



Jubilee Community Benefit Society Ltd. Business Plan

April 2019 – March 2024



Completed and approved 12th October 2018

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1. Executive Summary

Formally established in 2017, Jubilee Community Benefit Society Ltd. is a Christian and cooperative creation care organisation working for the benefit of both a geographical community of all backgrounds and beliefs, the town of Larne and the surrounding area of East and South Antrim, and a community of interest, the churches of Ireland.

We define creation care as environmental and agricultural stewardship that incorporates flourishing and fairness, welfare and wellbeing. In seeking to implement this holistic vision, our mission is to practice and promote care farming, community-supported agriculture (CSA), and conservation education and engagement.

In purchasing and developing Jubilee Farm, the first community-owned farm in Northern Ireland, we will produce a range of high-quality, certified-organic food that is healthy, humane, fair and sustainable, while also providing a series of care farming, and conservation education and engagement services, that inspire, inform and benefit those who take part in them.

How Jubilee Farm will make a difference:

1. For those who invest in the community share offer, the project will offer the chance to be tangibly connected to the ownership of land and its shared management, in a way that is beyond the means of most people.
2. For CSA members, it will be a chance for citizens to be connected to their food production, and to share in the risks and rewards of farming, retaining food pounds in the local economy and driving economic vibrancy.
3. For interns, both seasonal and year long, it will offer a chance to learn new skills and, for some, a transition to a new career in food, farming and countryside management.
4. For care farming clients, it will offer the chance to improve their wellbeing through time spent working on the farm.
5. For school, church and community groups, and volunteers, it will be a chance to learn about and be involved in the stewardship of the countryside.
6. For the community, it will have the added benefit of bringing together Nationalists, Unionists and others in a shared endeavour to build common ground.

The primary geographical community that this project will serve and gain custom and support from is the town of Larne and the surrounding East and South Antrim area, including Whitehead, Carrickfergus, Ballygalley, Ballynure and Ballyclare. We have undertaken extensive primary and secondary research and piloting of our business plan, and have also agreed to collaborate with two other organic producers, Ballylagan Organic Farm and City Cheese.

Over the course of this Business Plan we will create five part-time and full-time jobs, and invest £535,000 in purchasing and developing our premises, a 13.5 acre farm at 50 Glenburn road, Glynn, Larne. We will create an innovative and sustainable supply chain to deliver exceptional products and services.

We are a Community Benefit Society – a form of cooperative social enterprise – with a nine member Board of Directors: Noreen Christian OP, Aaron Hanson, Dr Jonny Hanson, John Martin, Dr Jeni McAughey, John O’Mahony, Rebecca Stevenson, Dr Ethel White and Matt Williams.

As Table 1. shows, we forecast turning a small profit from Year 1 onwards, with interest on community shares payable from year 4 (subject to approval at AGM) and debt repayments beginning in Year 2 and increasing to Year 4. Turnover is forecast to increase gradually over the course of the Business Plan, driven by CSA sales. While Gross Profit increases significantly, the increase in Net Profit is less marked, because of loan and share interest payments, as well as investment in full-time positions by Years 4 and 5 of the Business Plan.

Table 1.1 Business Plan Goals 2019 – 2024

Business Goals	Year 1	Year 2	Year 3	Year 4	Year 5
Turnover	£63,070	£73,655	£112,837	£140,397	£159,812
Gross Profit	£44,943	£48,452	£78,750	£97,346	£110,148
Net Profit (before Share Interest)	£3,337	£4,084	£8,294	£9,613	£7,404
Net Profit (after Share Interest)	£3,337	£4,084	£8,294	£5,113	£204

We have considered in detail a number of risk and legal issues that affect the implementation of the Business Plan. Full financial forecasts, soil and building reports, a share offer promotion plan and acknowledgements are included in the Appendices.

2. Purpose and objectives

2.1 Background

Formally established in 2017, Jubilee Community Benefit Society Ltd. is a Christian and cooperative creation care organisation working for the benefit of both a geographical community of all backgrounds and beliefs, the town of Larne and the surrounding area of East and South Antrim, and a community of interest, the churches of Ireland.

We define creation care as environmental and agricultural stewardship that incorporates flourishing and fairness, welfare and wellbeing. In seeking to implement this holistic vision, our mission is to practice and promote care farming, community-supported agriculture (CSA), and conservation education and engagement.

Having used an urban walled garden on an informal and temporary basis in the first half of 2018 we are now setting up the first community farm in Northern Ireland (NI), of which there are two parts:

1. The purchase of the first community-owned farm in NI, primarily via a community share offer, with some complementary financing to make up any shortfall if necessary, in the form of two peer-to-peer low interest loans.

2. The development of community-orientated activities on this farm, including
 - a) the first community-supported agriculture (CSA) scheme in NI where citizens share in the risks and rewards of food production, including vegetables, meat, eggs and milk.
 - b) care farming where vulnerable citizens experience the wellbeing benefits that come from working on a farm.
 - c) conservation education and engagement, where citizens - including families, volunteers, interns, schools, church and community groups, tourists - are educated about and engaged in the stewardship of both wild and agricultural biodiversity on-site.

2.2 Vision/mission/values

Jubilee is a Christian organisation founded with the conviction that people of all backgrounds and beliefs can work together to produce good food while caring for each other and the environment. Inspired by community-based environmental and agricultural projects across the world, Jubilee Farm amalgamated the principles of co-operation into

farming and environmental conservation. Christian values are important to Jubilee Farm and they are reflected in all aspects of ethos and practice.

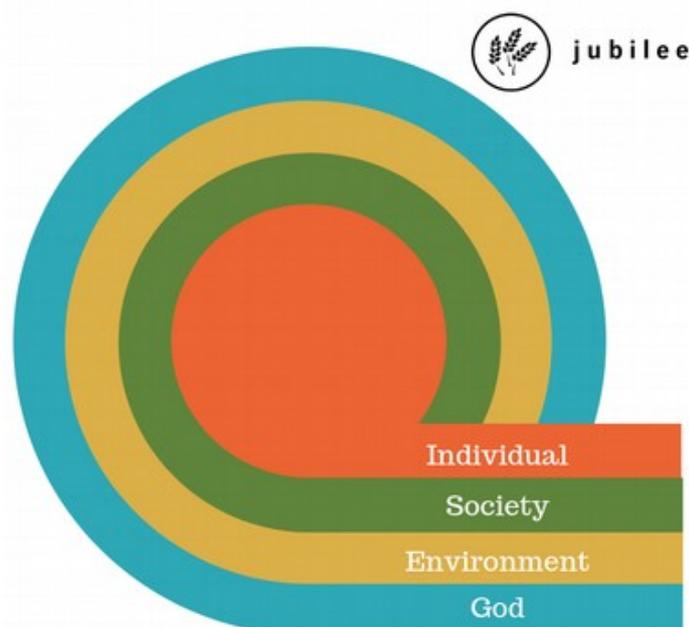
Jubilee's **vision** is a world where local churches and communities care for creation to the glory of God.

Jubilee's **mission** is to practice and promote care farming, community-supported agriculture (CSA), and conservation education and engagement, in a manner which inspires change within local churches and communities to care for creation.

Our environmental and agricultural work reflects the **values** of unity, flourishing, understanding, love and Christ-centredness, which are fundamental to the faith of the Christian church.

Figure 2.1 shows Jubilee's holistic theological model demonstrates the centrality of relationships to our work, and to the connections between individuals, society, nature and God.

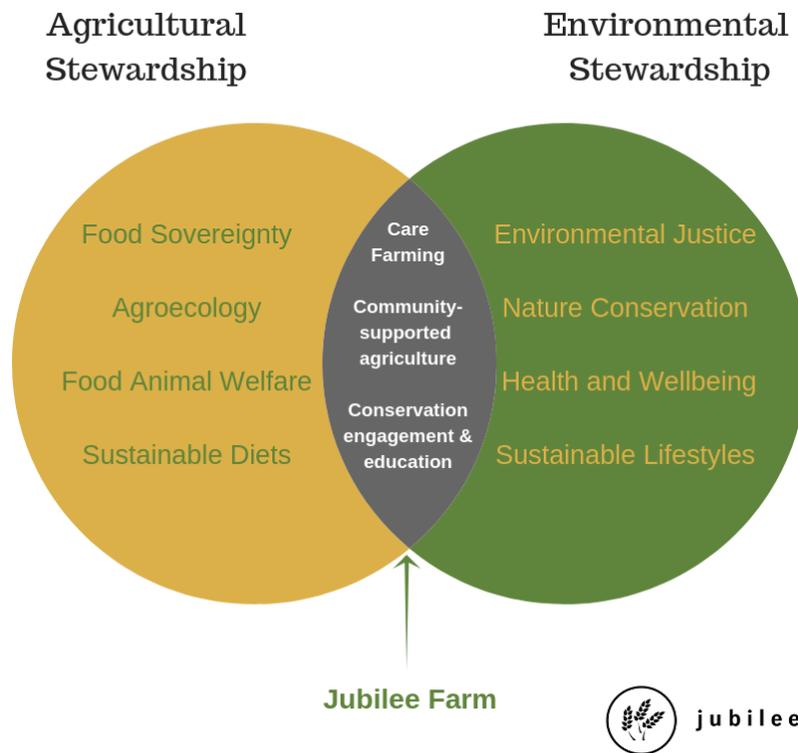
Figure 2.1 Jubilee's Theological Model



If Jubilee's theological model sets out our belief in the relational inter-connection of life on planet earth, our creation care model details the agricultural and environmental

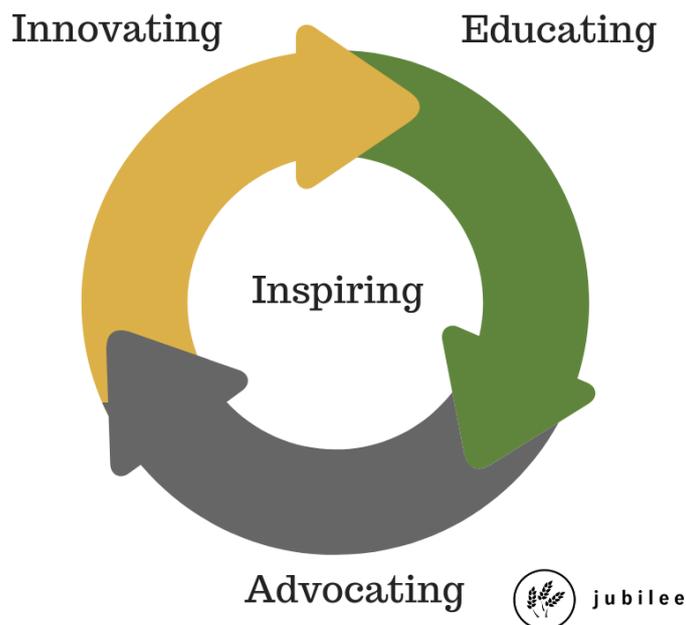
stewardship ethic and practice needed to care for it. As Figure 2.2 shows, the various disciplines and concepts which underpin our work are illustrated with reference to how we seek to implement these at Jubilee Farm.

Figure 2.2 Jubilee’s Creation Care Model



Lastly, if our theological model sets out the context in which we work, and our creation care models details what we do within this context, our theory of change sets out how we make a difference. In particular, and as set out in our Rules, we seek to inspire change within churches and communities to care for creation, and do this by innovating, educating and advocating (see Figure 2.3). For this reason, we seek not only to practice community-supported agriculture, care farming, and conservation education and engagement, but to promote them.

Figure 2.3 Jubilee's Theory of Change



Because of our values and belief we were drawn to the seven principles of the cooperative movement and decided to establish ourselves at a Community Benefit Society, a form of cooperative social enterprise. These seven principles are:

- Voluntary open membership
- Democratic member control
- Member economic participation
- Autonomy and independence
- Education, training and information
- Cooperation among cooperatives
- Concern for the community

Furthermore, as Cooperatives UK point out in their 2018 Cooperative Economy Report, not only are the start-up survival rates of cooperative enterprises almost twice that of other businesses, at 80%, but worker-owned retailers invest twice as much of their profits back into the local community than enterprises that are not community-owned. The report also shows that Northern Ireland's 271 co-ops turnover £1.2 billion per year and have 765,000 members. Thirdly, as we increasingly live in what Harvard philosopher Michael Sandel terms a market society, where value is conferred on individuals based on how much they

own, earn or consume, the cooperative ethos of one-person-one-vote dovetails perfectly with our Christian belief that people are made in the image of God rather than in the image of the market, and that their innate and intrinsic worth is based on this value alone.

