Business Plan 2021-2025

Development session 1

Version for sharing in advance of the meeting of 10 March 2021

Please send feedback to Angela by 5 March if you're not attending the meeting: busdev@truefood.coop

Development session 1 - structure

- Review achievements of our previous 5 year plan – (taking account of feedback from members received)
- Key facts about True Food today
- Reviewing our Mission
- Reviewing our vision
- Reviewing our values
- Draft SWOT analysis – Strengths/Weaknesses/Opportunities/Threats
- Next steps

True Food – some key facts

- Operating since **1999**
- Shop premises since **2010**
- **5** permanent staff (145 hrs/week) and **4** casual staff (ad hoc hrs)
- Turnover in 2018: **£459,085,** 2019: **£478,022**
- Profit made in 2019 and available to reinvest in 2020: **£6,899**
- Members in 2020: **106 members**
- Hours of support from members in 2020: **4,024 hours**
- Number of products available: **Approx. 2,500**

What do you think of our existing overarching principles?

- Consider the questions in the green bubbles (and any others you may have)
- Do you have any suggestions for any changes you'd like to see?
- This three minute youtube video is a reminder of what a mission, vision and values are all about and how they help guide a company or organisation.

https://youtu.be/7mWQh_7fK3U

Please feedback your comments to Angela busdev@truefood.coop

by 5 March 2021

Our objects from the current constitution

- a) The objects of the Co-operative shall be to carry on any trade, business or service that supplies and promotes affordable access to organic foods and ecologically sound products for all the people of our community indiscriminately;
- b) to promote community building and education through activities that result from our objectives outlined in (a);
- c) to carry on any other activities which may seem to the Co-operative to be conducive to its interests generally, and to the interests of the community that the Co-operative is established to serve.

What do you think about our mission: 2015-2020?

How did this this mission guide us in the last five years?

'Other activities' in the interests of us or our community is also part of our constitution

Did it give us sufficient focus?

To carry out any trade, business or service that supplies and promotes affordable access to organic food and ecologically sound products for all the people of our community indiscriminately.

Are there any words/phases you do/don't want to keep?

Promoting community building and education is part of our constitutional mission

Does this explain 'Why we exist'?

What do you think about our vision: 2015-2020?

How did this this Vision guide us in the last five years?

Did it help us make decisions?

True Food to become the retailer of choice for the people of our community, because they understand the full value of true food

A thriving business meeting the needs of the people of our community who understand not just that our products are better, but the wider benefits of shopping with us: a better shopping experience, sustainable goods, ethically produced

Are there any words/phases you do/don't want to keep?

Does this explain 'What we want the future to look like'?

Top responses from 2020 Member Survey on our **vision** in the next five years

Community Engagement (8)
Outreach, education, engagement

Products (8)
Eco/local/zero waste/organic

Marketing (6)
Awareness, angles, opportunities

Location (5)
South of the river, town centre, outside of reading

Online/Delivery (5)

Affordability (5)

Presentation (4)
Shop aesthetic, signage, refill system

(Number) is the number of people who said this in the survey

What's important about 'values'?

Values are beliefs that guide a company's actions, unite it's employees and define it's brand.

- They set out how we want to do business
- They provide the framework that brings everyone together because of what they agree is important
- When faced with a situation outside the norm, the values guide decision making
- The actions we take based on our values communicate our values and brand to everyone else – this is 'who we actually are' (our actions, not our intentions)
- It should be obvious if we do things that are not within our values – we will 'feel' it!
- They should be brief and easy to understand

What do you think about Our values: 2015 – 2020?

What is important to us about 'how' we operate?

Did these values guide our decision making?

Being a co-operative

- Part of a worldwide, 150 year old movement
- Open to anyone who shares our vision and values
- Everyone has an equal voice
- Giving our time freely and sharing our skills to keep costs down and prices affordable

The environment

- Making environmentally friendly household products available and affordable
- Running on solar power
- Recycling and reducing packaging
- Limiting food waste

Is there too much or not enough detail?

