

Community Ownership: A Better Form of Business

Plunkett UK's annual state-of-the-sector research 2025



Key messages from the research

59%

With 828 rural community businesses now trading throughout the UK, the sector has grown by 59% in the last decade, bucking the trend of economic decline in rural areas and representing 10% of all independent co-operatives in the UK.

94%

Business survival rates remain exceptional, with a long-term survival of 94% and five-year average survival of 97.5% – far exceeding SME averages.

£10m

Plunkett has outlined proposals for growing the sector in line with the government’s mission to double the size of the co-operative sector – including a dedicated rural Community Ownership Fund costing £10m over 10 years.

1,150

With a pipeline of 1,150 start-up groups sector growth is likely to continue – Plunkett is well placed to support the government’s mission to double the size of the co-operative sector.

2m

Community businesses can be proud of their impact – providing services to 2 million people in 2024, employing 5,000 people and 20,000 volunteers.

50%

Despite lower levels of confidence, 50% of community businesses are making plans to evolve their business in line with community needs, with an aim of growing their impact on the community, the economy and the environment.

32%

We are seeing lower levels of confidence in the sector with 32% of community businesses only just ‘surviving’ and 2% ‘at risk of closure’.

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Introduction

About this publication

‘Community Ownership: A Better Form of Business’ provides evidence on the size, characteristics, and performance of the community-owned business sector, as supported by Plunkett. It includes an assessment of their social, economic and environmental impact, and reveals trends experienced by both trading and pre-trading community businesses.

- The purpose of the research is to:
- Benchmark the characteristics and trading performance of community businesses to assist both pre-trading and trading communities with business planning and evolving their future strategies
 - Assess the health of the current network of trading business network to enable Plunkett to evolve its community business service in line with emerging support needs
 - Establish an evidence base for Plunkett’s advocacy work, to achieve better funding, legislation and policy for the benefit of community-owned businesses across all four UK nations.

Methodology

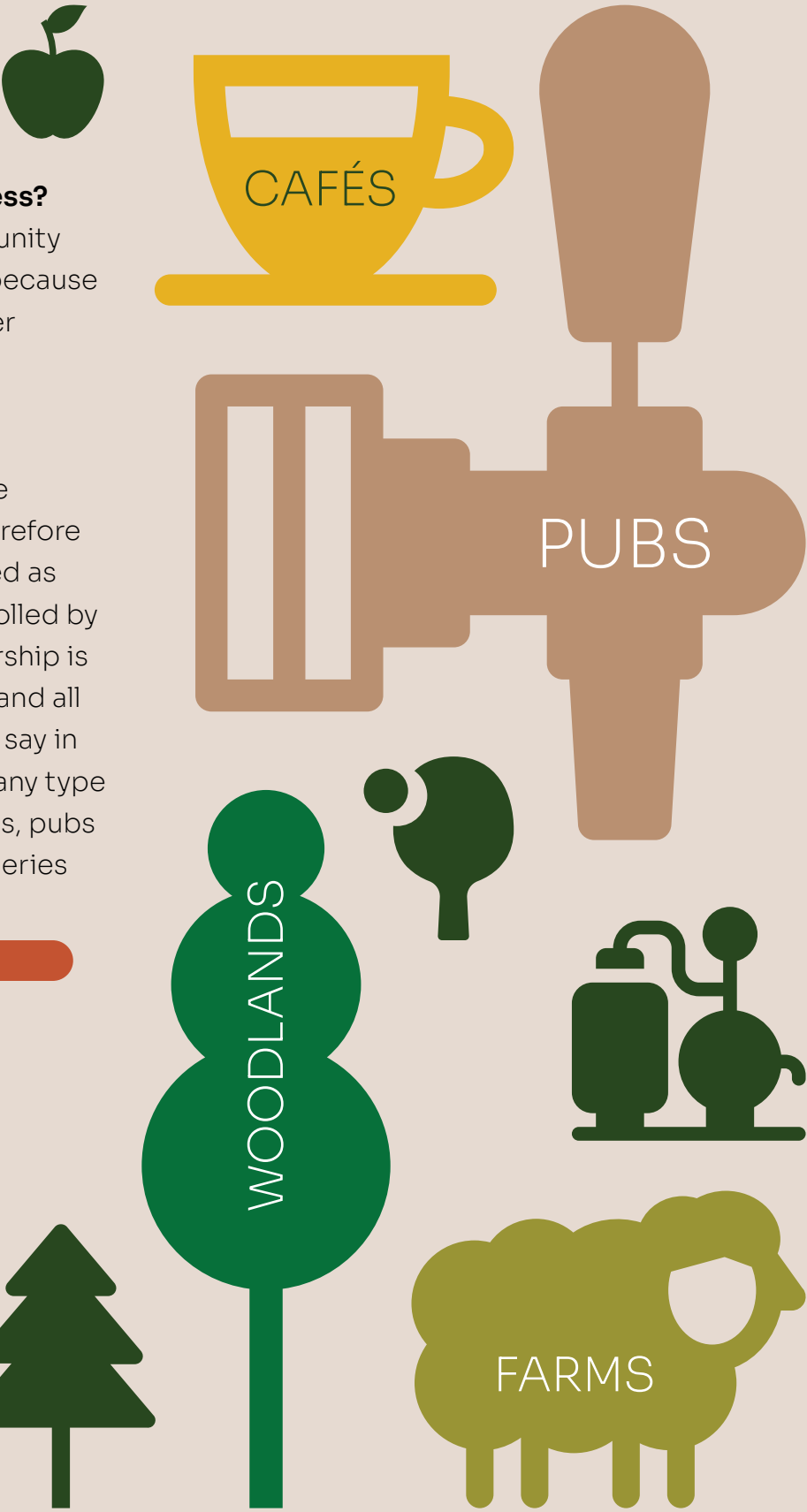
‘Community Ownership: A Better Form of Business’ has been produced annually by Plunkett UK since 2011. This report is based on Plunkett’s own data recorded against all community businesses we have supported, cumulative data and statistics recorded in past ‘Better Business’ reports, fresh data collected by a survey and interviews from trading and pipeline community businesses, and supplemented by published research produced by partner organisations.

Where assumptions have been made about the total impact community businesses have had across all community businesses supported by Plunkett UK, the data is based on the total number of community-owned businesses on Plunkett UK’s records that were trading at the end of 2024.

What is a community-owned business?

Plunkett UK has promoted the community ownership model for over 100 years because of its track record for delivering better businesses for people, communities, the economy, and the environment.

Community-owned businesses, in the context of Plunkett UK’s work and therefore the contents of this report, are defined as businesses that are owned and controlled by community members, where membership is open to anyone at accessible prices, and all members have equal and democratic say in how the business is run. They can be any type of business ranging from village shops, pubs and cafés, through to woodlands, fisheries and farms.



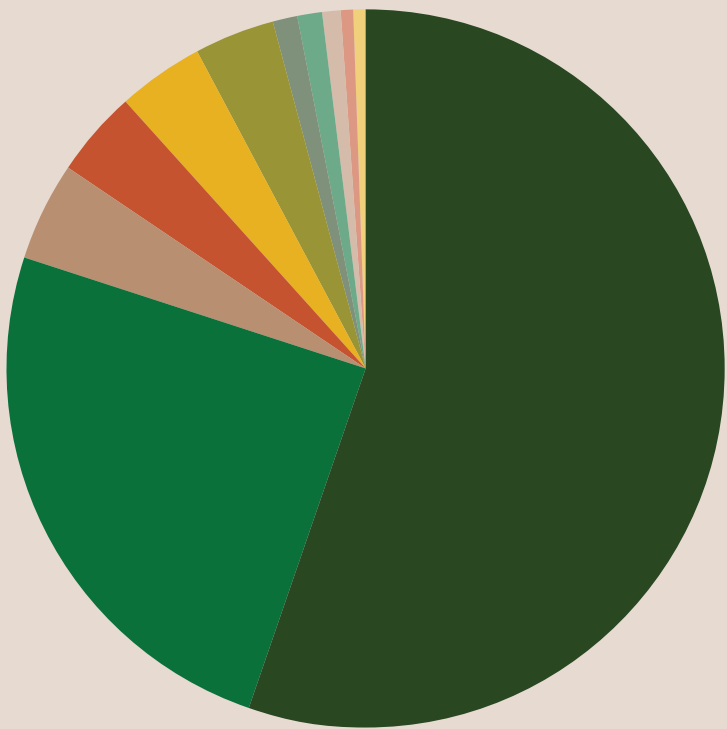
1. Sector size and growth

By the end of 2024 Plunkett’s records indicated that there were 828 community-owned businesses trading in England, Scotland, Northern Ireland and Wales and a further 1,150 in the process setting up.