2.3 Track record

- In May/June 2017 we conducted 4 community consultation events with a) local schools; b) church and community groups; c) conservation and environmental groups; d) health and social care groups. Overall we had 38 individuals from 29 organisations at the consultations, all of which indicated strong demand for our venture.
- Between January and June 2018 we ran six monthly volunteer days that took place in the walled garden in the town of Larne where we were previously based. These attracted over 100 volunteers.
- Between February and June 2018 we ran a sold-out pig club as the pilot component of our CSA project. 24 families bought a quarter share in 6 pigs, with others on a waiting list for Pig Club 2.0.
- In June 2018 we welcome almost 100 primary school age children to four curriculum-based nature education learning sessions, as part of our Grow Wild-funded 'Free Range Families' project.
- Also part of this project was our highly successful Bioblitz Festival of Science and Nature, a 24 hour programme of walk, talks and activities for all ages 22-23 June. We hosted over 400 members of the public, recorded more than 360 species and generated considerable publicity, with an appearance on BBC Radio Ulster's *Your Place and Mine*, among others. We will be running our Bioblitz Festival again at our new site 21-22 June 2019, which will also be Jubilee Farm's official opening.

3. Products and services

We will produce a range of high-quality, certified-organic food that is healthy, humane, fair and sustainable, while also providing a series of care farming, and conservation education and engagement services, that inspire, inform and benefit those who take part in them.

3.1 Community-supported agriculture (CSA) products

- Organic quarter pigs (via pig club)
- Organic hen and duck eggs
- Organic geese and turkeys (via Christmas club)
- Organic vegetable box (small/medium/large option; workshare available upon request and by negotiation to members only)
- Organic half goat (cabrito)
- Organic goats' milk (from 2021)

3.2 Conservation education and engagement services

- Curriculum-based education session
- Guided site tour
- Speaking session
- Glamping stay (from 2021)
- Monthly volunteer days
- Quarterly members' days
- Annual special event/festival
- Residential internship programme (both year-round and summer)

3.3 Care farming services

- Supervised care farming sessions (maximum ratio of 1 staff to 3 service users)
- Group care farming/wellbeing sessions (maximum ratio of 1 staff to 15 group members, assuming groups leaders are present to provide supervision)

3.4 Unique Selling Points, prices and sales

Jubilee Farm has a unique and innovative pedigree that contributes to a series of Unique Selling Points (USPs):

- First community-owned farm and first CSA scheme in Northern Ireland.

- Faith-based community enterprise practising solidarity and ethics-based economics, with an equal more-than-living wage for all staff, and wealth retained in the local community rather than in tax haven subsidiaries.
- Innovative, informative and therapeutic range of services, both care farming and conservation education and engagement.
- Quality, certified-organic produce, including market-firsts in Northern Ireland for certified organic goats milk and meat.
- Beautiful and accessible rural location with stunning views and a variety of habitats rich in wildlife and biodiversity.

Based on these USPs, Table 3.1 details the prices for our products and services, with justification for their pricing based on a extensive survey of similar organisations and networks selling similar products and services in the UK and Ireland. Given that we cannot compete with supermarkets on quantity or price of our food, we are promoting the concept of Community-Supported Agriculture – a subscription-based model of farming that puts the culture back into agriculture, puts wealth back into our communities rather than into tax havens, and puts shared relationships, risks and rewards back into food and farming. In sum, we are competing on quality, on sustainability, on ethics, on animal welfare standards, on transparency, on wealth sharing and on health.

Table 3.1 Products and services prices

Item	Price/unit	Justification for pricing
Pig quarter	£119/quarter	Jubilee Farm Pig Club 1
Turkey	£70/bird	Hempsals Community Farm, Cambridge; Ballylagan Farm Shop
Goose	£60/bird	Hempsals Community Farm
Goats milk	75p/litre	David Loughlan of Culmore Organic Farm, Kilrea
Goat kid half	£119/half	Broughgammon Farm, Ballycastle; Big Green Egg, Devon
Hen eggs	£2/half dozen	Helen's Bay Organic Gardens, Bangor
Duck eggs	£2/half dozen	Helen's Bay Organic Gardens hen's egg prices
Glamping pod	£50/night	National Trust NI Glamping prices
Vegetables	£15,000/acre	Helen's Bay Organic Gardens; CSA Network Ireland data
Care farming	£150/session	Social Farming Across Borders project & Rural Support
School class	£75/session	The Organic Centre, Leitrim; Ulster Museum, Belfast
Site tours	£4/person	The Organic Centre
Speaking	£80/hour	The Organic Centre

Table 3.2 sets out the forecast sales, based on the prices in Table 3.1 (see Table 5.4 for the justification for these sales forecasts). Relevant assumptions that these are based on include:

- That we will recruit the equivalent of 25 standard size equivalent veg box CSA members in the 2019 growing season.
- That we will be able to continue sourcing and securing grant funding for our CARE project and/or access NHS funding, such as via the NI Social Farming Referral Fund, for care farming provision.
- That our collaborators, Ballylagan Organic Farm and City Cheese, will continue trading and therefore be able to purchase from us.
- That we will be able to finance the capital investment necessary to increase production, via Phases 2, 3 and 4 of our Community Share Offers and a via suitable mortgage.
- That our various planning applications are approved, allowing for the necessary construction of infrastructure necessary to increase production.
- That we will not have access to further EU funding for farm or rural business investment.
- That most of our products and services will be zero-rated for VAT and that VAT will be added separately to any products or services that incur this levy.
- That we will receive approximately £2000 per year over the course of the Business Plan in CAP payments or equivalent, taking advantage of New Farmer, Young Farmer and Environmentally-Friendly Farming incentives.
- That we will work towards and receive organic certification for our 13.5 acres of land.

Table 3.2 Sales forecasts

Sales	Year 1		Year 2		Year 3		Year 4		Year 5	
	Units	Sales	Units	Sales	Units	Sales	Units	Sales	Units	Sales
Pig Quarter	32	£18,270	240	£28,560	240	£28,560	100	£35,700	160	£42,840
Turkey	10	£3,500	15	£5,250	10	£7,000	10	£7,000	10	£7,000
Goose	1	£0	1	£0	10	£1,800	10	£1,800	10	£1,800
Goats Milk/litre	1	£0	1	£0	3000	£12,000	24,000	£18,000	24,000	£18,000
Goat Kid Half	3	£1,904	3	£1,904	30	£7,140	10	£10,710	10	£10,710
3 hen/duck egg	1000	£2,000	2,004	£4,008	1000	£6,000	1,000	£6,000	1,000	£6,000
School Class	2	£900	5	£1,125	1	£1,425	25	£1,875	10	£2,250
Monthly veg sub	100	£14,628	100	£15,000	450	£22,500	450	£22,500	300	£30,000
Care Farming	10	£7,500	10	£7,500	10	£15,000	10	£15,000	10	£15,000
Site Tours/person	10	£400	10	£600	200	£800	100	£1,200	400	£1,600
Speaking	2	£960	5	£1,200	20	£1,600	20	£1,600	20	£1,600
Glamping	1	£0	1	£0	1	£0	200	£1000	280	£14,000
House rent	2	£5,004	2	£5,004	2	£5,004	2	£5,004	2	£5,004
CAP Subsidies	2	£2,004	2	£2,004	2	£2,004	2	£2,004	2	£2,004
Members fees	10	£1,000	10	£1,500	200.4	£2,004	200	£2,004	200	£2,004
Total	1,826	£58,070	1,039	£73,655	10,443	£112,837	18,839	£140,397	19,234	£159,812

Note that Year 1 figures for pig club and veg box sales assume a 5% members' discount on 50% of sales.

4. Impact and membership

How Jubilee Farm will make a difference:

1. For those who invest in the community share offer, the project will offer the chance to be tangibly connected to the ownership of land and its shared management, in a way that is beyond the means of most people.
2. For CSA members, it will be a chance for citizens to be connected to their food production, and to share in the risks and rewards of farming, retaining food pounds in the local economy and driving economic vibrancy.
3. For interns, both seasonal and year long, it will offer a chance to learn new skills and, for some, a transition to a new career in food, farming and countryside management.
4. For care farming clients, it will offer the chance to improve their wellbeing through time spent working on the farm.
5. For school, church and community groups, and volunteers, it will be a chance to learn about and be involved in the stewardship of the countryside.
6. For the community, it will have the added benefit of bringing together Nationalists, Unionists and others in a shared endeavour to build common ground.

The key outcomes from the first five years of the project will be:

1. The purchase of Northern Ireland's first community-owned farm with at least 200 new members/owners, who will feel connected to the countryside and to a particular farm.
2. The first CSA in NI firmly established, with a core group of 50 households providing the nucleus and primary market for the farm's pork, poultry, eggs, goat (cabrito) and vegetables, who will feel connected to the place and the people who produce their food, and who will be willing to share the risks and rewards of the process.
3. The creation of five new part- to full-time jobs, whose occupants will be provided with dynamic and inspiring opportunities to develop, and innovate within, their own areas of work within the wider community farm project.
4. 1000 visitors, 500 volunteers and 2000 school children inspired by time spent visiting and working on a farm, learning formally and informally about environmental and agricultural stewardship, including alongside people from different communities/faith groups/political positions, a crucial factor in Northern Ireland's post-conflict society.
5. 25 interns who will have had life-changing experiences being involved in the project, who will have learned new skills, and some of whom will continue onwards to careers in

food, farming and environmental management

6. 50 care farming clients who will have experienced improved wellbeing as a result of time spent working on the farm.
7. 1000 individuals who will have heard a dynamic and inspiring presentation about Jubilee Farm at their place of work, worship, education or leisure.
8. Best-practice environmental monitoring and management practices will have been established at Jubilee Farm, and key indicators, notably for wild biodiversity, will have seen marked improvements.
9. New wildlife habitats will have been created including woodland, hedges, ponds and wildflower meadows.
10. The farm will have been converted to organic certification.

The benefits of being a member of Jubilee Community Benefit Society include:

1. 5% discount on VegBoxes OR the Pig Club for one year, open to those investing in this share offer only.
2. Have name on a "Founder Members' Ribbon" that will be tied to the branch of the 'Members' Tree' at Jubilee Farm on the first Members' day;
3. Invitation to quarterly Members' days, during which Members are invited to take part in guided farm walk and participate in seasonal farm tasks;
4. Free Monthly Jubilee Farm E-Newsletter to keep you involved in the Jubilee Farm news, activities and development;
5. Volunteering and Internship Opportunities.
6. Opportunity to attend and participate in our AGM.
7. Interest on share capital (subject to profitability and approval at AGM).

5. Market and marketing

5.1 Market research

A summary of key findings from the primary and secondary research is included below. Prior to that, a summary of the primary geographical community that this project will serve and gain support from—primarily Larne and the surrounding East and South Antrim area—is included in Table 5.1. Outside of Larne is a mixture of several towns and villages, notably Carrickfergus and Whitehead, amidst coastal East Antrim, but also Ballynure and Ballyclare in rural South Antrim.

Table 5.1 Key community demographics

Demographic	Larne	East Antrim	Northern Ireland
Population	32,307	90,065	1,840,498
Population with long-term health problem or disability (%)	20.90	20.05	---
Unemployment rate (%)	4.19	4.21	---
Lone parent households (%)	8.66	8.79	---
Ethnic minorities (%)	0.60	1.53	---
Income deprivation (%)	20	---	25
Employment deprivation (%)	12	---	13
Teenage birth rate (per 1,000 13 – 19 year old females)	13.1	---	11.3

Source: Northern Ireland Statistics and Research Agency <http://www.nisra.gov.uk/>

5.1.1 Secondary research

A summary of some of the key findings of the secondary research is provided below

- There are a number of competitors in the local area (\approx 20 miles) selling locally produced animal products, organic vegetables, care farming services and environmental education services (see Table 5.3 for a summary of the competitor analysis), indicating some demand for these product and services.
- Given that NI's main organic veg box scheme, Helens Bay Organic Gardens, delivers only as far out of Belfast as Carrickfergus, and that there is no other

organic veg box scheme operating in the rest of East and South Antrim, there is a clear gap in the market for the provision of such a service in initially, Larne, Whitehead & Ballygalley, with the potential to expand to Ballynure, Ballyclare and Carrickfergus as the market garden at Jubilee Farm expands.

