's longer-term profitability. The employment of this additional resource in this 4th year is predicted to result in a small loss in year 4, a break-even position in year 5 and a profit in year 6.

The sales, profit and overhead level in year 6 is considered to result in a sustainable model for the long-term future of the Siop Llangors Shop.





OUR STAKEHOLDERS

Our success relies entirely on our stakeholders; our Volunteers and Staff, our Customers, the wider local community, our Shareholders, Local Suppliers and Funders.

Our business plan, its strategies and our action plan are built around these stakeholders to ensure our long-term sustainability. Without continuous, proactive support from all these stakeholders Siop Llangors Shop will not have a sustainable future.

OUR VOLUNTEERS & STAFF

Siop Llangors Shop is a volunteer based Community Benefit Society and is only able to operate with the significant support of its fantastic volunteers and part-time staff. They create the warm and welcoming environment our customers enjoy. They help maintain and manage the facility, collect and deliver goods and are the critical resource that enables the shop to deliver our Mission **everyday** and in time, to achieve our Vision.



OUR CUSTOMERS

Customers are at the heart of our Mission and enjoy the warm and welcoming environment our team provides. These customers come largely from two separate groups; our local community and visitors to the area.

Our local community customers from the parishes and villages surrounding Llangors lake provide the main custom for Siop Llangors Shop, underpinning our sales, however tourists and other visitors generate a very important additional income. These two customer income streams are essential to foster and grow for the long term sustainability of Siop Llangors Shop.

THE WIDER LOCAL COMMUNITY

The wider local community, distinct from our current customers and volunteers, are another important stakeholder group.

These include local businesses and organisations (the primary school, visitor attractions, community centres, local pubs amongst others) which benefit from the presence of our shop. These are an important source of custom and support through their advocacy. Additionally they are a main source for our future volunteers.





OUR SHAREHOLDERS



In October 2021 we had 120 shareholders and this increased to 135 shareholders by October 2024. Our shareholders support the shop in many ways, through their investment in shares which provides essential cashflow and capital, through their governance, through volunteering and through their custom.

We will continue to engage with shareholders positively and seek opportunities to increase our shareholder numbers through the lifecycle of this plan.

OUR LOCAL SUPPLIERS

We have developed a local supply chain that shares our Values and commitment to Health & Safety and Customer Service.

We pride ourselves on providing quality products and produce sourced locally wherever we can. Through this, Siop Llangors Shop provides an additional outlet for their products and produce, helping support and sustain these local businesses. Our work with our local suppliers helps to underpin our Mission “for the benefit of our local community” and our Vision “to be a valued part of our community”.



OUR FUNDERS

As a Community Benefit Society, we rely on sources of grant funding to support our development activities. This funding will continue to be sourced, as and when appropriate, for our ongoing success.

Through the lifecycle of this business plan we will investigate ways to enhance our customers’ experience and to develop the shop to strengthen our sustainability. Suitable sources of funding will be sourced for each development opportunity identified.





OUR FUTURE STRATEGIES, TARGETS AND ACTIONS

Our Strategies, Targets and Actions are focussed on our stakeholders noted in the preceding section, as these stakeholder groups provide the resources that support our long term future success.

HEALTH, SAFETY AND WELLBEING

The Health, Safety and Wellbeing of our Staff, Volunteers, Customers and all stakeholders is of paramount importance to the Management Committee.

A member of the Management Committee is responsible for coordinating and monitoring all matters relating to Health and Safety. Risk Assessments and Operating Procedures have been developed and communicated, with specific training requirements identified and implemented. These will continue to be reviewed through the life of this business plan and overseen by the Management Committee.

The wellbeing of our volunteers and staff are continuously considered through our day to day activities and through our Management Committee oversight.

FUTURE DEVELOPMENT

The consultation process for this business plan identified the potential to extend the coffee shop and catering facilities. This could provide increased sales and a larger space for the community to meet. The Management Committee will create a working group to consider forecast demand, capital expenditure, funding, staffing & volunteer requirements and the impact on trading profit.