Types of community-owned business
Figures 1 and 2 show community shops, followed by community pubs representing the largest share of trading businesses, and pubs followed by shops representing the largest share of the pipeline. These two sectors have previously benefited from dedicated funding programmes supporting their growth and scale-up – introduced both in response to widespread private-sector closures and because communities strongly value their role in building resilient, thriving, and inclusive rural areas. Nevertheless, Plunkett continues to advocate for community ownership across all types of businesses, tailoring support to the specific challenges faced by each community.

Figure 1
Breakdown of business types trading.

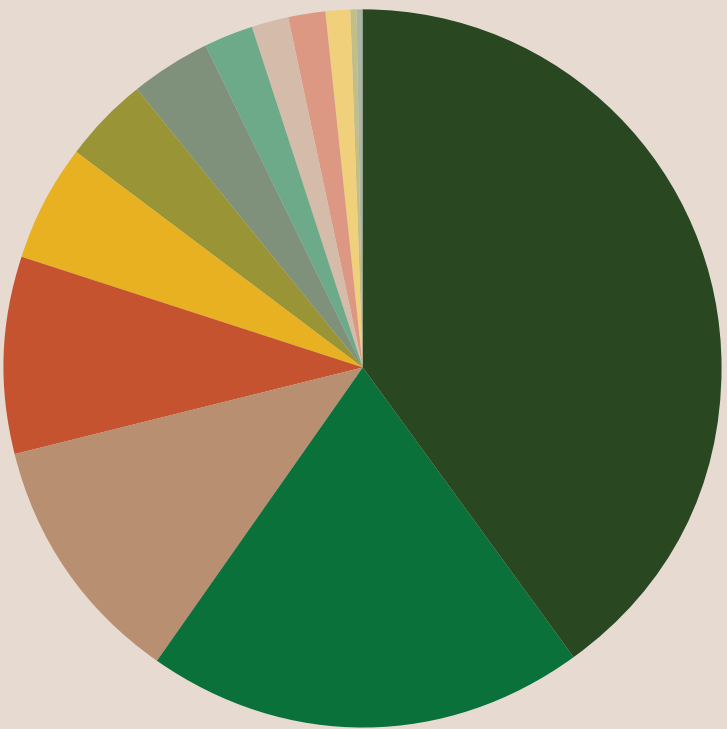
828
Trading community businesses.



- Shops (459)
- Pubs, breweries & distilleries (205)
- Woodlands (36)
- Health, sport & leisure (33)
- Cafés, markets & bakeries (31)
- Farms (30)
- Housing (10)
- Energy Producers (9)
- Bookshops (6)
- Transport (6)
- Credit unions (3)

Figure 2
Breakdown of business types in the pipeline.

1,150
Pipeline community businesses.



- Pubs, breweries & distilleries (460)
- Shops (229)
- Multipurpose hubs (129)
- Other (102)
- Health, sport & leisure (62)
- Cafés, markets & bakeries (46)
- Farms (39)
- Woodlands & land (26)
- Education & training (21)
- Energy (18)
- Housing (12)
- Bookshops (4)
- Transport (2)

Growth rates

ANNUAL GROWTH

As illustrated in **Figure 3**, the sector has grown by 58.9% in the last decade, with an average of 31 new businesses opening each year. In 2024 alone, 34 new community businesses opened, representing a 4% annual growth.

PROSPECTIVE GROWTH

As of October 2025, Plunkett is supporting 1,150 communities that are actively working to establish a community-owned business. 76% of these (as seen in **Figure 4**) have been in the pipeline for less than a year, while 20% have been working on their projects for between one and three years. Our 2025 survey (to pipeline groups) found that just over half (52%) expect the process of reaching trading stage to take one to three years from the initial idea, whereas only 26% expect to achieve this within 12 months. This suggests a high level of turnover in Plunkett’s pipeline, with many groups exiting during the first year.

The survey highlighted the most common barriers that pipeline groups experience when setting up are negotiating a purchase with an asset owner (30%) and raising sufficient funds to buy the asset (27%) (demonstrated in **Figure 5**). Both issues point to the need for stronger community rights to buy and greater access to grants and funding – findings reinforced by **Figure 6**.

Figure 3
Annual growth rate of community-owned businesses over the last 10 years.

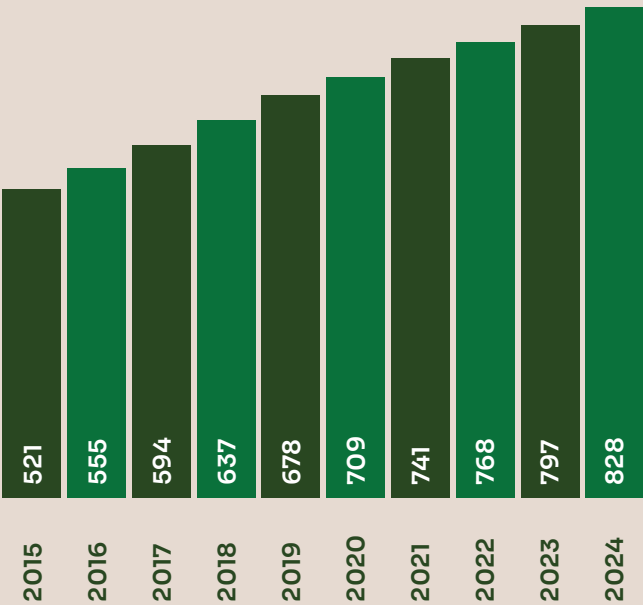


Figure 4
Duration of the 1,150 start-up community businesses in Plunkett’s pipeline.

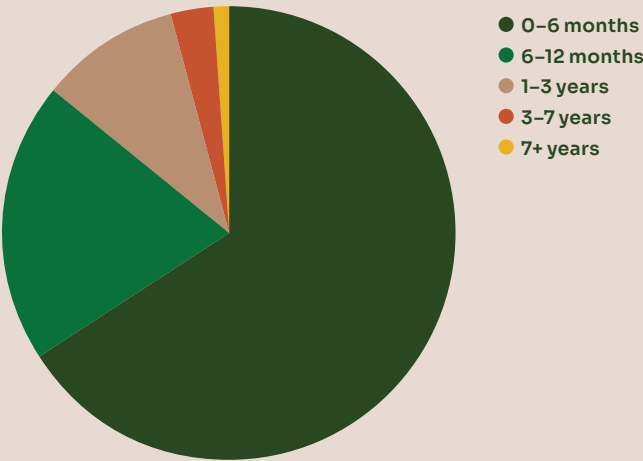


Figure 5
Reasons that delay pipeline groups in reaching trading stage (ranked in priority order).