- The Soil Association’s Organic Market Report 2018 reports a 6% growth in the UK organic market in 2017, with 9.7% growth amongst independent retailers. While the organic market is less developed in Northern Ireland than the rest of the UK, this also presents an opportunity to increase the supply of organic food here, particularly in niche gaps that are not being filled currently, such as organic goat (cabrito), organic goats milk and organic geese.
- Tourism Northern Ireland Local Government District Tourism Statistics 2015 – 17 indicates that Mid and East Antrim represents around 5% of total tourist trips/nights/spend in Northern Ireland. The top three tourist origins were Northern Ireland, the rest of the UK and the Republic of Ireland, while the occupancy rates for self-catering, taken as proxy for glamping, for which specific data was unavailable, were the highest in Northern Ireland, at 57%.

Key urban areas in the Mid and East Antrim market are shown in Table 5.2, including their distance from Jubilee Farm, and the geographical area is shown in Figure 5.1.

Table 5.2 Number of customers in the market

Location	Number	Distance from Jubilee Farm (miles)
East Antrim	90,065	---
Larne	32,307	2.6
Whitehead	3,786	7.8
Ballygalley	821	6.2
Carrickfergus	27,903	8.1

Ballyclare (South Antrim)	9,919	10.4
Ballynure (South Antrim)	968	7.1

Source: Northern Ireland Statistics and Research Agency <http://www.nisra.gov.uk/>

A number of competitors have been identified in the local area. These are mostly for the provision of local/free range/organic food, but also includes two competitors in the provision of care farming services, and one in the provision of environmental education services. The key competitors are identified in the table below along with an analysis of their strengths and weaknesses.

Table 5.3 Competitor analysis

Competitor	Strengths	Weakness
The Pop-up Emporium (Carrick/Larne)	Variety of artisan goods including meat, jam	Do not really sell fruit & vegetables Open on a monthly basis
Sleepy Hollow Farm Shop (Newtownabbey)	Farm shop/restaurant selling local vegetables, meats etc.	No education or care farming services
McMaster Home Farm Meats (Whitehead/Larne Market)	Sell their own meat as well as eggs & some vegetables. Emphasis accountability and 'direct line from cattle to customer'	No customer access to farm/livestock No education or care farming services
Hillstown Farm Shop (Randalstown)	Award-winning beef, Antrim honey, rare-breed pork, lamb. Much of it their own produce, so 'very low food miles' Customers can look round farm	No fresh vegetables sold No education or care farming services
Kilcreggan Urban Farm (Carrickfergus)	Care farming services Cafe Schools outreach programme	Few products sold Limited education services ie visit to farm
Acceptable Enterprises Larne	Community allotments Some horticulture, egg production & cafe Existing links and contract with NHS Day Opportunities team	Lack of space for full-scale horticulture Urban site/building with limited appeal

Source: Google search and Yell.co

5.1.2 Primary research, piloting and collaboration

We have undertaken extensive primary research and piloting of our business plan, and have also agreed to collaborate with two other organic producers. A summary of the primary research and piloting is as follows:

1. Staff members have met four times with the local NHS day opportunities team between Autumn 2016 and Autumn 2017 to discuss the project's care farming services. Funding for 20 taster sessions to take place between January and March 2018 was secured from the NI Social Farming Referral Fund, but Trust-wide delays with the Northern Health and Social Care Trust have not resulted in any of these placements happening yet. Discussions are ongoing with Aoibheann Walsh, the social farming coordinator at Rural Support, and a site visit by NHSCCT staff will be arranged for early 2019.
2. A series of consultation meetings with various stakeholder groups were carried out in May/June 2017, including with health and social care organisations; conservation and environmental organisations; schools; and church and community groups. These all indicated strong community interest in and support for the project, and its various goods and services.
3. Based on conversations with Ballylagan Butchery, there is some indication that demand for local organic pork exceeds supply, particularly for organic bacon. As part of piloting our business plan between January and June 2018, 24 quarter pig shares were sold as part of our inaugural pig club, with a waiting list for pig club 2, due to begin in late 2018.
4. The success of our six month pilot period in the walled garden in Larne also demonstrated the interest from: a) schools for the provision of food, farming and nature education sessions; b) the community for the provision of volunteering opportunities and special seasonal events.

We have made informal verbal agreements with the following organisations to collaborate on the production and sale of organic food:

- Ballylagan Organic Farm: Ballylagan will take produce from us during our organic conversion period and are willing to sell produce from us that they are currently sourcing and importing from the UK and Republic of Ireland. In addition, we have agreed to share their Tamworth boar to minimise the maintenance costs of our respective pig herds. In addition, we have had productive discussions with

Ballylagan Butchery about collaborating to increase the supply of certain organic products not currently produced or available in Northern Ireland, such as black pudding and charcuterie.

- City Cheese: as the only certified organic cheesemaker in Northern Ireland, City Cheese currently produces organic cheese from cows milk and non-organic cheese from goats milk. Given that organic goats milk has been unavailable in Northern Ireland to date, we have agreed to collaborate on the production of the first organic goats milk in Northern Ireland, selling all of our production to City Cheese in order for them to produce the first Northern Irish organic goats cheese. As the acreage constraints of our site will limit our goat herd to a maximum of approximately 30 milking goats, City Cheese, based on current production levels for non-organic goats cheese, will be able to absorb all of our milk production, should we decide that we do not want to produce goats milk for drinking. In addition, whey from the cheesemaking process will be returned to Jubilee Farm for use as pig and poultry feed.

5.3 Sales routes and justification

Table 5.4 sets out the primary and secondary sales routes for Jubilee Farm, as well as the justification for sales via these outlets.

Table 5.4 Sales routes and justification

Item	Primary sales route	Sales justification	Secondary sales route	Sales justification
Organic pig quarter	CSA*	Sold-out Jubilee Farm pig club 1; waiting list for #2	Ballylagan Organic Farm	Demand for bacon out-stripping supply
Organic turkey	CSA	Word-of-mouth interest from pig club members.	Ballylagan Organic Farm	Importing @ Xmas. Interest in year-round availability.
Organic goose	CSA	Word-of-mouth interest from pig club members	Ballylagan Organic Farm	Not currently available; asked occasionally
Organic goats milk	City Cheese	None available in NI. Verbal agreement to supply for cheese.	Ballylagan Organic Farm	Regularly being asked for organic and/or raw goats milk**
Organic goat kid (cabrito)	CSA	Success of Broughgammon	Ballylagan Organic Farm	Occasionally being asked for

half		Farm shows some demand in NI		goat; interested in developing it
Organic hen eggs	CSA	Word-of-mouth interest from pig club members	Ballylagan Organic Farm	Importing hen's eggs
Organic duck eggs	CSA	Word-of-mouth interest from pig club members	Ballylagan Organic Farm	Will sell them and/or use in Cafe
Glamping	NI tourists	Tourism NI data; word-of-mouth data from other NI glamping providers	UK & ROI tourists	Tourism NI data for Mid and East Antrim (MEA) Council area
Organic vegetables	CSA	Word-of-mouth interest from pig club members & others in MEA	Ballylagan Organic Farm	Will sell veg not grown at BOF
Care farming	Meeting Point	Informal arrangement to place service-users from November '18	NHS Day Opportunities	Ongoing negotiations with input from Rural Support
School class	Primary schools	Four successful curriculum-based education classes held in June 2018	Post-primary schools	Ongoing negotiations & relationship building
Site tour	Churches	Word-of-mouth interest	Community groups	Word-of-mouth interest
Speaking	Churches	8 talks to date	NI Science Festival	Booking for 2019; plans for 2020 event

* Community-supported agriculture scheme at Jubilee Farm, including Community Share Offer members.

** David Loughlan of Culmore Organic Farm also being asked regularly for organic and/or raw goats milk.

5.3 Marketing plan

The promotional plan for the business in Year 1 is set out in Table 5.4 below, with an annual marketing budget of c. £1000. Additional marketing spend for future community share offers and glamping may be necessary in future years. A comprehensive promotional plan for the share offer is included in Appendix 10.6.

Table 5.5 Marketing plan

Promotion method	Products/services promoted	Customer types(s) targeted	Timescale	Annual budget (£)
Fliers	All	All	Continuous	130
Website	All	All	Continuous	120
Social media	All	All	Continuous	0
Local press adverts	Food	Households	Autumn & Spring	400
Church press adverts	Talks & visits	Churches	Spring	200
Educational press adverts	School classes	Schools	Spring	150

6. Operations

6.1 People

The table below sets out the staff requirements of the business and the costs, based on an equal wage of £11 per hour, which includes Class 2 National Insurance and pension contributions. Staff will be employed on a permanent paid contractual basis. Jonny Hanson will be employed on a three year half-time contract from April 2018, allowing him time to fulfil his other work commitments as stay-at-home Dad and carer. It will therefore be imperative to higher experienced and motivated staff able to develop the separate parts of the business plan and operations: horticulture; administration, marketing and glamping; livestock, especially goats milk production; and education, engagement and care farming service provision. In particular, given the skilled nature of market gardening, the hiring of an experienced half-time horticulturalist, with experience of growing for a vegetable box scheme, in earl 2019 is of paramount importance. Relevant networks, such as the Soil Association's Future Growers programme, could be an important recruitment vehicle for this critical role.

Interns will be provided with bed and board in return for 4 days of work each week. Given that organic farming, as with other forms of agroecology, is more labour intensive than its conventional equivalents, having an internship programme will help us to provide the necessary labour for farm tasks, as well as assistance with education, engagement and acre farming service provision. Interns will also benefit from the opportunity to carry out individual and group projects over the course of the year, and to learn new skills from shadowing and working alongside Jubilee staff and volunteers. Beginning in mid-June each year, three year-long interns will be housed in the three-bedroom mobile home at Jubilee Farm, while the two summer interns will stay with Board member Jeni McCaughey in Whitehead and travel to and from Jubilee Farm via train.

Volunteers, whether contributing specific skills or general labour, will be provided with relevant PPE, task-specific training and refreshments. Volunteers will be drawn primarily from the local community, while the internship programme is aimed at pre- and post-university-age students, as well as older adults seeking to retrain or take part in a working sabbatical.

Table 6.1 Staff

Staff member	Year joining	FTE*	Responsibilities
Management (JH)	2018	0.5	Management & finances; livestock, education, engagement & care farming (2019-20)
Admin/marketing/glamping	2019	0.2–0.75	Administration & marketing (later glamping coordination)
Horticulture	2019	0.5 – 1.0	Market garden development
Education, engagement & care farming	2021	0.2 – 0.4	Care farming; Education & engagement
Livestock	2020	0.5 – 1.0	Livestock development, especially goats milk
3 x Interns (+2 summer)	2018	0.8 each	All areas; group projects and feasibility studies
Volunteers (skilled/unskilled)	2018	n/a	Education, Maintenance, Conservation, Events, Building Design, Governance

*Full Time Equivalent

6.2 Premises and capital expenditure

The various aspects of the site, in terms of the land, the buildings and equipment, are considered in this section, with Table 6.2 summarising the necessary capital investment necessary over the life of this business plan to implement it successfully and to contribute to a flourishing and profitable Jubilee Farm. The costs are based on a review of similar projects and/or market research.

An agreement was reached with the seller in August 2018 to purchase the site in two phase: Phase One to purchase the farmhouse to be completed by Autumn 2018 and Phase Two to purchase the farmland to be completed by 31 December 2018. Rates are currently charged at c. £600 per year paid in monthly instalments. Given some uncertainty about whether further rates charges may be applied once the site is established as a farm business, we have used the an annual rates figure of £1200 in the financial forecasts.