OUR VOLUNTEERS & STAFF STRATEGY

Our shop and its future success is entirely reliant on our volunteers and staff delivering a warm and welcoming environment in the shop and coffee shop for everyone that visits the Siop Llangors Shop. We also rely on volunteers for many other aspects of running a successful enterprise; to collect and deliver produce, maintain the facility, organise the shop rota etc. Furthermore, we rely on our volunteers and staff to be advocates in the wider community, promoting the shop to their family, friends and visitors.

Our Staff are all employed from within the community and opportunities will continue for young people in part time roles. We are proud that we pay our staff the Real Living Wage.

Our strategy over the next 3 years is: ***'to grow our volunteer base by providing a supportive, rewarding and enjoyable experience for all our volunteers and staff'***

Despite our success over the last 3 years, it is recognised that our current levels of volunteers, and volunteer shifts, need to be increased to enable a manageable and sustainable workload for our volunteers over the lifecycle of this business plan.

Target 1	Increase our Volunteer numbers to 75
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Actions

In order to deliver the strategy, we will focus on our actions to ensure our volunteers always have a rewarding and enjoyable experience when they are working to support the shop.

We will :

Action 1: Create and execute a plan to retain our existing volunteers and staff, that ensures they are trained in the tasks they are required to undertake, fully supported in their role and have a rewarding and enjoyable experience.

Action 2: Create and execute a plan to recruit volunteers, to achieve our target over the lifecycle of the business plan.

Action 3: Undertake a survey of our volunteers and staff annually, and adjust our retention plan (action 1 above) accordingly

OUR CUSTOMER STRATEGY

Over the 1st three years of the shop, we have successfully established the Siop Llangors Shop as a valuable asset within the community and grown our revenues year on year. However, we recognise that we need to work hard to retain our existing customer base, and attract new customers, in order to grow our revenue, to be sustainable in the longer-term.

Our strategy over the next 3 years is: ***'to grow our revenues by providing a warm and welcoming environment that meets or exceeds the needs of our current and future Customers'***

Target 2	Increase our sales revenue by 10% each year
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Actions

Our focus here is on marketing and promoting the shop to new and existing customers and ensuring we provide produce and products our customers want to purchase.

We will :

Action 4: Create and execute a marketing plan to increase footfall by promoting the shop to the community and local visitors.

Action 5: Create and implement a calendar of promotions and events to increase revenues through the course of the year.

Action 6: Create and implement a plan to increase average spend per customer, including volunteer upselling, to increase revenue year on year.

Action 7: Review our sales and adjust our stocking to ensure we constantly meet our customers' needs.

Action 8: Create and execute a plan that addresses the points raised by the 2024 survey, including communicating the actions taken to the survey.

Action 9: Undertake an Annual Customer Survey to support our action plans in subsequent years.

Action 10: Assess the opportunity to extend the Coffee shop facilities and create a business case to demonstrate the opportunity an extended facility provides



THE WIDER LOCAL COMMUNITY STRATEGY

The local community, distinct from our existing customers and volunteers, will play a key role in our sustained success in the coming years. We need their increased active support to ensure we survive; providing sources of new shareholders, new custom and future volunteers.

Our strategy over the next 3 years is: ***'to promote the role of the shop within the local community to build the Siop Llangors Shop's reputation, in support of our volunteer, customer and shareholder strategies.'***

Target	We have no measurable target, however this strategy supports the achievement of targets within other strategies.
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Actions

Our actions will ensure this wider community fully understands the benefit of the shop in building and maintaining a positive and vibrant community spirit that everyone within our community benefits from.

We will:-

Action 11: Create and implement a plan to engage with local businesses and organisations to ensure mutually beneficial relations

Action 12: Create and implement a plan to engage with key individuals (e.g. local councillors, MP and MS) to promote the benefits of the shop and gain their advocacy

OUR SHAREHOLDER STRATEGY

Our shareholders are a key source of funding, governance and advocacy and it is important that we foster a positive relationship with our existing shareholders and seek to increase their number.