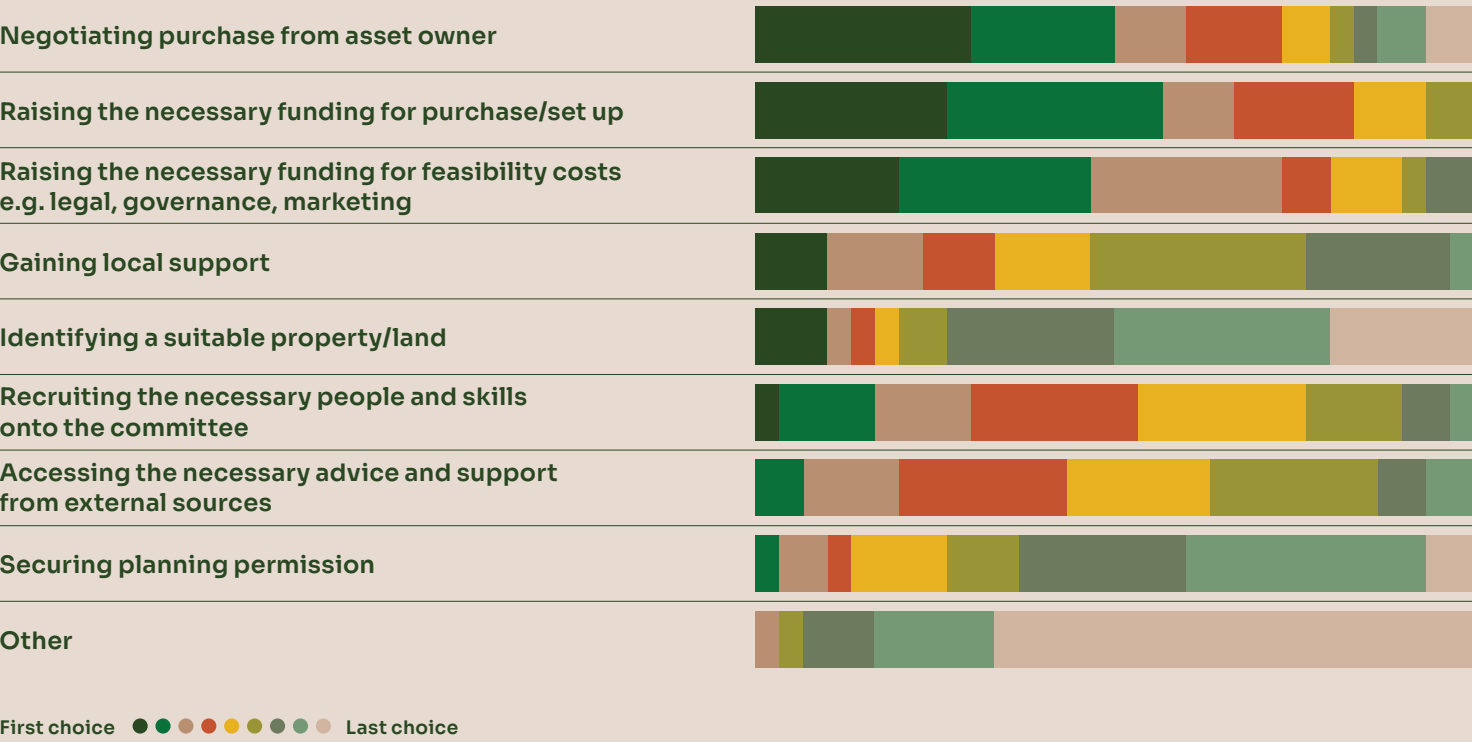
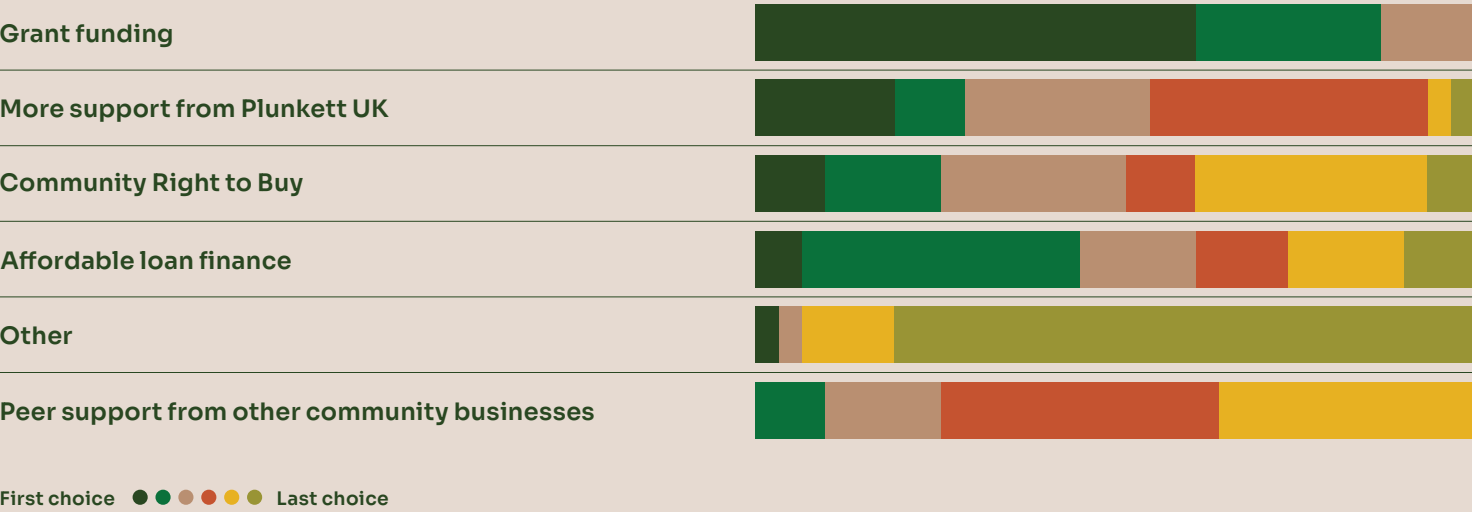


Figure 6
Support that is most needed to unlock growth (ranked in priority order).



Business support such as that provided by Plunkett should also not be taken for granted – previous research undertaken for Plunkett suggested that as many as 1 in 3 pipeline are likely to reach trading with Plunkett’s support in contrast to 1 in 10 not supported by Plunkett.

Geographical distribution

The highest number of community-owned businesses can be found in the South West and South East of England. Anecdotally, we believe this to be a result of a higher number of settlements and population density in these regions leading to a clustering effect – whereby local success stories inspired nearby communities to take similar action. Additionally, a higher proportion of retired, affluent households in these areas may have contributed, as they bring the time, skills and resources needed to support community ownership initiatives.

Within Plunkett’s current strategy, there has been a conscious effort to promote the community ownership model in areas where the model is less used and to ensure any barriers to accessing our community business service are removed. We are pleased to see a growth of new businesses and enquiries in some of these areas including Scotland (where we deliver a bespoke community pubs programme, funded by the Scottish Government’s Scottish Rural Network) and the North East of England where we have delivered

a greater level of communications at the local level, and partnered with the voluntary and community infrastructure to deliver awareness raising events and training.

Given Plunkett’s predominantly rural focus, 86% of all trading community businesses in Plunkett’s records are in rural areas. The rationale for supporting the remaining 14% in urban areas was either that their trading activities serve and benefit people living in rural communities (e.g. a farmers’ market), or that their trading activities fall within Plunkett’s strategic priorities (e.g. a community food business where no other relevant support or expertise was available to the group).



of all trading community businesses in Plunkett’s records **are in rural areas.**

Figure 7
Regional distribution of community-owned businesses, and new enquiries in 2024.

English Regions/ UK nations	Record count	% of all trading businesses	No. of new businesses in 2024	% growth	No. of new enquiries in 2024	% of all total enquiries
East	96	12%	2	2%	51	15%
East Midlands	47	6%	1	2%	28	8%
London	11	1%	1	10%	5	1.5%
North East	19	2%	1	6%	19	6%
Northern Ireland	8	1%	0	0%	1	0.5%
North West	60	7%	2	3%	22	7%
Scotland	95	11%	3	3%	45	13%
South East	107	18%	6	4%	49	15%
South West	187	23%	10	6%	56	17%
Wales	62	7%	4	7%	16	5%
West Midlands	56	7%	1	2%	22	7%
Yorkshire & Humber	40	5%	3	8%	18	5%
Total	828	100%	34	4%	332	100%

Survival rates

Plunkett’s community business service continues to support trading businesses by offering member health checks, business planning guidance, and emergency support to help prevent closures.

In 2024, three community businesses closed, only one of which had sought Plunkett’s advice. Even with these closures, the long-term survival rate of community-owned businesses recorded by Plunkett remains strong at 94%.