Table 6.2 Phased capital budget

Phase	Year	Item(s)	Map letter(s)	Cost (£)	Phase total (£)
1	2019	House and land purchase	---	270,000	310,000
1	2019	Legal and professional costs	---	5,000	
1	2019	Year 1 working capital and reserves	---	8,000	
1	2019	Garden tractor	----	5,000	
1	2019	Polytunnels and Lean-to greenhouse	G	7,000	

1	2019	Intern mobile home purchase/installation	D	8,000	
1	2019	Livestock & livestock equipment	---	7,000	
2	2020	Class/staffroom/kitchen conversion	B	25,000	90,000
2	2020	House insulation and energy upgrade	A	15,000	
2	2020	Paddock & access lanes fencing	I, J, L & M	10,000	
2	2020	Farm vehicle & livestock trailer	---	30,000	
2	2020	Parking area & access lane creation	E, F	10,000	
3	2021	Livestock (pigs & goats) & pig arks	---	5,000	135,000
3	2021	Barn for a) goat housing/milking; b) hay storage/drying; c) glamping facilities	A	100,000	
3	2021	Glamping pods/compost toilets/installation	N, O & P	30,000	
Total				535,000	

6.2.1 Land

Figure 6.1 shows the extent of the 13.5 acre site within the red boundary line. The letters, which represent current and planned feature, are explained in Table 6.3. The top field (2.5 acres) at left of the map is relatively flat and suitable for horticultural purposes. The middle field (Letter I) is the largest (4.4 acres), moderately sloped and suitable for grazing and hay production. The next two fields (M, 0.8 acres and L, 2.3 acres) slope steeply but are also suitable for grazing and hay production, with a glamping pod or tent due to be placed in the smaller of these two fields. The bottom field (J) is a 3.5 acre area of scrub, known locally as 'brae' and is suitable for grazing, conservation and glamping purposes. The site is bordered in the bottom right corner of the map by the Glynn River, which is of interest for both conservation and angling purposes. Overall, the site faces in a southerly direction, with beautiful views east to Larne lough, west to the Gleno valley and north to the Antrim plateau. A soil survey, including informal sampling by the Board, has indicated that the soil is of good quality and suitable for a range of agricultural and horticultural purposes (see Appendix 10.4 for the Soil Report).

Figure 6.1 Farm map showing current and planned features (see Table 6.3 for Key)



6.2.2 Buildings

Although the site was originally a working farm from the late 19th to mid 20th centuries, and has therefore a double-storied brick barn extension attached to the house, it lacks the range of outbuildings typical of small Ulster farms during this period. This barn extension be used in the short to medium term for storage (upstairs) and as a multi-purpose space for staff, members, care farming clients, schools and community groups to use (downstairs). There is also a small corrugated shed which will be used for housing livestock in the short to medium term, and a small lean-to potting shed/greenhouse will be added to the barn extension gable wall. The house, although fit for human occupation and structurally sound (see Appendix 10.5), is dated and in need of improvements in décor and energy efficiency. In addition, as structural engineers' report in Appendix 10.5 sets out, the house/barn building is need of minor refurbishments, such as anti-woodworm treatment, typical of such period properties. Accordingly, Table 6.2 summarises the necessary capital investment necessary between 2019 and 2024 to address these concerns and make the current building fit-for-purpose. Planning permission and/or building control will need to be considered for A, B, D, E/F & K.

To ensure that we can deliver a residential internship programme in 2018/19, we must purchase and install a 3 bedroom mobile home adjacent to the farmhouse. We are already working on the planning and logistical aspects of this, considering, for instance, the provision of utilities, access and foundations. In addition, to allow for the development of the milking goat herd, by providing space for hay drying and storage, milking and winter housing, and for the development of glamping on-site, by providing facilities for cooking, socialising and ablutions, it will be necessary to construct a multi-purpose barn in 2021. Via the support and input of volunteer retired architects, we have already begun to consider the planning, design and logistical aspects of this project.

Table 6.2 Farm developments and timescales

Map letter	Use	Work needing done	Year(s)
A	House/office	New flooring/carpets/wallpaper/insulation	2019 - 20
B	Class/staff/store room	Insulation/heating/external staircase/kitchen	2019 - 20
C	Tool/equipment shed	Suitable for intended us	2019
D	Intern mobile home	Planning permission/foundation/utilities/access	2019
E	Parking and yard area	Planning permission/gravel surface/buildings	2020 - 24
F	Parking/yard access lane	Planning permission/gravel surface/fencing	2020 - 24
G	Market garden phase 1	Polytunnels moved/spring connected/fencing	2019
H	Pigs/poultry phase 1 then market garden phase 2	Pig arks and poultry houses purchased. Electric fencing system installed.	2019
I	Grazing/hay & pigs/poultry phase 2	Pigs and poultry moved into top of field when market garden expands. Fencing into paddocks	2021
J	Grazing and conservation	Fencing/access routes to L, M & N established	2019 - 20
K	Glamping pods	Planning/fencing/compost toilets/facilities	2021
L	Grazing/hay	Fencing/lane connecting N & I added.	2019 – 20
M	Hay meadow	Briar patch removed. Fenced.	2019 - 20
N	Lower access lane	Needs cleared and reopened. New gate.	2019

6.2.3 Equipment

Based on our six months of activities at our previous site, Jubilee already own the following items and these will form part of our investment in the business:

- Catering equipment, plus kitchen tables and chairs.
- Numerous hand tools and horticultural supplies, including 2 x wheelbarrows.
- Personal Protective Equipment, especially gloves.

- Two 24m x 9m polytunnels installed at previous site with power and irrigation. Based on an initial survey by Morris Polytunnels, these are in relatively good condition and worth keeping. It is predicted to cost £3,000 - £4,000 to move and reinstall these two structures at the new site in January 2019. As part of the move, the polytunnels will have their skins and timber parts replaced, and will benefit from a general overhaul. The rest of the £7,000 budget will be spent on a lean-to greenhouse and potting shed against the gable wall of the house's barn extension.
- Livestock equipment, including electric fencing, buckets and troughs for pigs.
- Horticultural equipment, including large quantities of horticultural fleece, seedling trays and plastic plant pots.
- Small poultry shed suitable for small breeding flock of turkeys/geese.

Various pieces of equipment will be necessary to implement this business plan between 2019 and 2024 and these are summarised in the capital investment budget (Table 6.2). Good quality second hand items will be prioritised when possible to save money. In roughly chronological order these will be:

- 9 pig arks (with more to be added as the pig herd expands) and pig troughs
- Mobile livestock handling system suitable for weighing and loading pigs and goats
- Poultry electric fencing and feeders
- Poultry housing for a) laying hens; b) laying ducks; c) fattening turkeys; d) fattening geese.
- Garden tractor specifically designed for market garden usage, as recommended by our Growing Together-funded horticultural consultant David Love Cameron.
- Permanent fencing of paddocks and perimeter trail/access lane in field I, L and M (see Figure 6.1)
- Farm vehicle and livestock trailer (we will borrow and apply to
- Goat milking and milk storage equipment
- Glamping pods, glamping equipment and compost toilets

6.3 Supply chain information

Various components of our supply chain, whether at the input end, e.g. general farm supplies, or the output end, e.g. the abattoir for our pigs, are already in place from our six months pilot phase from January to June 2018. For the other parts of our supply chain, we

either have existing contacts ready to supply, e.g. breeding sows, or existing contacts who can tell us where to source various components e.g. poultry and goats. Some aspects of the supply chain, such as abattoirs for goats and poultry and a source for goat dairy equipment, remain to be determined exactly but are available within Northern Ireland.

6.3.1 Livestock & livestock supplies

- Pigs: Brian Kelly of RBST NI for weaners and sows; sharing boar with Ballylagan Organic Farm.
- Poultry: RBST NI contacts
- Goats: TBC
- Livestock feed: Irish Organic Feeds
- Pig abattoir: Grant's
- Poultry abattoir: TBC
- Goat abattoir: TBC
- Dairy equipment: TBC

6.3.2 Horticultural and agricultural supplies

- General supplies: McDowell's of Gleno
- Organic supplies: Living Green
- Seeds: The Organic Centre

6.3.3 Other supplies

- Educational supplies: Forest School Shop; Muddy Faces
- Catering supplies: Suma; Traidcraft; Nisbetts
- Hospitality supplies: Nisbetts

6.3.4 Delivery of vegetables

While all services, except talks, are to be delivered on-site, and meat and milk are to be collected on-site, we need to establish collections points for vegetables and eggs. As these are weekly food items, ensuring it is convenient for our CSA members to fit our food into their busy lives is imperative, while also cutting down on car weekly car journeys to Jubilee Farm. Where possible using volunteers/CSA members, we therefore plan to

establish weekly collection points in the following urban areas, charging £1 per collection point delivery to cover fuel and labour costs:

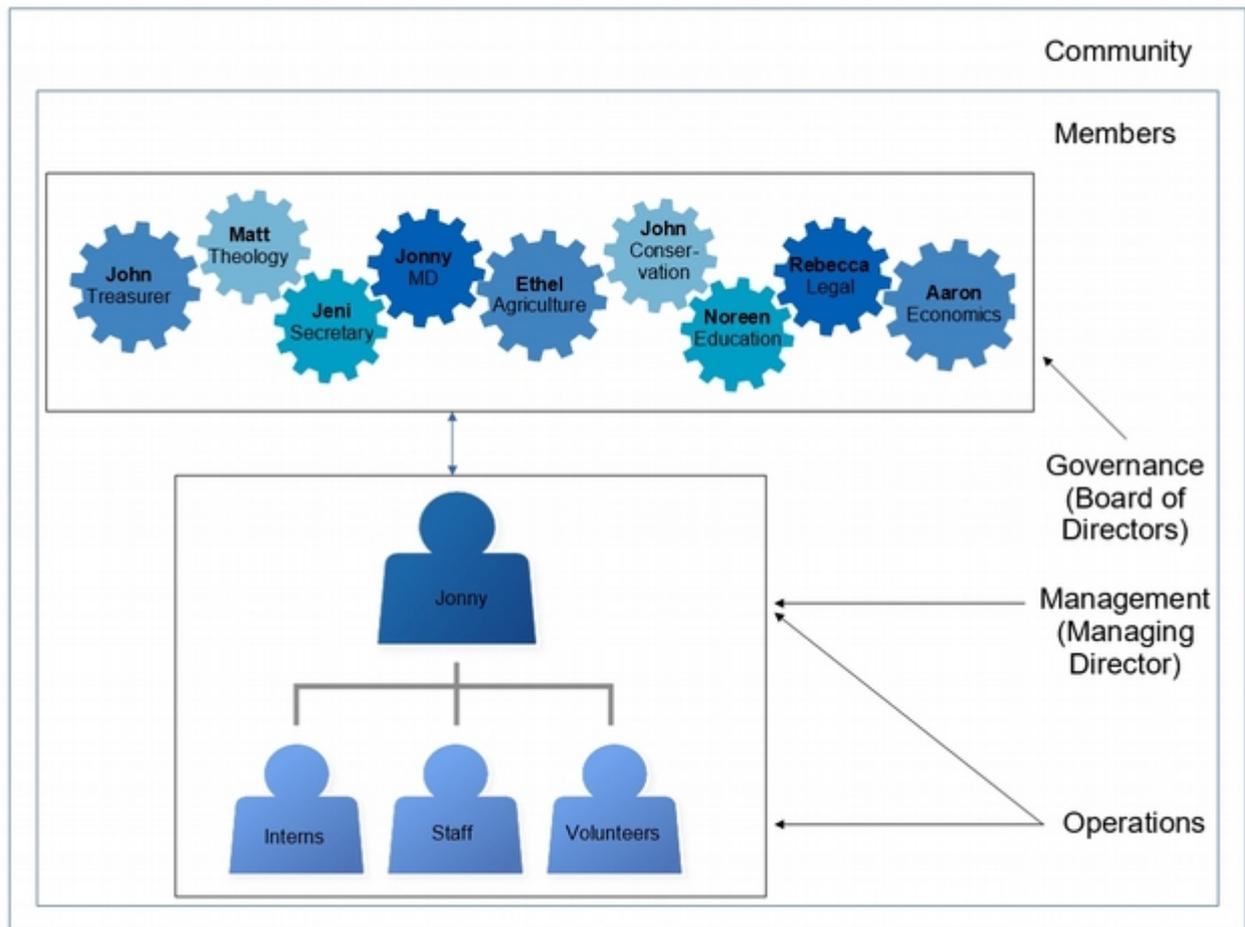
1. Larne
2. Whitehead
3. Ballygalley
4. As market garden production increases, we may also seek to establish collection points in Ballynure, Ballyclare and Carrickfergus.