Our strategy over the next 3 years is: ***'to engage positively with our existing shareholders to attain their active advocacy and grow our shareholder numbers'***

Target 3	Increase the number of shareholders by 5% each year
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Actions

In order to deliver our strategy and achieve our target,

We will:-

Action 13: Create and execute a plan to increase the number of Shareholders

Action 14: Create and execute a communication plan to actively engage them in supporting the shop through their custom, volunteering and advocacy.



OUR LOCAL SUPPLIERS

We work with local suppliers to ensure that as much of the revenue taken through our shop supports local enterprises and helps them create jobs and wealth in the local community.

Our strategy over the next 3 years is: **'to collaborate with an excellent local supply chain to minimise the cost to our customers.'**

Target 4	Maintain 60% of our sales sourced from local suppliers
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Actions

In order to deliver our strategy and achieve our target,

We will:-

Action 15: Review the performance of our key supply chain biannually, and listen to their feedback, to help maintain or improve our Customers' experience, whilst maintaining our local supplier target.

Action 16: Work with our supply chain to ensure the best terms for our customers.

BUSINESS IMPROVEMENT STRATEGY

In addition to stakeholder focused strategies, we recognise a need to continuously improve the way we operate our shop and so have an additional strategy for *Business Improvement*.

Our strategy over the next 3 years is: **'to continuously improve the operational management of our shop to minimise the cost we charge our customers'**

Target 5	Maintain our Gross Profit above 35%
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Actions

In order to deliver our strategy and achieve our target,

We will:-

Action 17: Create and execute a plan to ensure all data in our EPOS System is regularly checked and maintained.

Action 18: Create a waste reduction plan that achieves a minimum 20% reduction in our waste each year.

Action 19: Create a stocking plan that achieves a minimum 20% reduction in discounted sales each year.

Action 20: Create and implement a price review based on EPOS data. Implement small price increases on high volume items to increase Gross Profit.

FUNDERS STRATEGY

We have worked with a number of different providers of funds since the beginning of our journey, each providing funding for different elements. As we identify funding needs we will match these with appropriate funding at that time.

Our strategy over the next 3 years is: ***'to optimise funding opportunities aligned to the objectives of this Plan and CAPEX requirements as they arise'***

Target 8	Maintain funding levels necessary to maintain forecast capital expenditure
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Actions

In order to deliver our strategy and achieve our target,

We will:-

Action 21: Undertake a full review of all available funding sources and criteria to achieve success. Repeat annually or when capital expenditure is anticipated

Action 22: Complete an assessment of Social Value Return on Investment using TOMS methodology for use in funding applications





SUMMARY

Our Business Plan has been developed during the 1st half of 2025 by the Management Committee, building on our successes and learning since opening the Siop Llangors Shop in 2021. It has taken account of the views of our stakeholders through the surveys undertaken.

The plan is intended to ensure that we are sustainable, providing a valuable and respected service to the local community for the long-term, in many different ways:

- *Providing a convenient, local shop and coffee shop, reducing the need to travel.*
- *Providing a warm and welcoming environment for the local community and our visitors.*
- *Providing a valuable outlet for local businesses to sell their produce and products.*
- *Providing opportunities for volunteers to support their local community.*
- *Providing opportunities for young people to train and develop.*
- *Providing a focus for our community, supporting a sense of place and purpose for both local residents and our visitors.*

Our new Vision ***“To be a highly respected and valued part of the community, ensuring our sustainable long term future”*** states clearly what we want to achieve in the coming years - placing the Siop Llangors Shop at the heart of our community for the long term.

Our new Mission ***“To provide a warm and welcoming Shop and Coffee Shop, supported by excellent volunteers, for the benefit of our local community and its visitors”*** along with our values and behaviours, will guide the Management Committee, our amazing volunteers and staff in how we work every day to achieve our vision.

Whilst our staff and volunteers will work hard to deliver this business plan over the next 3 years, and thus ensure the sustainability of the shop, we will need the continued and increased support of the local community; as customers, volunteers and shareholders to ensure this sustainability.

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