Recognising that the first five years are often the most challenging, Plunkett analysed survival rates for businesses with at least five years of trading data (up to those opened in 2019). This analysis shows an average five-year success rate of 97.5% – significantly higher than the 39% survival rate for all SMEs nationally, over the same period, according to Statista.

The long-term survival rate of community businesses.



Bishop Wilton Community Shop & Café celebrated five years of trading in 2025.



We continue to offer advice to trading community businesses, including a health check for members.



The average for our five-year success rate.



2. People and governance

Legal structures

Most community businesses supported by Plunkett (67%) are registered as Community Benefit Societies (CBS), a model that embeds community ownership through equal and democratic control. To support this, Plunkett provides Model Rules – a template governing document tailored to rural community business needs and pre-approved by the FCA – making incorporation straightforward and efficient. While some businesses use alternative legal structures, such as Community Interest Companies (CICs), Companies Limited by Guarantee (CLGs), or Co-operative Societies, most of these were set up over 15 years ago, before the community business model became well established. In 2024, for instance, 33 of the 34 newly-opened community businesses registered as a CBS.

Shareholders, employees, volunteers, customers

SHAREHOLDERS

Plunkett’s records show that, on average, each community business has 172 shareholders, amounting to a total of 142,416 shareholders across the 828 businesses trading at the end of 2024. Among the 34 businesses that began trading in 2024, the average shareholder number rose sharply to 423 – significantly higher than in previous years.

SHARE CAPITAL

Plunkett’s records show that the average shareholder invests £544.00, equating to around £93,572 per community business and a total of £77m invested across the 828 businesses supported to date. For the 34 businesses that began trading in 2024, average investment rose to £1,155.00 per shareholder, or £415,393 per business.

This demonstrates growth in both shareholder numbers and individual investment over time, though amounts naturally vary by business type and start-up capital needs. For example, historic records indicate:

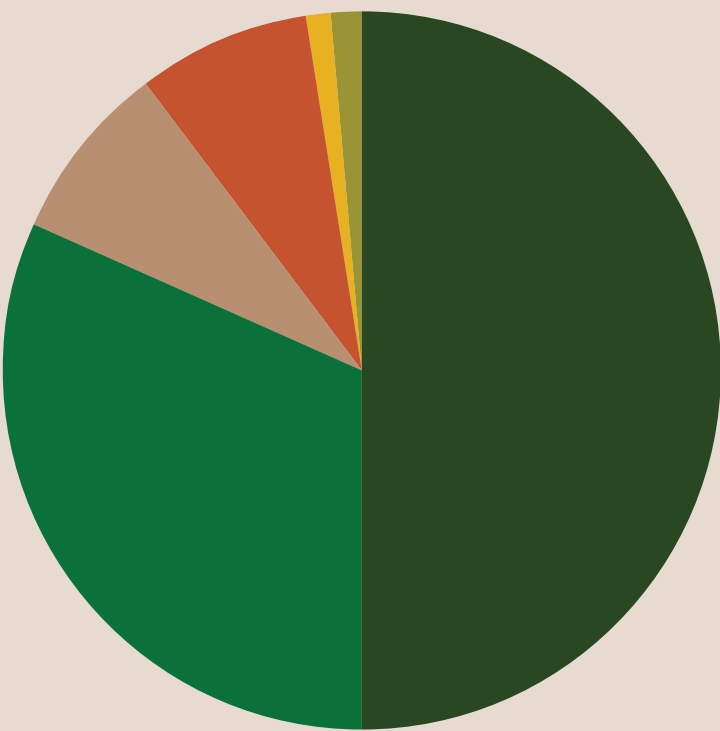
- Community shops have an average of 142 shareholders with an average investment of £167.50 or £23,785 per shop
- Community pubs have an average of 228 shareholders with an average investment of £930.00 or £212,014 per pub.



Figure 8
Proportion of younger people
(under the age of 24) employed
in community-owned businesses.

32%

of the workforce are younger
(aged under 24).

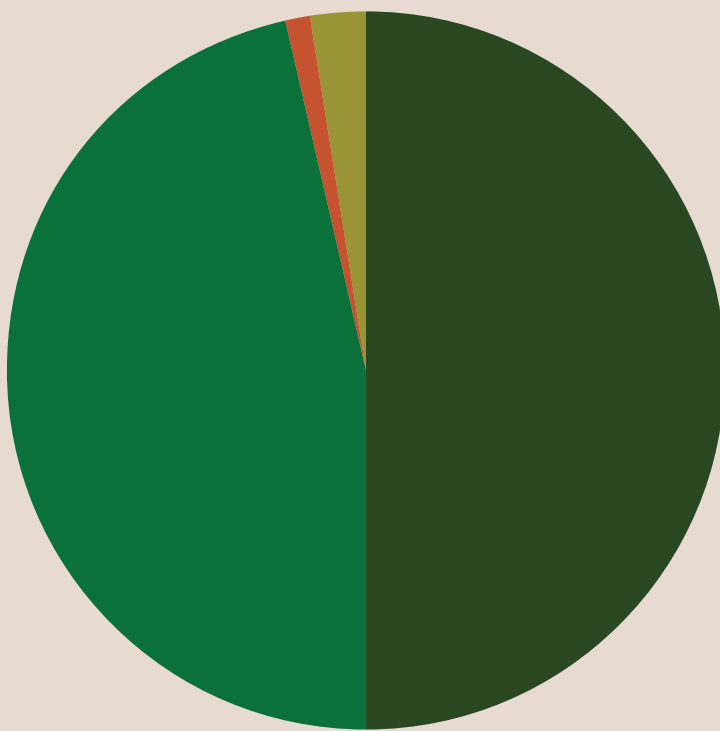


- 0% (44)
- 1-25% (28)
- 26-50% (7)
- 51-75% (7)
- 100% (1)
- Other (1)

Figure 9
Proportion of younger people
(under the age of 24) volunteering
in community-owned businesses.

49%

of businesses have at least one
volunteer aged under 24.



- 0% (44)
- 1-25% (41)
- 26-50% (0)
- 51-75% (1)
- 100% (0)
- Other (2)

EMPLOYEES

According to Plunkett’s records, community businesses employ an average of 5.9 full-time equivalent (FTE) staff, totalling 4,885 roles – many of which consist of part-time positions. The 34 businesses that opened in 2024 employed an average of 3 FTE staff each. These figures vary depending on the type and size of the business:

- Community shops employ an average 3.2 FTE people – an estimated 1,469 across all 459 shops
- Community pubs employ an average 11 FTE people – an estimated 2,255 across all 205 pubs.

According to our 2025 survey, 32% of the workforce are younger (aged under 24) and 77% create opportunities for them to grow their skills and confidence as a pathway into employment. The survey also identified 78% of community businesses pay the Real Living Wage or higher.

VOLUNTEERS

According to Plunkett’s records, community businesses engage an average of 25 regular volunteers, equivalent to 20,700 across the sector. By business type:

- Community shops engage an average of 28 volunteers (12,850 in total)
- Community pubs engage an average of 19 volunteers (3,900 in total)
- Other business types engage an average of 24 volunteers (3,900 in total).

Our 2025 survey suggested the majority of community businesses (76.5%) rely on volunteers aged over 60 for more than half of their workforce. Among these, 94% of survey respondents reported demonstrable benefits of volunteering to the health and wellbeing of volunteers within their business with 44% believing it to have led to enabling some volunteers to remain living at home for longer and a further 45% believing this to be a likely outcome.

Younger volunteers also play a role: our 2025 survey found that 49% of community businesses have at least one volunteer under the age of 24.

Whilst 14% of established businesses officially partner with third-party organisations to provide opportunities for people with additional support needs, disabilities, or long-term health conditions, the survey also identified that the majority – through employment or volunteer opportunities – were working with the following special interest groups:

- 50.6% supporting people living with disabilities
- 37% supporting younger people with additional learning needs
- 77% supporting people to grow their skills and confidence as a pathway into permanent employment.