7. Organisational structure & governance

7.1 Organisational structure

The organisational structure of Jubilee Community Benefit Society is shown in Figure 7.1. An inter-denominational and inter-disciplinary Board of Directors provides strategic and governance oversight for the organisation, managing both risks and opportunities. As set out in our Rules, up to three Board positions are eligible to be elected by members at a future AGM. As Managing Director, Jonny Hanson is an Ex-Officio board member, while also fulfilling management and operational roles. An additional three Board positions are held by and on behalf of Jubilee Charity, the body that will be set up as an independent charity within the next three years to manage Jubilee's Church and Community Fund. Two other Board positions are co-opted, giving a nine member Board of Directors.

Figure 7.1 Jubilee's organisational structure



7.2 Board of Directors

Noreen Christian OP

Noreen was born in North Belfast. but grew up in a Co. Derry village. She attended Catholic schools at primary and secondary level and then to become a Catholic Sister and work on the "Missions". After 3yrs of training Noreen travelled by boat to South Africa with 3 other young Sisters to begin their training as educators through the medium of English and Afrikaans. These were the terrible years of apartheid and violence. About 25 years later, due to the pressure from Christian Churches, schools could be opened to all races. Some positive signs were beginning to appear. This influenced her considerably when on a holiday back in Ireland, she found her own country in political turmoil. Noreen decided to stay, and, in conjunction with others, tries to contribute to the building of peace.

Aaron Hanson

Aaron has experience in data analysis, operations and horticulture. After secondary school he studied Politics, Philosophy and Economics at Oxford University before spending a year working in a variety of short-term positions including horticulture, in which he earned a Level 2 Certificate from the RHS. He has a Master's degree in political science with a focus on agricultural policy, and undertook an internship with Good Food Oxford in the summer of 2017 during which he produced a report on behalf of the charity on food-waste management practices at the Colleges of Oxford University.

Dr Jonny Hanson – Managing Director

Jonny grew up in Monaghan and Malawi before studying medieval history and archaeology at Queen's University Belfast, followed by business management and sustainability at Queen's University Management School. After working in nature education and then fundraising, he completed a PhD in snow leopard conservation and rural development at the University of Cambridge. Jonny has worked with numerous wild and domestic animal species on four continents and has published six peer-reviewed and 32 popular articles on environmental and agricultural topics. As well as having vocational qualifications in habitat conservation, pesticide management and pig farming, Jonny is an Associate Fellow of the Higher Education Academy. In addition to working part-time for Jubilee, Jonny works part-time as a stay-at-home dad and carer.

John Martin

John Martin has worked in the environmental NGO sector for a decade focusing on sustainable land use management, water quality, sustainable forestry, and landscape scale conservation. As a Conservation Team Leader the purpose of this role is to lead a sustainable land use policy conservation programme within NI which seeks to deliver broad scale change to agriculture and land management policy. John has made representation in the Stormont Assembly, the Dail, Westminster and the EU Parliament and Commission. John is also a Director in the Mourne Heritage Trust which seeks to sustainably manage the Mourne Area of Outstanding Natural Beauty.

Dr Jeni McAughey - Secretary

Jeni is an Anglican and a member of a lay Franciscan order (TSSF). This combines a love of God and neighbour with a commitment to the care of creation. She was a GP in North Belfast for almost 35 years, so has a keen interest in mental and physical health. Jeni has have been involved in many projects over the years, including setting up an integrated school, establishing a food bank in the local community and setting up a project to sponsor a refugee family coming to our local town. She is delighted to be part of the Jubilee team.

John O'Mahony.- Treasurer

John qualified as an accountant with a primary degree in economics. He worked in accountancy in London before teaching accountancy at what is now the University of Limerick. John then went on to become a commissioned Inspector of Taxes before retiring in 2007. He has 43 years experience book-keeping, auditing, tax audits, internal auditing, as well as post graduate and master's degrees in translation studies.

Rebecca Stevenson

Rebecca is from Lisnarick, Co Fermanagh and studied her undergraduate degree in English Law at the University of Dundee, followed by a Master's Degree in Environmental Law and Sustainable Development at Queens University Belfast. She is currently completing a PhD in Environment Law, with a focus on Plant Health Protection in Northern Ireland at Queens University Belfast. Growing up in a farming community has given Rebecca a keen interest in agriculture and the environment, in her spare time Rebecca is

an actively member of Enniskillen Presbyterian Church where she is involved in a lot of Youth Ministry and has recently returned from Hungry where she co-led an Exodus Team.

Dr Ethel White

Ethel White has a BSc in Environmental Sciences from Southampton University and a PhD on provenance in barley from Queen's University, Belfast. She has just retired from AFBI where she was based at Crossnacreevy, Co Down. Her main responsibilities were producing and providing information on new cereal and potato varieties, conducting research on crop management and teaching at Queen's University. Ethel's concerns include peace and reconciliation, the faith-science dialogue and creation care. She is involved with the Connswater Community Greenway Trust, East Belfast, and is a member of Knock Presbyterian Church.

Matt Williams

Matt is a theologian in the broad sense of somebody who studies in order to work out how to live the Bible and teach it to others. He is currently doing his PhD in Durham University, where he is focusing on socio-economic ethics in the New Testament. His conviction about the importance of Christian engagement with poverty led him to serve in Malawi for four years (2011-15) and it was there he learnt about the centrality of creation care, especially in agricultural practice, for human well-being. He is Welsh but has long since lost the accent (alas).

8. Finance

8.1 Funding

A breakdown of the funding for the business is provided below, and discusses investment by Jubilee; grants and awards; community shares; and loans. This is summarised below. Note that the investment from our Phase 1 Share Offer in 2018 takes place prior to Year 1, meaning that only £8,000, in the form of working capital and reserves, is carried over into 2019/20. Similarly, while £225,000 will be raised in Year 2 to refurbish the farmhouse; buy a farm vehicle; and build a car park, a multi-purpose barn and a glamping site; £30,000 of glamping site expenditure will be carried over and spent in Year 3, as the 2020/21 priority will be erecting the barn and establishing the goat dairy.

1. **Own investment** – Jubilee BenCom will also carry over approximately £2,000 from the 2018/19 financial year into the 2019/20 financial year (Year 1 of the Business Plan).
2. **Grants and Awards** – As Appendix 10.7 details, we have had considerable success to date in sourcing grant funding for equipment, projects, and technical assistance and support. We are planning to submit another grant application in November 2018 to extend our CARE project (Care farming for Asylum Seekers, Refugees and the Environment) beyond its initial 5 month pilot phase. We will continue to find and apply to sources of funding for capital investment, thereby reducing our dependence on community shares and loans, both of which come with a cost.
3. **Community shares** – This is our primary form of capital investment, representing as it does both financial and community support for Jubilee Farm. Our Phase 1A community share offer, which was a pioneer share offer open to a small number of existing supporters, raised £80,000 in August 2018 to help purchase the farmhouse and pay for legal costs. Phase 1B, a public community share offer open to anyone, launched in October 2018 and will raise £145,000 to purchase the 13.5 acres of land, plus livestock and equipment (see Table 6.2 for a breakdown). It will also provide some working capital in Year 1, as well as establish some financial reserves for the Society (Table 8.1). Further open/public community share offers are planned for 2019 (Phases 2 & 3), to fund improvements to the house, barn and yard, to purchase a farm vehicle and trailer, and to fund the multi-purpose barn and glamping pods.

4. **Loans** – We took on two low-interest (2.5%), peer-to-peer loans alongside the Phase 1 share offer to purchase the farmhouse. Loan A is £45,000 and is repayable over 25 years from April 2020 at £2423 per year, while Loan B is £40,000 and is repayable over 8 years from April 2022 at £5522 per year. As these were arranged in 2018/19, they do not appear in Table 8.1. However, it is projected that we will need to take on a £80,000 mortgage, at 4% and £5064 per year over 25 years, to help fund the glamping pods and multi-purpose barns in Year 2/3 (Table 8.1). We have had initial discussions with the Ecology Building Society about the provision of the loan, and while they are interested and sympathetic, it would be subject to trading history and a successful application. In addition, a further low-interest, peer-to-peer loan facility of up to £105,000, repayable at 2.5% over 25 years, is available to cover any shortfall if we fail to reach the community share target for our Phase 2 share offer launching in October 2018.

8.3 Financial projections summary and analysis

This section summarises and analyses the Business Plan’s financial projections, with full cashflow, profit and loss, and balance sheet forecasts available in Appendices 10.1, 10.2 and 10.3 respectively. Table 8.1 summarises the variable costs of Jubilee Farm’s projected sales between 2019 and 2024. These costs are benchmarked against the variable costs of the following enterprises:

1. Horticulture: 20% (Helen’s Bay Organic Gardens).
2. Livestock: Pigs 56%; Turkeys 57%; Eggs 38%; Goats milk and meat 25%; Geese 25% (Hempsals Community Farm and Jubilee Farm’s own sales).
3. Care farming, and conservation education and engagement sales: 10% (Fordhall Community Land Initiative).
4. Glamping: 25% (Fordhall Community Land Initiative).

Table 8.1 Variable costs

Variable costs	Year 1	Year 2	Year 3	Year 4	Year 5
Horticulture Sales costs	£3,000	£3,000	£4,500	£4,500	£6,000
Livestock Sales cost	£13,992	£20,988	£27,504	£33,888	£37,884
Care Farming & Education	£1,135	£1,215	£2,083	£2,163	£2,280
Ecotourism sales costs	£0	£0	£0	£2,500	£3,500
Total	£18,127	£25,203	£34,087	£43,051	£49,664

Table 8.2 details the revenue expenditure for the Business Plan over the next five years. The most significant cost is wages, reflecting the labour- and skill-intensive nature of agroecological farming types, such as organic farming. The commencement of loan repayments, whether peer-to-peer or mortgage, are phased gradually over the course of the Business Plan, beginning in Year 2. This will allow a window of opportunity to grow the sales of the enterprise, as well as the Society's capacity to service its debts, over a period of time.

Table 8.2 Revenue expenditure

Revenue expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
Wages	£33,674	£34,012	£55,036	£66,060	£81,084
Vehicle expenses	£1,488	£1,488	£1,488	£1,488	£1,488
Remises expenses	£1,480	£1,480	£1,480	£2,200	£2,200
Repairs and renewals	£240	£240	£240	£240	£240
Phone & office	£600	£600	£600	£600	£600
Advertising/marketing	£1,000	£1,000	£1,000	£1,000	£1,000
Insurance	£1,584	£1,584	£1,584	£1,584	£1,584
Professional fees	£1,000	£1,000	£1,000	£1,000	£1,000
Finance charges	£180	£180	£180	£180	£180
Other	£360	£360	£360	£360	£360
Other (non VAT)	£0	£0	£0	£0	£0
Loan repayments	£0	£2,424	£7,488	£13,008	£13,008
Share Interest	£0	£0	£0	£4,500	£7,200
Total	£41,606	£44,368	£70,456	£92,220	###

As discussed in Section 8.2, capital will be raised in Year 2 from Community Share Offers and a mortgage to provide the necessary investment in the site's infrastructure (see Table 8.3). This will be expended mostly in Year 2 on a farm vehicle and livestock trailer (£30,000); livestock and fencing (£15,000); and land and buildings (£150,000). An amount (£30,000) will also be carried over into Year 3 to fund the glamping site creation.

Table 8.3 Capital expenditure

Capital expenditure	Year 1	Year 2	Year 3	Year 4	Year 5
Vehicles	£0	£30,000	£0	£0	£0
Equipment and tools	£0	£15,000	£30,000	£0	£0
Office and computers	£0	£0	£0	£0	£0
Fixtures and fittings	£0	£0	£0	£0	£0
Land and buildings	£0	£150,000	£0	£0	£0
Total	£0	£195,000	£30,000	£0	£0

Table 8.4 summarises the cash flow forecasts of the Business Plan 2019 – 2024. As well as the capital expenditure discussed above, the projection shows sustained but realistic growth in sales, driven by Society and CSA scheme membership, as well as targeted and professional marketing. The net cash flow for each year is positive, with the exception of Year 3 (2021/22). This can be explained by the capital expenditure of £30,000 on glamping site creation in this financial year, with the capital being raised in Year 2 (2020/21).

