

Appendix 6: SWOT Analysis

Strengths and weaknesses: (*internal factors within Canalside*).

- Human resources – motivated staff and volunteers (including board members), nearby membership base (Warwick District), employed staff with statutory rights, engaged membership with good attendance at events
- Physical resources – close to main road, parking facilities, social space with good communal infrastructure, serviceable tools and farm equipment suited to the scale of production, water for irrigation, solar lighting. Potential new members on nearby new build (but see threats!)
- Financial – sustainable source of produce share revenue creating surplus in most years; no dependence on grant funding for revenue streams
- Revenue sources – reliance on produce share for overwhelming percentage (90%) or our revenue may be problematic.
- Activities and processes – organic production of local and seasonal produce well established, established programme of annual events to engage members; good communication through weekly newsletter and direct contact at events
- Past experiences – good governance and financial records, excellent staff knowledge and well tested systems of production, good flexibility and communication with members to allow for variable seasonal share, excellent reputation in the community for events and produce. Reliance on some key members of staff with experience could become problematic.
- Site access and maintenance - through Leasowe Farm (current landlord) and dependence on Leasowe for some machinery and other high cost items or maintenance tasks (hedgerows etc.)). Limited opportunities to expand and orchard vulnerable.

Opportunities and threats: (*external factors stemming from community or societal forces; see also PESTLE*)

- The physical environment – development is encroaching on farm from nearby Radford Semele and potential cohousing project adjacent to land we are buying; problematic if we want to expand; increased traffic in and around site onto the highways may cause problems.
- Uncertain UK agriculture policies going forwards, legislation is likely to change but probably on balance will be broadly similar for Canalside into future
- Likely to be an increase in trend towards local convenience shopping and/or online shopping for groceries
- The economy – Brexit (reduced movement labour, uncertain legal frameworks, uncertain agricultural and food policy landscape), reduced economic activity and employment in area (car industry)
- Demographics – increased commuter and student population in South Leamington increasing house prices above affordable; pressure on our demographic (staff and members)
- Brexit is likely to have a high short term impact in depressing the economy whilst climate change and resource overuse are likely to become problematic in the medium to longer term