CUSTOMERS

According to our records, the average settlement size where community businesses are trading (excluding all urban businesses on our records) is 500, and our 2025 survey suggests a further 2,000 residents benefit from access to their services from surrounding parishes. This suggests that over 2 million rural residents will benefit from the services available at community businesses across the UK. 25% of rural residents are over the age of 65, and this age category is particularly dependent on their services.

On average, community businesses utilise an average of 25 volunteers on a regular basis, equivalent to:

20,000
VOLUNTEERS
TOTAL

Number of rural residents that will benefit from the services available at community businesses across the UK.

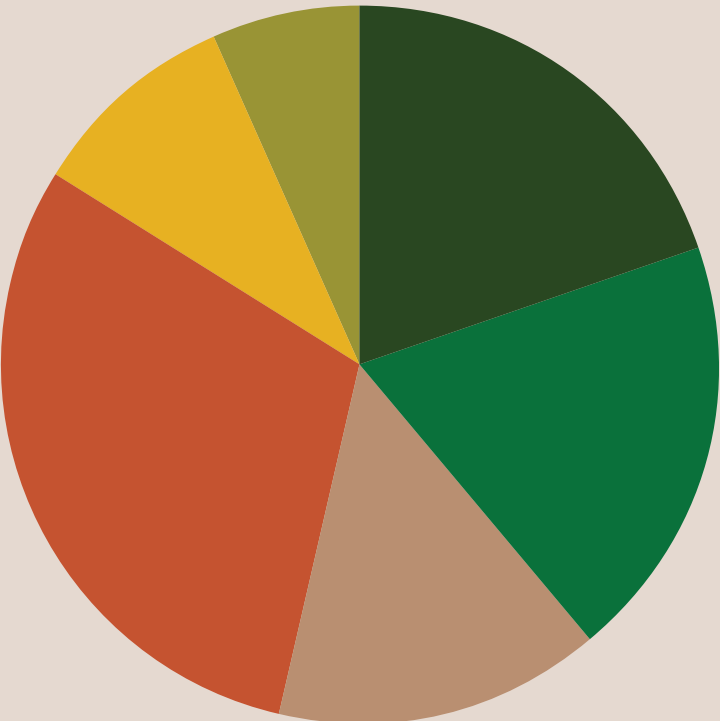
2m

25%
of rural residents are over the age of 65, and this age are particularly dependent on community businesses.



Figure 10
Proportion of community-owned businesses working with a diverse reflection of their community via volunteering and employment.

- People living with disabilities (43)
- People with caring responsibilities (42)
- People with additional learning needs (32)
- Younger people seeking to grow their skills and confidence as a pathway in to... (66)
- People from under-represented parts of the community (21)
- Other (14)



3. Financial assessment

Rural community businesses contribute significantly to both the local and UK economy. Based on previous data gathered for ‘Better Business’ reports, we estimate a total combined turnover reached £166m in 2024 and a GVA (gross value added) contribution in the region of £437m.

Financial Performance

A breakdown of community shop data collected in 2024 suggested community shops having:

- An annual turnover of £202,275 with a trading surplus of £3,235
- No direct correlation between turnover and profitability – most had a modest surplus, at around 5% of turnover.

A breakdown of community pub data in 2024 suggested community pubs having:

- An annual turnover of £268,524 with a trading deficit of £12,785
- 49% made a profit and 51% made a loss.

Use of profits

Our survey in 2024 suggested 58% of community-owned businesses were able to invest their surpluses to support local community action. With average profits of £5,000 per business, this represented a total possible investment of £2.4m in 2024 in local communities.

£166m

combined turnover in 2024.



Community pubs’ annual turnover:

£268,524



Community shops’ annual turnover:

£202,275



Menter y Glan community pub has formed a positive connection with their local primary school.

4. Challenges and concerns

Trading Businesses

Despite the very strong survival rates, this year’s survey has identified a high level of businesses feeling less confident about the future with 32% of respondents claiming only to be ‘surviving’, and 2% ‘at risk of closure’. All of these have been contacted and offered free-of-charge business support and will be closely monitored by Plunkett. **Figure 13** identified the key issues leading to this lower level of confidence with ‘Increasing costs of good and services’ and ‘Recruiting and Retaining Volunteers’ most prominent.

Our 2025 survey identified additional themes for specific sectors – for example, community pubs were particularly struggling to attract and retain staff posts (specifically chefs) which was impacting their ability to maintain opening hours during the week, which in turn reduces their social impact.

More encouragingly, 26% of survey respondents were feeling resilient, 18% thriving, and 6% considering scaling up and diversifying services. In fact, responses shown in **Figure 12** suggested most community businesses were planning some form of evolution: from scaling up their social impact, targeting special interest groups, and implementing energy efficiency measures.



26% of survey respondents were feeling resilient.

Figure 11
Community business’ current confidence levels.

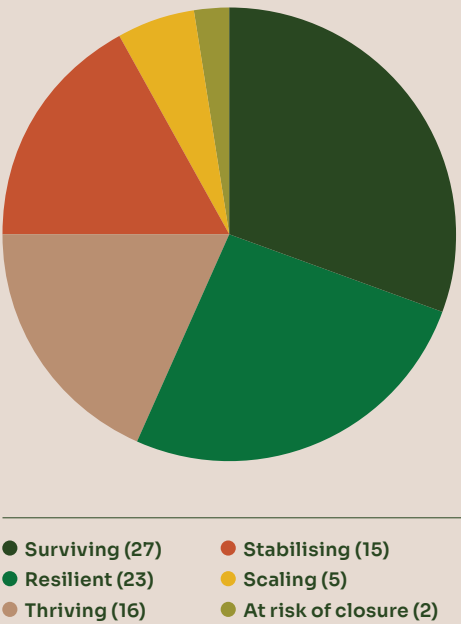


Figure 12
Community business’ plans for the future.