Table 8.4 Summary cash flow forecast (for illustrative purposes only)

	Year 1	Year 2	Year 3	Year 4	Year 5
RECEIPTS					
Total Funding	£8,004	£225,000	£0	£0	£0
Total Sales	£58,066	£73,655	£112,837	£140,397	###
Total Receipts	£66,070	£298,655	£112,837	£140,397	###
EXPENDITURE					
	£59,733	£69,571	£104,543	£135,284	###
Total Capital Expenditure	£0	£195,000	£30,000	£0	£0
Total Expenditure	£59,733	£264,571	£134,543	£135,284	###
Net Cash Flow	£6,337	£34,084	£21,706	£5,113	£204

The Business Plan's summary profit and loss forecast is shown in Table 8.5. A modest profit is forecast from Year 1 and thereafter. The general decline in gross and net profit margins can be explained in a number of ways. Firstly, debt repayments begin in Year 2 and increase each year until Year 4, after which they remain constant at £13,008 per annum. Secondly, interest on Community Share Capital is scheduled to be paid from Year 4 onwards, subject to Board approval. In Year 5 this will include interest on the £135,000 of community share capital raised in Phases 2 & 3 for the first time. Thirdly, there is a move to invest in full-time staff positions for both horticulture and livestock production

towards the latter years of the Business Plan. Not only this will allow for management to focus more on organisational development, but it will also develop the capacity of the Society to deliver exceptional standards of organic animal and plant husbandry, while also expanding the care, education/engagement and glamping components of the enterprise. In the short-term, however, it will depress profits.

Table 8.5 Summary profit and loss forecast (for illustrative purposes only)

	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	£63,070	£73,655	£112,837	£140,397	###
Cost of Sales	£18,127	£25,203	£34,087	£43,051	£49,664
Gross Profit	£44,943	£48,452	£78,750	£97,346	£110,148
Gross Profit Margin	71.3%	66%	70%	69.3%	69%
Less expenses	£41,606	£44,368	£70,456	£87,733	###
Net Profit (before Share Interest)	£3,337	£4,084	£8,294	£9,613	£7,404
	1%	3%	7%	7%	1%
Net Profit (after Share Interest)	£3,337	£4,084	£8,294	£5,113	£204
	1%	3%	7%	4%	1%

The Business Plan's balance sheet forecast is summarised in Table 8.6. Its strengthening position over the five year period reflects two developments. Firstly, the addition and subsequent repayments of debt in two tranches: a) £85,000 in peer-to-peer loans in Year 0 (2018/19); b) an £80,000 mortgage in Year 2 (2020/21). Secondly, the significant investment in developing the Farm's infrastructure, which adds to the value of the property. Note that the value of the site in Year 1 is estimated to be £220,000, based on an independent valuation carried out by Colin Wilkinson & Co. surveyors of 7 Point Street, Larne, and that 0% depreciation on the land and buildings is assumed, given the sustained investment in and refurbishment of Jubilee Farm. This accounting assumption is also practised by Fordhall Community Land Initiative for identical reasons.

Table 8.6 Summary balance sheet forecast (for illustrative purposes only)

	Year 1	Year 2	Year 3	Year 4	Year 5
Fixed Assets	£243,670	£421,893	£427,670	£418,960	£411,569
Current Assets	£8,337	£42,421	£20,715	£25,828	£26,032
Current Liabilities	£0	£0	£0	£0	£0
Working Capital	£8,337	£42,421	£20,715	£25,828	£26,032
Long Term Liabilities	£85,000	£82,576	£155,088	£142,080	###
Net Assets	£167,007	£381,738	£293,297	£302,708	###
Capital and Reserves	£167,007	£381,738	£293,297	£302,708	###

9. Risk analysis and legal issues

9.1 Business risk analysis

Risk and opportunity go hand-in-hand and while establishing Northern Ireland's first community-owned farm brings unparalleled opportunities, it also involves significant risks. These are detailed in Table 9.1, as are the various mitigating actions necessary to address them and successfully implement this business plan.

Table 9.1 Business risk analysis matrix

RISK IDENTIFIED	MITIGATING ACTION
Cash-flow problems – returns from horticultural and some animal products will not materialise for some months.	Deriving the main part of plant-related income from the CSA scheme may help to mitigate this risk; the problem can also be mitigated by careful planning of plant production schedules to ensure harvesting throughout the year, and by animal products being available all year round.
Vandalism & theft – the site is located near an urban area, though it is surrounded by a continuous boundary fence/hedge.	Maintain boundary fence/hedge at site to secure perimeter; have at least one member of staff living on-site; buy insurance; keep dogs and geese around yard and market garden area.
Pests & diseases among plants and/or animals.	Ensure diversity of products to limit vulnerability of project by preventing it from being overly dependent on any given product. Have at least one member of staff living on-site to deal with emergency situations (e.g. sick animals). Draw on Board, Staff and Adviser experience of pests, plant diseases and animal diseases.
Insufficient interest levels or income from services to cover costs	Organise effective publicity campaign, establish networks (e.g. via mailing lists, social media) of potential participants beforehand. Hire part-time marketing staff member to drive sales. Begin with part-time staff and increase hours as demand rises.
Bad weather	Check that conditions at the site are appropriate; plan horticultural production to minimise risks e.g. by identifying which areas of site are more at risk of high winds, planting wind barriers etc. Greenhouses/polytunnels provide relatively sheltered environment which will be less vulnerable to bad weather problems. Use of shelter planting.
Departure of/dependence on key staff members	Ensure commitment of staff; diversity of income-generating operations reduces project's commercial dependency on staff members associated with specific operations. Involving interns, volunteers and members in farm operations also provides buffer in case of

labour shortage or gaps. Establish and maintain reserves for hiring of temporary staff to cover staff illness/injury.

9.2 SWOT analysis

Table 9.2 sets out the various strengths, weaknesses, opportunities and threats associated with the business plan.

Table 9.2 SWOT analysis matrix

Strengths	Weaknesses
High levels of community interest and support.	Significant 'sunk' cost in the land and buildings.
Situation of site at staggered crossroads, and next adjacent to bus and train routes, means high levels of accessibility, including without cars	By the very nature of agriculture, it will take many months for results of work to materialise.
CSA model spreads risk and ensures steady income for project regardless of seasonal fluctuations in production levels.	Similarly, the project is dependent on favourable environmental factors such as weather conditions, disease-free environment etc.
Low/no dependence on highly technical or rare skills, or on sophisticated, expensive equipment.	
Opportunities	Threats
Ability to expand project with relative ease if initial success is achieved.	Risk of cash-flow problems due to the nature of agricultural production as described above.
Potential for running joint events with local organisations such as churches and community groups.	High levels of interest and support from local community not converted into sufficient demand for products and services.
Growing demand for organic food, and opportunity to fill niche gaps in NI organic market e.g. cabrito, goats milk, geese	Vandalism/theft/trespass (plants are particularly vulnerable to even low-level vandalism if unprotected).

9.3 Insurance

The cost of insurance is £1400 per year, paid monthly, with Lycetts, a specialist insurer of care, community and urban farms. The insurance requirements for the business are:

- Vehicle
- Public Liability
- Employers Liability
- Farm, Buildings and Contents

9.4 Legal issues

The main legal issues for Jubilee to adhere to are:

- Safeguarding: we Access NI check relevant staff, interns and volunteers through Volunteer Now. We also have a Safeguarding policy in place.
- Health and Safety: The proprietors will ensure that they adhere to health and safety when dealing with clients, customers and members, especially concerning the use of hand and mechanised tools, the handling of animals and livestock, the washing of hands after handling animals and before consuming food. Activity-specific risk assessment have already been completed and a Health and Safety policy has been implemented.
- Agricultural regulations: We are having our holding, herd and flock numbers registered with DAERA, and have already registered the feeding of non-meat food waste (e.g. whey) to pigs and poultry, also with DAERA.
- Data protection and GDPR. We have a GDPR policy in place and seek consent for personal information, images and video to be collected and held.
- Taxation: We are registered for Corporation Tax with HRMC.
- Community Benefit Societies: We are registered with, and submit annual returns to, the FCA, which regulates cooperatives. We can also avail of advice from Cooperative Alternatives.
- Employment law and human resources: We can access advice from Cooperative Alternatives.
- Planning. This is already underway for the Intern Mobile Application. It will also be necessary for the Barn construction and possibly for Glamping pods/infrastructure. Building Control approval may also be necessary for some amendments to the house.

10. Appendices

Appendix 10.1 Full five year Profit and Loss forecasts

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
TURNOVER/SALES	£63,070	£73,655	£112,837	£140,397	£159,812
Less Cost of Sales					
Opening Stock	£0	£0	£0	£0	£0
Add Purchases	<u>£18,127</u>	<u>£25,203</u>	<u>£34,087</u>	<u>£43,051</u>	<u>£49,664</u>
Less Closing Stock	£18,127	£25,203	£34,087	£43,051	£49,664
GROSS PROFIT	£44,943	£48,452	£78,750	£97,346	£110,148
Less Expenses:					
Wages	£33,674	£34,012	£55,036	£66,060	£81,084
Vehicle expenses	£1,488	£1,488	£1,488	£1,488	£1,488
Premises expenses	£1,480	£1,480	£1,488	£1,488	£1,488
Repairs and renewals	£240	£240	£1,480	£1,480	£1,480
Phone & office	£600	£600	£240	£240	£240
Advertising/marketing	£1,000	£1,000	£600	£600	£600
Insurance	£1,584	£1,584	£1,000	£1,000	£1,000
Professional fees	£1,000	£1,000	£1,584	£1,584	£1,584
Finance charges	£180	£180	£1,000	£1,000	£1,000
Other	£360	£360	£360	£360	£360
Other (non VAT)	£0	£0	£0	£0	£0
Loan Interest	£0	£2,424	£7,488	£13,008	£13,008
Depreciation	£0	£0	£0	£0	£0
NET PROFIT	£3,337	£4,084	£8,294	£9,613	£7,404
Share Interest	£0	£0	£0	£4,500	£7,200
NET PROFIT	£3,337	£4,084	£8,294	£5,113	£204

Appendix 10.2 Full five year Cashflow forecasts

Year 1: Cash Flow Forecast

Jubilee Community Benefit Society

Month	April	May	June	July	August	September	October	November	December	January	February	March	TOTAL
RECEIPTS													
Funding													
Working capital	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£5,004
Reserves	£3,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,000
Mortgage	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 3 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 4 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

Year 2: Cash Flow Forecast

Jubilee Community Benefit Society

Month	April	May	June	July	August	September	October	November	December	January	February	March	TOTAL
RECEIPTS													
Funding													
Working capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Reserves	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Mortgage	£0	£0	£0	£0	£0	£0	£0	£80,000	£0	£0	£0	£0	£80,000
Share Offer 3 Capital	£30,000	£30,000	£30,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£90,000
Share Offer 4 Capital	£0	£0	£0	£0	£25,000	£30,000	£0	£0	£0	£0	£0	£0	£55,000
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£30,000	£30,000	£30,000	£0	£25,000	£30,000	£80,000	£0	£0	£0	£0	£0	£225,000
Sales													
Sales Received	£8,093	£3,258	£8,368	£3,033	£7,793	£3,108	£9,600	£5,890	£9,558	£3,048	£7,948	£3,958	£73,655
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£8,093	£3,258	£8,368	£3,033	£7,793	£3,108	£9,600	£5,890	£9,558	£3,048	£7,948	£3,958	£73,655
TOTAL RECEIPTS	£38,093	£33,258	£38,368	£3,033	£7,793	£28,108	£39,600	£85,890	£9,558	£3,048	£7,948	£3,958	£298,655
EXPENDITURE													
Revenue Expenditure													
Variable/direct costs	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£2,100	£25,203
Wages	£2,668	£2,668	£3,168	£3,168	£3,168	£3,168	£2,668	£2,668	£2,668	£2,668	£2,668	£2,668	£34,012
Vehicle expenses	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£1,488
Remises expenses	£123	£123	£123	£123	£123	£123	£123	£123	£123	£123	£123	£123	£1,480
Repairs and renewals	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Phone & office	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Advertising/marketing	£10	£10	£10	£10	£10	£270	£10	£10	£10	£280	£360	£10	£1,000
Insurance	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£1,584
Professional fees	£0	£0	£500	£0	£0	£0	£0	£0	£0	£500	£0	£0	£1,000
Finance charges	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£180
Other expenses	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£360
Other expenses (non VAT)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan Repayments	£202	£202	£202	£202	£202	£202	£202	£202	£202	£202	£202	£202	£2,424
Share interest	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
VAT payments	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£5,474	£5,474	£6,474	£5,974	£5,974	£6,234	£5,474	£5,474	£5,474	£6,244	£5,824	£5,474	£69,571
Capital Expenditure													
Vehicles	£0	£0	£0	£30,000	£0	£0	£0	£0	£0	£0	£0	£0	£30,000
Equipment and tools	£0	£0	£0	£5,000	£5,000	£0	£0	£0	£0	£5,000	£0	£0	£15,000
Office and computers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Furniture and fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other	£0	£0	£0	£25,000	£25,000	£0	£0	£50,000	£50,000	£0	£0	£0	£150,000
TOTAL	£0	£0	£0	£60,000	£30,000	£0	£0	£50,000	£50,000	£5,000	£0	£0	£195,000
TOTAL EXPENDITURE	£5,474	£5,474	£6,474	£65,974	£35,974	£6,234	£5,474	£55,474	£55,474	£11,244	£5,824	£5,474	£264,571
Net Monthly Cash Flow	£32,619	£27,784	£31,894	£62,941	£28,181	£21,874	£34,126	£30,416	£45,916	£8,196	£2,124	£1,516	£34,084
Opening Bank Balance	£8,337	£40,956	£68,740	£100,633	£37,692	£9,511	£31,384	£65,510	£95,926	£50,010	£41,813	£43,937	
	£40,956	£68,740	£100,633	£37,692	£9,511	£31,384	£65,510	£95,926	£50,010	£41,813	£43,937	£42,421	