Our local community

- At the heart of Reading's movement to promote good food and ecologically sound products
- Building a stronger community
- Supporting and promoting local growers and producers
- Keeping your money local

Good food

- Providing and promoting food that nourishes and fuels
- Educating and informing
- Taking back control of our food systems
- Creating food networks which are less at risk from global food practices, international politics and the supply of oil

Organics

- Fewer pesticides
- No artificial colours and preservatives
- The highest standards of animal welfare
- No routine use of antibiotics
- GM Free

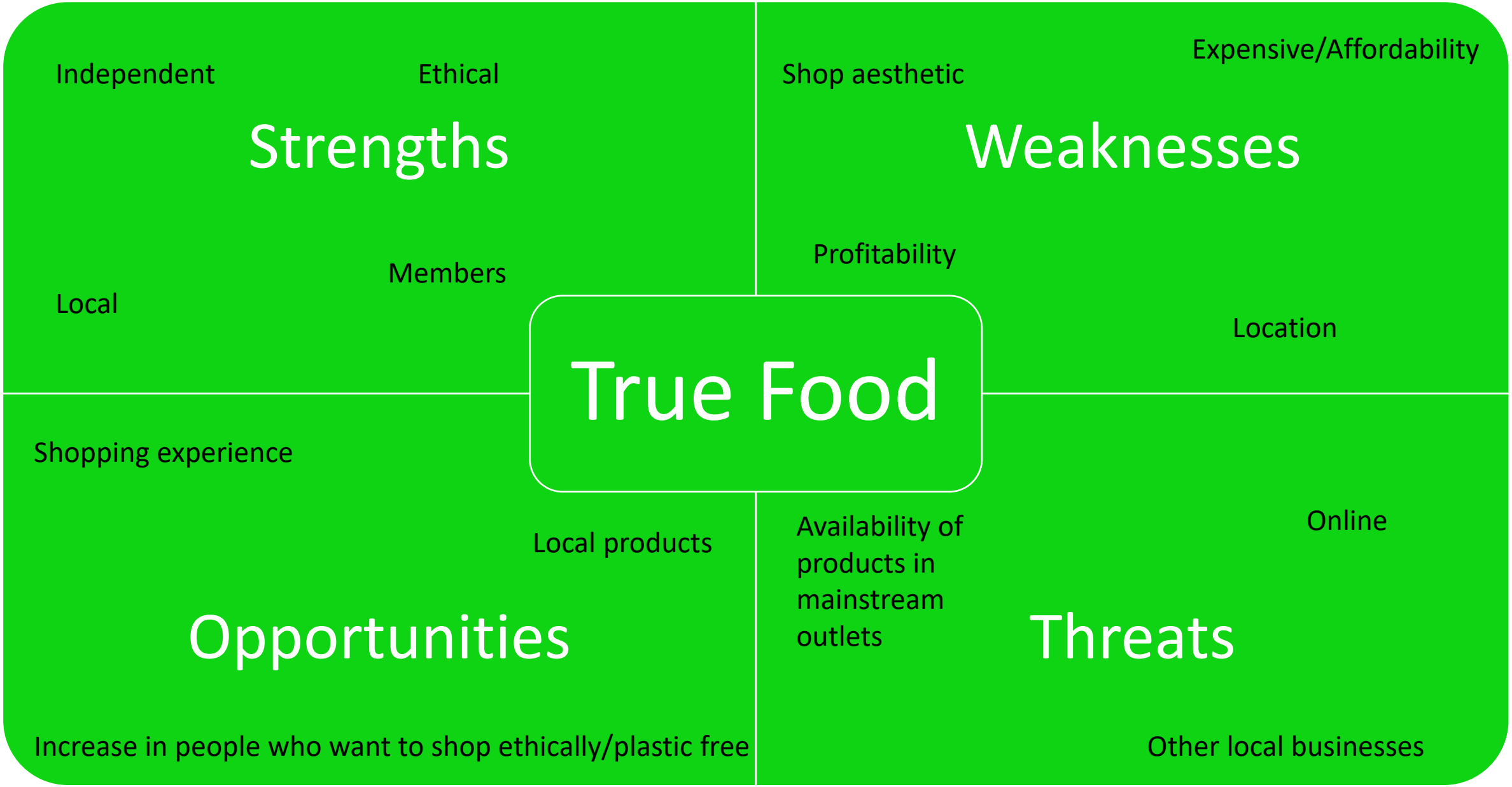
Are there any words/phases you do/don't want to keep?

Ethics

- Proving you can run a successful business based on ethics and principles
- Fair pay for our staff
- Paying our taxes
- Recycling and reducing waste
- Using ethical suppliers
- Selling organic food and environmentally sound products

Our 2015 values also included: Affordable, involvement, and co-operation

Please add your thoughts to this SWOT analysis



Next steps

- Discuss the Mission, Vision and Values at the members meeting on the 10 March (including content received from members in advance)
- Consider the comments and revise Mission, Vision and Values accordingly and share with Committee @ their March meeting
- Share revised Mission, Vision and Values with the rest of the membership
- Use the Mission, Vision and Values to shape the next steps of the Business Plan development

Please send any feedback by 5 March to Angela: busdev@truefood.coop