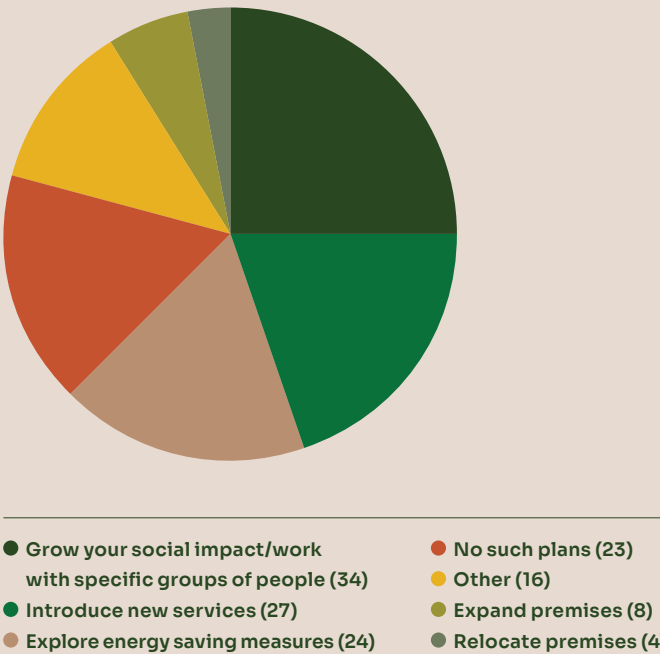
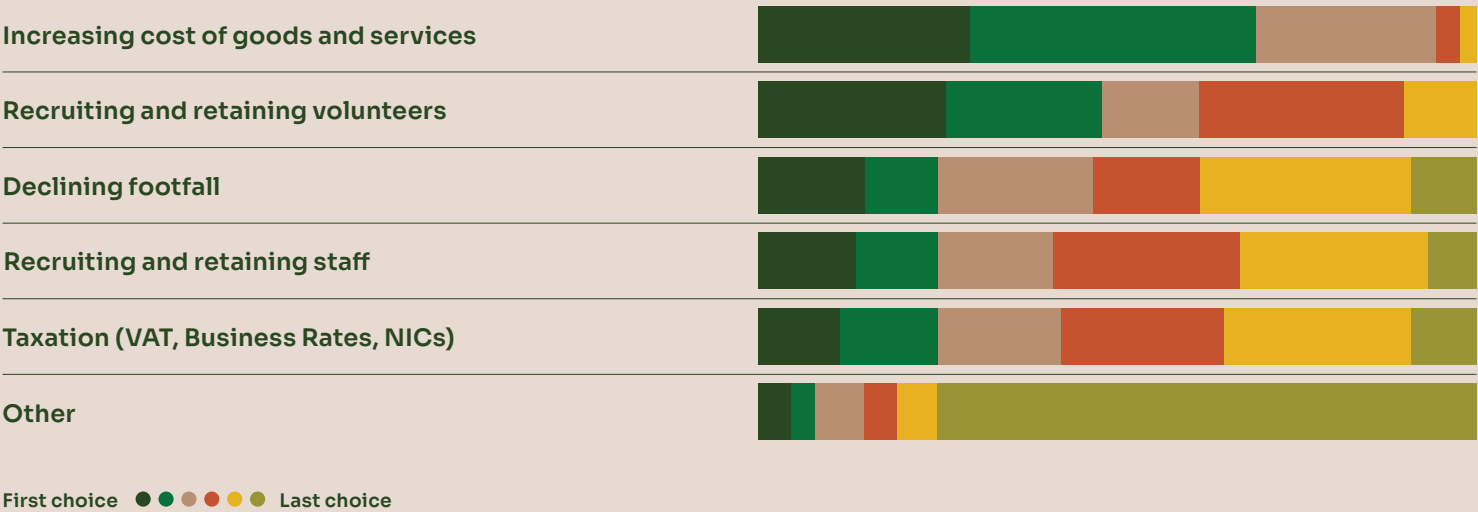
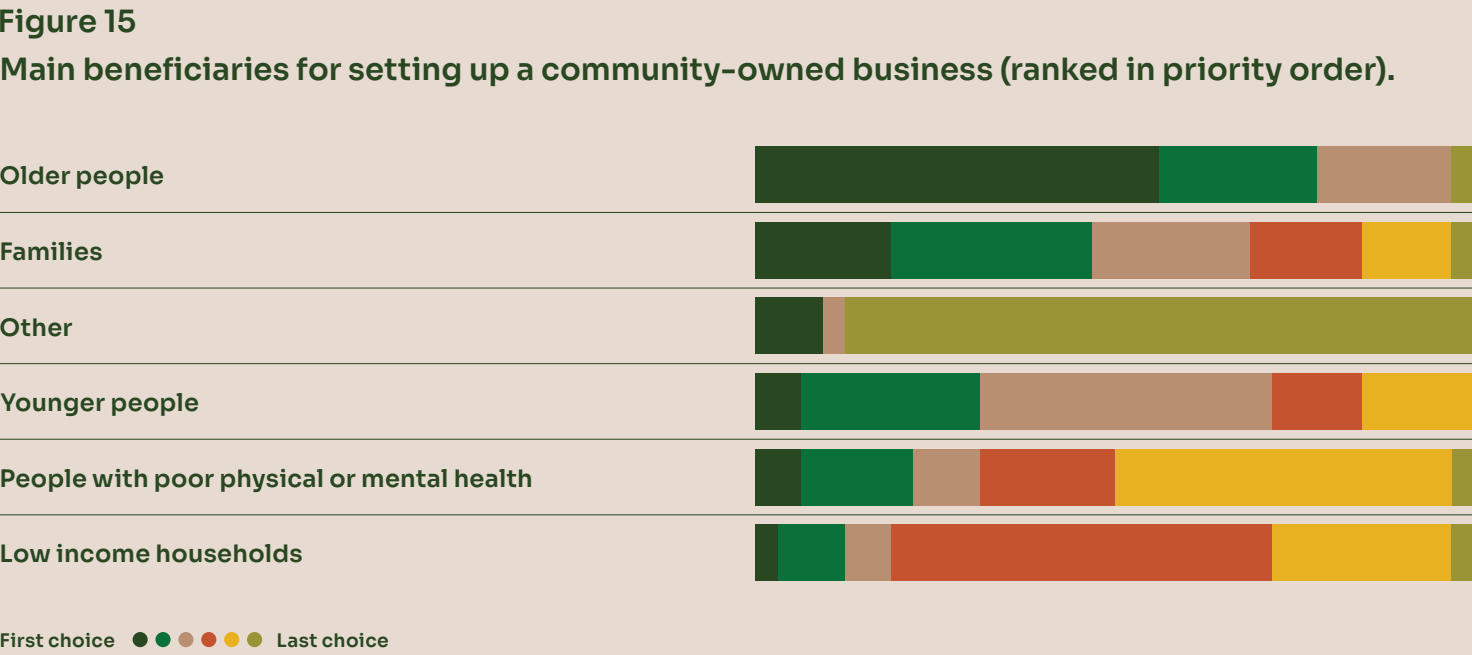
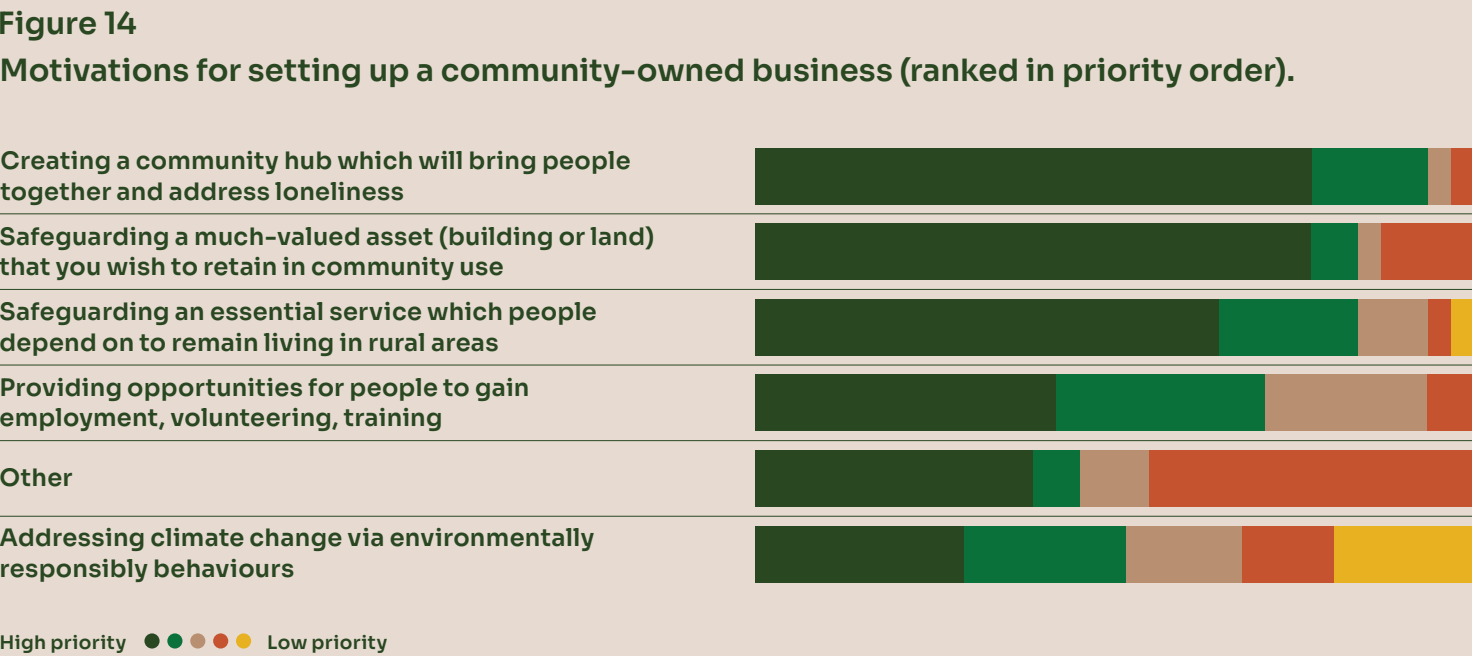


Figure 13
Key challenges that hold back the community business (ranked in priority order).