Year 3: Cash Flow Forecast		Jubilee Community Benefit Society											
Month	April	May	June	July	August	September	October	November	December	January	February	March	TOTAL
RECEIPTS													
Funding													
Working capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Reserves	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Mortgage	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 3 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 4 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Sales													
Sales Received	£10,852	£5,867	£11,677	£5,407	£10,167	£7,070	£12,530	£9,170	£15,650	£6,990	£10,399	£7,064	£112,837
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£10,852	£5,867	£11,677	£5,407	£10,167	£7,070	£12,530	£9,170	£15,650	£6,990	£10,399	£7,064	£112,837
TOTAL RECEIPTS	£10,852	£5,867	£11,677	£5,407	£10,167	£7,070	£12,530	£9,170	£15,650	£6,990	£10,399	£7,064	£112,837
EXPENDITURE													
Revenue Expenditure													
Variable/direct costs	£2,841	£2,841	£2,841	£2,841	£2,841	£2,841	£2,841	£2,841	£2,841	£2,841	£2,841	£2,841	£34,087
Wages	£4,420	£4,420	£4,920	£4,920	£4,920	£4,920	£4,420	£4,420	£4,420	£4,420	£4,420	£4,420	£55,036
Vehicle expenses	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£1,488
Remises expenses	£123	£123	£123	£123	£123	£123	£123	£123	£123	£123	£123	£123	£1,480
Repairs and renewals	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Phone & office	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Advertising/marketing	£10	£10	£10	£10	£10	£10	£270	£10	£10	£280	£360	£10	£1,000
Insurance	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£1,584
Professional fees	£0	£0	£500	£0	£0	£0	£0	£0	£0	£500	£0	£0	£1,000
Finance charges	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£180
Other expenses	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£360
Other expenses (non VAT)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan repayments	£624	£624	£624	£624	£624	£624	£624	£624	£624	£624	£624	£624	£7,488
Share interest	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
VAT payment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£8,389	£8,389	£9,389	£8,889	£8,889	£9,149	£8,389	£8,389	£8,389	£9,159	£8,739	£8,389	£104,543
Capital Expenditure													
Vehicles	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Equipment and tools	£0	£0	£0	£0	£0	£0	£0	£0	£0	£15,000	£15,000	£0	£30,000
Office and computers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Fixtures and fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£0	£0	£0	£0	£0	£0	£0	£0	£0	£15,000	£15,000	£0	£30,000
TOTAL EXPENDITURE	£8,389	£8,389	£9,389	£8,889	£8,889	£9,149	£8,389	£8,389	£8,389	£24,159	£23,739	£8,389	£134,543
Net Monthly Cash Flow	£2,463	£2,522	£2,288	£3,482	£1,278	£2,079	£4,141	£781	£7,261	£17,169	£13,340	£1,325	£21,706
Opening Bank Balance	£42,421	£44,884	£42,362	£44,650	£41,168	£42,445	£40,366	£44,507	£45,288	£52,549	£35,380	£22,040	
	£44,884	£42,362	£44,650	£41,168	£42,445	£40,366	£44,507	£45,288	£52,549	£35,380	£22,040	£20,715	

Year 4: Cash Flow Forecast													Jubilee Community Benefit Society
Month	April	May	June	July	August	September	October	November	December	January	February	March	TOTAL
RECEIPTS													
Funding													
Working capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Reserves	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Mortgage	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 3 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 4 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£0												
Sales													
Sales Received	£10,406	£10,281	£11,931	£10,421	£10,421	£11,816	£12,516	£13,316	£14,996	£11,096	£11,816	£11,381	£140,397
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£10,406	£10,281	£11,931	£10,421	£10,421	£11,816	£12,516	£13,316	£14,996	£11,096	£11,816	£11,381	£140,397
TOTAL RECEIPTS													
EXPENDITURE													
Revenue Expenditure													
Variable/direct costs	£3,588	£3,588	£3,588	£3,588	£3,588	£3,588	£3,588	£3,588	£3,588	£3,588	£3,588	£3,588	£43,051
Wages	£5,338	£5,338	£5,838	£5,838	£5,838	£5,838	£5,338	£5,338	£5,338	£5,338	£5,338	£5,338	£66,060
Vehicle expenses	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£1,488
Remises expenses	£183	£183	£183	£183	£183	£183	£183	£183	£183	£183	£183	£183	£2,200
Repairs and renewals	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Phone & office	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Advertising/marketing	£10	£10	£10	£10	£10	£270	£10	£10	£10	£280	£360	£10	£1,000
Insurance	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£1,584
Professional fees	£0	£0	£500	£0	£0	£0	£0	£0	£0	£500	£0	£0	£1,000
Finance charges	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£180
Other	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£360
Other (non VAT)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan repayments	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£13,008
Share interest at 2%	£0	£0	£0	£0	£0	£0	£4,500	£0	£0	£0	£0	£0	£4,500
VAT payments	£0	£0	£0	£13	£0	£0	£0	£0	£0	£0	£0	£0	£13
TOTAL	£10,574	£10,574	£11,574	£11,087	£11,074	£11,334	£15,074	£10,574	£10,574	£11,344	£10,924	£10,574	£135,284
Capital Expenditure													
Vehicles	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Equipment and tools	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Office and computers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Furniture and fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£0												
TOTAL EXPENDITURE													
Net Monthly Cash Flow	£168	£293	£357	£666	£653	£482	£2,558	£2,742	£4,422	£248	£892	£807	£5,113
Opening Bank Balance	£20,715	£20,547	£20,253	£20,610	£19,944	£19,291	£19,772	£17,214	£19,956	£24,378	£24,129	£25,021	
CLOSING BANK BALANCE	£20,547	£20,253	£20,610	£19,944	£19,291	£19,772	£17,214	£19,956	£24,378	£24,129	£25,021	£25,828	

Year 5: Cash Flow Forecast		Jubilee Community Benefit Society											
Month	April	May	June	July	August	September	October	November	December	January	February	March	TOTAL
RECEIPTS													
Funding													
Working capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Reserves	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Mortgage	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 3 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Share Offer 4 Capital	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Sales													
Sales Received	£12,016	£11,716	£13,266	£11,681	£11,681	£13,776	£13,976	£15,376	£16,941	£13,116	£13,351	£12,916	£159,812
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£12,016	£11,716	£13,266	£11,681	£11,681	£13,776	£13,976	£15,376	£16,941	£13,116	£13,351	£12,916	£159,812
TOTAL RECEIPTS	£12,016	£11,716	£13,266	£11,681	£11,681	£13,776	£13,976	£15,376	£16,941	£13,116	£13,351	£12,916	£159,812
EXPENDITURE													
Revenue Expenditure													
Variable/direct costs	£4,139	£4,139	£4,139	£4,139	£4,139	£4,139	£4,139	£4,139	£4,139	£4,139	£4,139	£4,139	£49,664
Wages	£6,590	£6,590	£7,090	£7,090	£7,090	£7,090	£6,590	£6,590	£6,590	£6,590	£6,590	£6,590	£81,084
Vehicle expenses	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£124	£1,488
Remises expenses	£183	£183	£183	£183	£183	£183	£183	£183	£183	£183	£183	£183	£2,200
Repairs and renewals	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Phone & office	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Advertising/marketing	£10	£10	£10	£10	£10	£270	£10	£10	£10	£280	£360	£10	£1,000
Insurance	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£132	£1,584
Professional fees	£0	£0	£500	£0	£0	£0	£0	£0	£0	£500	£0	£0	£1,000
Finance charges	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£180
Other expenses	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£360
Other expenses (non VAT)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan Repayments	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£1,084	£13,008
Share interest	£0	£0	£0	£0	£0	£0	£7,200	£0	£0	£0	£0	£0	£7,200
VAT payments	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£12,377	£12,377	£13,377	£12,877	£12,877	£13,137	£19,577	£12,377	£12,377	£13,147	£12,727	£12,377	£159,608
Capital Expenditure													
Vehicles	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Equipment and tools	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Office and computers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Furniture and fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL EXPENDITURE	£12,377	£12,377	£13,377	£12,877	£12,877	£13,137	£19,577	£12,377	£12,377	£13,147	£12,727	£12,377	£159,608
Net Monthly Cash Flow	£361	£661	£111	£1,196	£1,196	£639	£5,601	£2,999	£4,564	£31	£624	£539	£204
Opening Bank Balance	£25,828	£25,466	£24,805	£24,694	£23,497	£22,301	£22,940	£17,338	£20,337	£24,901	£24,869	£25,493	
	£25,466	£24,805	£24,694	£23,497	£22,301	£22,940	£17,338	£20,337	£24,901	£24,869	£25,493	£26,032	

Appendix 10.3 Full five year Balance Sheet forecasts

	YEAR 1			YEAR 2			YEAR 3			YEAR 4			YEAR 5		
	Cost	Dep	Net	Cost	Dep	Net	Cost	Dep	Net	Cost	Dep	Net	Cost	Dep	Net
Fixed Assets															
Owned assets	€0			€0			€0			€0			€0		
Vehicles	€0			€25,000	3,750	€21,250	€21,250	€5,313	€15,938	€15,938	2,391	€13,547	€13,547	2,032	€11,515
Equipment and tools	€26,000	3,900	€22,100	€34,600	5,190	€29,410	€54,410	€13,603	€40,808	€40,808	5,121	€34,686	€34,686	5,203	€29,483
Office and computers	€1,000	230	€770	€770	.77	€593	€593	€148	€445	€445	102	€342	€342	79	€264
Furniture and fittings	€1,000	200	€800	€800	.60	€640	€640	€160	€480	€480	36	€384	€384	77	€307
Other	€270,000		€220,000	€370,000		€370,000	€370,000	€0	€370,000	€370,000		€370,000	€370,000		€370,000
	€298,000	€4,330	€243,670	€431,170	€9,277	€421,893	€446,893	€19,223	€427,670	€427,670	€8,710	€418,960	€418,960	€7,391	€411,569
Current Assets															
Stock		€0				€0			€0			€0			€0
Debtors		€0				€0			€0			€0			€0
Current Account		€8,337				€42,421			€20,715			€25,828			€26,032
VAT repayment due		€0				€0			€0			€0			€0
		€8,337				€42,421			€20,715			€25,828			€26,032
Less Current Liabilities															
Creditors		€0				€0			€0			€0			€0
Overdraft		€0				€0			€0			€0			€0
VAT liability		€0				€0			€0			€0			€0
Other		€0				€0			€0			€0			€0
		€0				€0			€0			€0			€0
Working Capital			€8,337			€42,421			€20,715			€25,828			€26,032
Long Term Liabilities															
Loans			€85,000			€82,576			€155,087			€142,080			€129,072
NET ASSETS			€167,007			€381,738			€293,297			€302,708			€308,529
Capital and Reserves															
Own Investment Assets	€155,670			€152,654				€285,002			€293,094				€301,125
Own Investment Stock	€0			€0				€0			€0				€0
Working capital	€2,000			€0				€0			€0				€0
Reserves	€3,000			€0				€0			€0				€0
Mortgage	€0			€80,000				€0			€0				€0
Share Offer 3 Capital	€0			€90,000				€0			€0				€0
Share Offer 4 Capital	€0			€55,000				€0			€0				€0
	€163,670			€377,654				€285,002			€293,094				€301,125
Retained Profits/-Loss	€3,337			€4,084				€8,294			€9,613				€7,404
Less Share Interest	€0			€0				€0			€4,500				€7,200
			€167,007			€381,738			€293,297			€302,708			€308,529
			€167,007			€381,738			€293,297			€302,708			€308,529



Jubilee Farm Soil Geochemistry & Land Use Report

10th October 2018
Prepared by Dr Sherry Palmer

Executive Summary

Community supported agriculture provides a number of social and environmental benefits that may help to reduce some of the adverse impacts of intensive agriculture. In order to support the establishment of a new location for Jubilee Farm, a generic qualitative risk assessment inclusive of a desktop geochemistry review was undertaken of the site at 50 Glenburn Road, Glynn, Larne.