Pipeline Community Businesses

We often assume the motivation of a community business setting up is to replace something that is closing, and that only once trading does the opportunity become clear for the business to be a catalyst for much broader social, economic and environmental impact.

However, our 2025 survey of pipeline community businesses identified 77.4% ranking ‘creating a community hub which will bring people together to address loneliness’ as a high priority; this is the same proportion as ‘safeguarding a much-valued asset to retain in community use’.

The survey also identified a particular concern for certain groups of people as a reason for setting up. 58.1% of respondents stated that ‘older people’ in isolated rural communities will likely benefit the most from their community business, with ‘families’ and ‘younger people’ the joint second groups most likely to benefit with 25.8% each.



77.4% ranked ‘creating a community hub which will bring people together to address loneliness’ as a **high priority.**



of community businesses stated that **‘older people’** will benefit most from community business.



‘families’ and **‘younger people’** are the joint second groups most likely to benefit.

Reflections

The key message from this year’s report is that rural community-owned businesses across the UK have continued to demonstrate strong growth, resilience, and social impact.

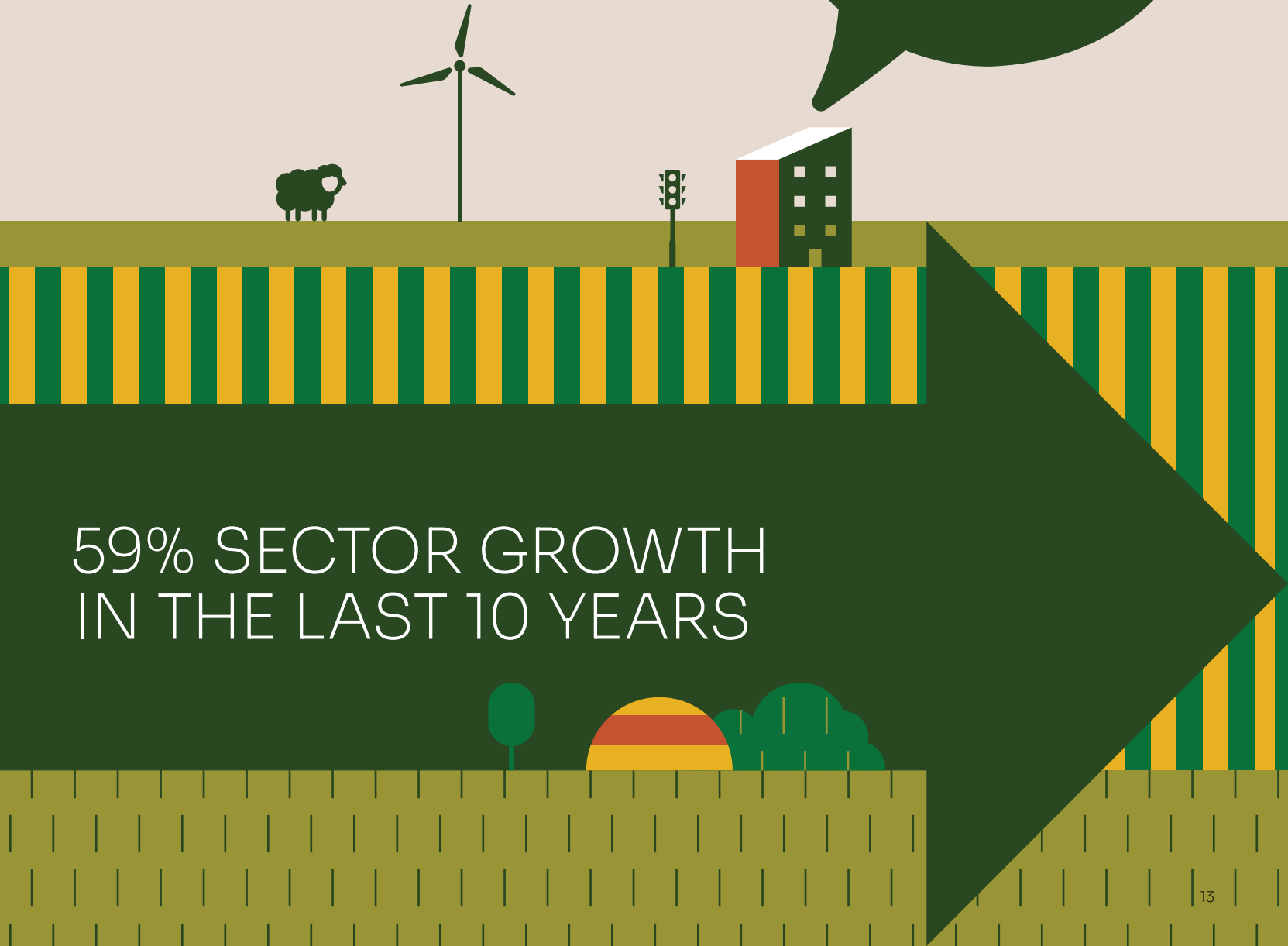
The sector has grown by nearly 59% over the past decade, bucking the trend of economic decline in rural areas and representing the fastest growing segment of the co-operative movement. Business survival rates remain exceptional too, with a long-term success rate of 94% and five-year average survival of 97.5% – far exceeding national SME averages.

Financially, the sector achieved an estimated £166m turnover in 2024, a GVA equivalent of £437m, with surpluses in the region of £2.4m reinvested locally. Community engagement is also increasing, with community businesses representing over 142,000 shareholders, 20,000 volunteers and 5,000 employees. The motivations for setting up and running a community business are much more driven by the aspiration to bring the community together, and to address the challenges of specific demographics that are less fortunate than the majority.

Notwithstanding this success, this report has demonstrated the sector is now at crisis point with 32% of community businesses only just surviving and 2% being at risk of closure – the worst confidence levels we have ever seen. Ironically, despite aligning with many of the current government’s central objectives – such as the inclusive economic growth mission and the commitment to double the size of the co-operative sector – the key challenges community businesses face and barriers limiting their growth are primarily a result of government policy and lack of appreciation of the nuanced support that is needed to reach rural areas.

“For too long, successive governments have failed to recognise the unique challenges facing rural areas – where people live without access to basic services, affordable transport, or even a place to gather and socialise. We welcome initiatives such as ‘Pride in Place’ and the much-needed boost they provide for identified communities, but the funding formulas used by government to target their resources rarely reach the thousands of rural communities who are also feeling left behind”.
James Alcock, Plunkett UK Chief Executive.

‘Community Ownership: A Better Form of Business’ has shown that community-owned businesses do not just bring about an economic change in an area of need but a significant social and environmental benefit too. We urge policymakers to not just establish a positive funding and regulatory environment for community ownership, but to work with Plunkett to ensure their initiatives are reaching rural areas too, and where there is a track record for long term sustainability.



Call to action

Supporting the growth of rural community businesses offers a practical, cost-effective way to revitalise rural areas. It allows residents to take ownership of local services and shared spaces, rebuild community ties, and drive local economic development. It also sends a clear signal that the government recognises the value and potential of rural communities. Crucially, policymakers must acknowledge that rural disadvantage – whether in terms of poverty, employment, or access to services – is often dispersed and hidden within national statistics. A place-based approach to growth must uncover and address these inequalities. Only by doing so can the government deliver on its promise of inclusive economic growth and ensure that no community is left behind. With the right support and investment, we believe we could grow the opening rate of rural community businesses from 30 to 60 a year over a period of 10 years.

This would represent a total growth equivalent to:

- **1,075** rural community businesses trading in 2029 with a GVA equivalent of £567m
- **1,350** rural community businesses trading in 2034 with a GVA equivalent of £713m.