With the exception of possible slurry, inorganic fertilizer and herbicide applications in line with typical rural activity, there are no known historic land uses that would have resulted in land contamination at the site. As a result, a detailed quantitative risk assessment with targeted soil analyses is not deemed to be necessary as the cost of this would exceed benefits.

A review of available geochemical data for the area was conducted and there are no significant sources of contamination likely to cause harm. Furthermore, the soils in the area are abundant in most elements essential to livestock with the exception of molybdenum and selenium. This issue is easily overcome by introducing mineral supplements to herds where required.

The principle underlying geology at the site is basalt which is known to contribute significant proportions of clay to overlying soils. As a result, soil at the site may be susceptible to water-logging in localised areas and this should be monitored at seasonal intervals. However, the site gradient is expected to encourage good drainage across a significant proportion of the fields.

Due to the acidity of soil in County Antrim, local soils are naturally more amenable to grazing in lieu of crop production. Soil additions such as lime may be required in the future to improve yields of certain crops such as brassicas and localised soil pH testing is recommended when the market garden becomes established. A simple soil pH probe can be purchased at most garden centres. The cultivation of crops that thrive in acidic soils such as those in the *Vaccinium* genus (i.e. blueberries) may be worth considering, among others.

Regional geochemical maps highlight potential deficiencies in potassium, phosphorous and soil organic matter. This could be linked to the steep gradient at the site and coastal exposure, both conditions which can increase the rate of nutrient leaching in soils. Such deficiencies can be overcome by introducing more humus-rich materials and organic fertilizers to the soil or raised beds where the market garden is proposed.

As Jubilee Farm moves towards organic standard conversion and eventual certification, it is anticipated that the full potential of the site will be realised through good soil & biodiversity stewardship.

Appendix 10.5 Building structure report



Our Ref: 18206

Mr J Hanson
Jubilee Farm
Bankheads Lane
Larne
Co. Antrim
Northern Ireland
BT40 1DT

23rd August 2018

Dear Sir,

Ref: 50 Glenburn Road, Glynn – Structural Condition Survey

As requested we visited the above property on Wednesday 23rd August 2018 to carry out a visual structural condition survey. The terms left, right, front and rear are taken in this report as the view when facing the property at the main entrance door.

The property is a two-storey farm house dwelling with a two-storey garage extension to the LHS.

The two-storey farm house was constructed circa 1900 and has solid stone external walls. We could not gain access to the roof space but surmise that the slate roof is supported by timber rafters and purlins which are supported on load bearing walls. The farm house has a front entrance porch.

The two-story garage extension was constructed circa 1950. The roof structure comprises of a timber rafters supported on two timber purlins that span from the stone gable of the farm house to the gable end of the extension. The walls to the extension are constructed from solid masonry approximately 215mm thick. The first floor consists of timber floor joists spanning front to back onto steel beams and is accessed by a timber stair/ladder. A partially encased steel beam is provided over the opening on the front elevation of the extension.

Two Storey Garage Extension

The external walls are rough cast rendered. There is a vertical crack on the front elevation at the junction between the farm house and garage extension. This crack is 2-3mm width at the top and reduces in width toward the base of the wall. There is similar but smaller crack at the junction on the rear elevation. This crack appears to be less than 1mm at the top.

All buildings settle somewhat in the years following construction and these cracks are due to the differential settlement of the garage structure. The first floor of the garage extension was also on occasions used as a storage area and the higher imposed floor loads applied to the foundations of the extension may have contributed further the differential settlement. The movement does not seem progressive and we would advise that the crack be filled to prevent water ingress. If the crack does increase in future years further investigation would be required.

There is a vertical crack, which is 3-4mm at the top, at the corner of the front elevation. This may be caused by thermal movement of the south facing front elevation wall. A second cause for this crack may be because the timber roof to the extension has no collar tie or ridge beam and therefore the ridge will drop slightly causing the eaves to spread and a force to be applied to the top of the wall. Remedial works could include this crack being filled to prevent water ingress, and the corner strapped with 3mmx50mm galvanised straps at 600mm centres. We would also recommend that a timber collar tie, located just above the timber purlins, be provided to the timber rafters to stop any potential further eaves spread.

Diagonal cracks, approximately 2-3mm in width, extending from the corner of the first floor window to the roof were observed on the gable wall of the garage extension. In order to resist wind load the gable wall has to span between the roof, the front and rear masonry walls and the ground, with some support also provided from first floor. The openings in the wall reduce its capacity to carry wind load and is the probable cause of these cracks. Providing the additional timber collar ties just above the timber purlins, along with strapping the wall to these collar ties, will decrease the span of the wall and enhance the capacity of the wall to resist wind loads.

Horizontal cracks were observed on the gable wall and at the bottom RHS corner of the front elevation of the garage extension. Internally these were accompanied by a white deposit which could be efflorescence or dry rot.

Efflorescence is one type of white deposit found on masonry. It is formed when water reacts with the natural salts contained within the construction material and mortar. The water dissolves the salts which are then carried out and deposited onto the surface by the natural evaporation that occurs when air comes into contact with the surface of the wall.

Timber elements in the garage extension displayed signs of woodworm and decay.

We would advise that recommendations regarding remedial works for the woodworm and decayed timbers be sought from a damp proof specialist / timber treatment specialist.

Two Storey Farm House

There were hairline cracks observed on the RHS front bedroom to the gable wall. This may have been caused due to expansion forces generated from the heat from the chimney and the chimney flue location.

There was a minor diagonal crack at the top of the gable wall near the alarm box. This may have been caused during the installation of the alarm box

A small damp patch was observed on the ceiling in the LHS bedroom and below the window in the front bedroom.

Conclusion

Given the age and size of the property it is to be expected that some maintenance and repair is inevitable.

The farm house is structurally sound with most of the issues occurring in the garage extension. Although structurally stable there are several issues that need to be addressed in the garage extension. In summary these issues include:

- Filling of cracks to prevent water ingress

- Collar ties to timber roof rafters to prevent further eaves spread
- Galvanised straps to the LHS corner of the masonry wall
- Treatment for efflorescence, woodworm and rot as recommended by damp proof specialist / timber treatment specialist

However, considering that extension is effectively an out-building, and will continue to be for the foreseeable future, remedial works could be progressed during future renovation works

This report is based on a visual inspection. We have not inspected woodwork or other parts of the structure which are covered, unexposed or inaccessible and are therefore unable to report on the condition of any such parts of the building.

We Trust the above comments give an indication of the structural condition of the property. If you have any further queries do not hesitate to contact the undersigned.

Yours sincerely



Signed
Ian Thompson BEng. PEng. MIStructE.
For Thompson Barr Consulting Engineers

Appendix 10.6 Share offer promotion plan

Action	Purpose	Date
Various Social Media	To reach out to followers and the wider community to promote the organisation, share offer launch event, and community share offer.	June 2018-December 2018
Advertising Cards	To expand our base by getting the word out to people at the BioBlitz, and by leaving the cards at various businesses.	June 2018-December 2018
Invited Journalists to Share offer launch event.	To extend the invitation of the share offer event to various journalists with the hope that they come and/or are interested in doing a piece on the share offer.	Sept. 2018
Invited previous funders to Share offer launch event.	To extend the invitation of the share offer event to previous funders with the hope that they come and/or have interest in supporting the share offer.	Sept. 2018
Invited partnering organisations to Share offer launch event.	To extend the invitation of the share offer event to partnering organisations with the hope that they come and/or have interest in supporting the share offer.	Sept. 2018
Featured on Farmerama Podcast	To continue our partnership with Farmerama, and to extend the invitation of the share offer and launch event with their listeners.	Sept. 2018 - December 2018
Monthly Newsletter	To update our current supporters, and invite them into being shareholders.	Sept. 2018-December 2018
Church Denominational Magazines (Advert and article)	To inform, inspire, and invite Christians of various denominations to participate in the launch event, and community share offer.	Sept. 2018
Blogs on various secular and Christian Blog sites.	To share the environmental and theological reasoning behind Jubilee Farm, and to extend the community share offer to their readers.	Sept. 2018 - December 2018
Endorsement Videos	To allow a diversity of people to share their	Oct 2018 -

	reasoning behind supporting Jubilee.	December 2018
Farm Open Afternoon	To provide an opportunity for current supporters and potential donors to see the new site.	6 October 2018
Share Offer Event (Belfast)	To share the vision and plan for Jubilee Farm, as well as to launch phase two of our community share offer.	20 Oct. 2018
Share Offer Event (Dublin)	To share the vision and plan for Jubilee Farm, as well as to extend the community share offer to those in the Dublin area.	29 Oct. 2018

Appendix 10.7 Acknowledgements

Jubilee Community Benefit Society would not be where we it is today if it were not for the support of a number of generous organisations. We would like to thank them for the unique part each has played in helping us to practice and promote care farming, community-supported agriculture, and conservation engagement and education.



Prior to the Society's registration, a grant from Cambridge Centre for Christianity Worldwide enabled Jonny Hanson to go on a study visit to A Rocha Canada's Brooksdale Environmental Centre in the summer of 2016.



Prior to the Society's registration, a grant from the Maiden Foundation enabled Jonny Hanson to go on a study visit to A Rocha Canada's Brooksdale Environmental Centre in the summer of 2016.



Prior to the Society's registration, Jonny Hanson received a 'Go For It' award from UnLtd, the Foundation for Social Entrepreneurs, in 2017. This grant funded a range of equipment and start-up costs, including branding, website design and registration costs.



Via their Funding for Enlightened Agriculture project, the Real Farming Trust provided funds for Aaron Hanson and Matt Williams to visit several Community-supported Agriculture scheme in England in 2017.



Funding from Social Farms and Gardens, via their Growing Together project, provided a range of advisory services associated with the Society's start-up phase. These included commissioning a Horticultural Consultant to advise us, as well as providing advice on land access.



Support from The Hive has helped us in two ways. The first tranche of funding in 2017 paid for an adviser to guide us through the process of establishing a Community Benefit Society. The second tranche of funding paid for an adviser to assist us with our 2018 community share offer.



Similarly, the Plunkett Foundation has provided us with support in two phases. In early 2018 they funded a study visit for Matt Williams and Jonny Hanson to Fordhall Community Land Initiative in Shropshire. Later in 2018, they funded additional advice from Fordhall to help us with our community share offer.

Grow Wild provided a grant in 2018 to fund our Free Range Families project. This included a series of curriculum-based nature-education session for primary school in June 2018, as well as the scientific aspects of our Bioblitz Festival of Science and Nature, also in June. This grant will also help to fund our 2019 Bioblitz Festival.

Mid and East Antrim Borough Council gave us a Community Festival grant in 2018 to help fund the community aspects of our Bioblitz Festival of Science and Nature, including advertising, musician and marquee hire costs.

Cooperative Alternatives delivered both phases of support from The Hive in 2017 and 2018. In addition, they have provided us with technical support and advice prior to registration, and funded the design and printing of the 2018 Community Share Offer brochure.

A 2018 grant from the Dominican Ministry Fund of the Dominican Sisters of Ireland will fund our CARE (Care farming for Asylum Seekers, Refugees and the Environment) pilot project between November 2018 and March 2019.