This growth would be dependent on the following six interventions:

1. Maintain growth via FREE core advice and support services

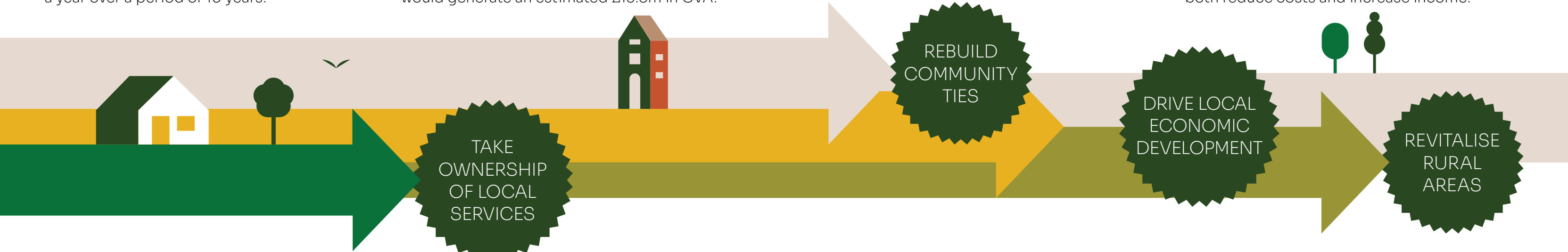
As the only UK-wide organisation dedicated to supporting the creation of new rural community businesses, Plunkett’s support is critical to achieving the current growth rate of 30+ new community businesses annually. Operating at a cost of £1.3m annually, we rely entirely on fundraising, with no endowment or sustainable income source. An annual grant of £250,000 would help maintain the current growth and would generate an estimated £15.8m in GVA.

2. Accelerate growth via a Rural Community Ownership Fund (COF)

A rural-focused COF would raise awareness of the community ownership model, develop a larger pipeline of start-up groups, build the capacity and confidence of pipeline groups to progress to trading stage and provide blended finance with significant levels of community match-funding. A £10m investment over 10 years would establish 500 rural community-owned businesses with a total estimated GVA of £264m. This is in contrast to the former £150m COF, saving £140m while supporting 100 more businesses – achievable due to rural areas having lower costs of assets, an existing pipeline of 1,150 groups, stronger traditions for self-help, and with greater access to community share capital.

3. Power up existing community businesses via Revenue Funding

A £1.5m fund could provide critical support to over 50 ‘at risk’ rural community businesses each year. Revenue funding would enable community businesses to invest in temporary staffing to maintain operations – providing breathing space and avoiding reduced opening hours or scaled-back services – while allowing time to engage more widely with the community, to identify new opportunities to evolve services, broaden impact, and ultimately grow sales and profitability. Further revenue funding, in the form of grants and loans, could be critical to support business growth and diversification. A 10-year fund worth £5m, for example, could support over 250 rural community businesses – such as a community shop expanding to open a café, or a pub investing in energy-efficient upgrades that both reduce costs and increase income.



4. Ensure the Community Right to Buy regulations are strengthened

We propose a strengthened Community Right to Buy, enshrined in law across the UK, giving community groups the first right of refusal on Assets of Community Value. This includes a 12-month moratorium period (with a 6-month review) to raise funds, preventing sales at inflated ‘hope value’ through independent valuation, and protecting at-risk local assets and businesses. While existing rights since 2011 have supported ownership, stronger legislation would ensure fairer pricing, adequate time for fundraising, and greater empowerment for communities to secure vital local assets.

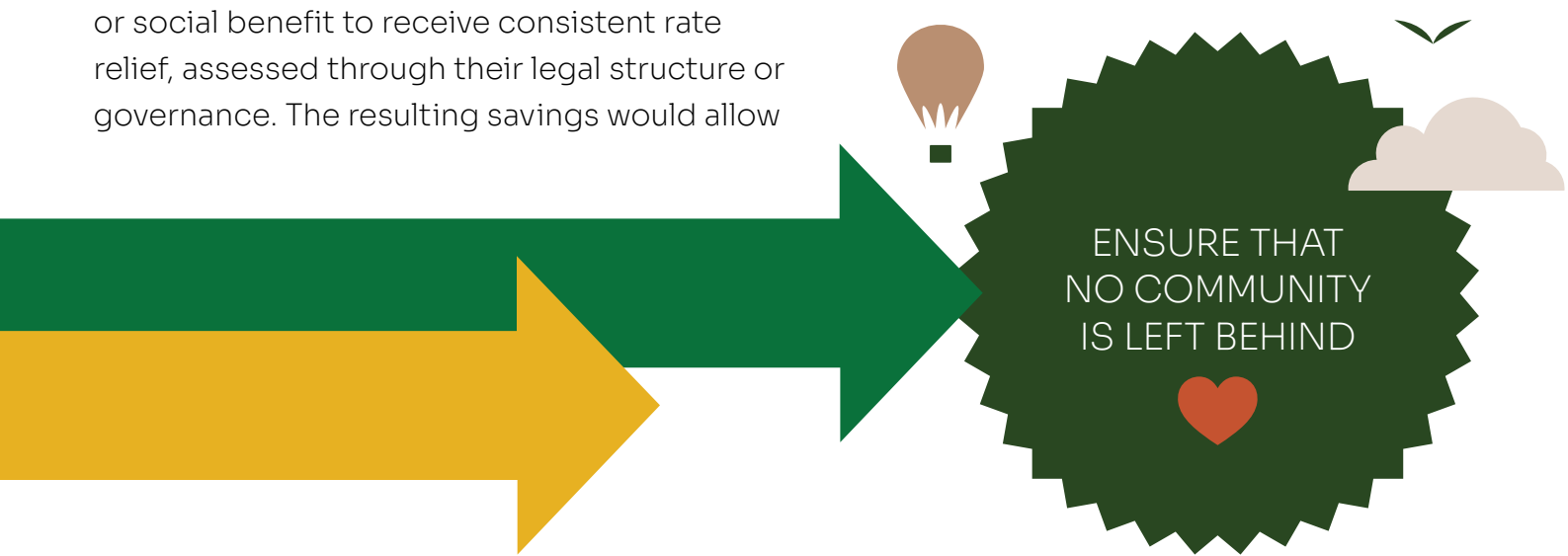
5. Fairer taxation and appropriate rate relief

Plunkett members sometimes qualify for business rate relief due to their rural location, small business status, or operation within retail, hospitality or leisure. While welcome, this support is applied inconsistently and is under constant threat of withdrawal. We advocate for all businesses trading primarily for community or social benefit to receive consistent rate relief, assessed through their legal structure or governance. The resulting savings would allow

these enterprises to reinvest in improving services for disadvantaged groups, or in green energy generation and energy efficiency measures, amplifying their positive impact on communities.

6. Legislative reform to embed placemaking within new developments

Plunkett has seen growing interest from landowners, master planners, and housebuilders to embed community businesses (like shops or cafés) into new housing developments. However, this remains voluntary. We advocate for mandatory consultation with the local residents and stakeholders of new developments on whether they would support the integration of community-owned infrastructure. Where this is not viable, Section 106 contributions should ensure funds are pooled for community infrastructure elsewhere in the local area. This approach ensures new developments become thriving places to live and work, with inclusive local economies and strong social connections.



Acknowledgements

The ‘Community Ownership: A Better Form of Business’ research would not be possible without the support and engagement of the community-owned business network. Their time in responding to surveys and helping to clarify content is vital in the production of this work. We would like to thank them and our supporters and sponsors who helped to make this report possible:

Thakeham

With over 20 years of expertise in creating new communities, Thakeham’s developments are more than just places to live. As referenced in the report, Plunkett UK continues to work with Thakeham to pioneer a new approach for incorporating community-owned businesses within new housing developments. This ‘proactive’ creation of new businesses could be transformative for future sector growth and become a powerful resource to support local integration and promote inclusivity in a new community context.

Better Society Capital

Better Society Capital is the UK’s leading social impact-led investor, with a mission to grow the amount of money invested in tackling social issues and inequalities in the UK.

Access – The Foundation for Social Investment

Access helps charities and social enterprises become financially sustainable and reach more people. It supports a range of tools – from grants to investments – to help grow their trading income, strengthen their resilience, and access social investment that works for them.



Plunkett UK is a national charity with a vision for resilient, thriving and inclusive rural communities. We achieve this by supporting people throughout the UK to set up and run a wide range of community-owned businesses such as village shops and pubs, through to woodlands, farms and fisheries. Our mission is to ensure these businesses create innovative, impactful and inclusive spaces benefiting everyone who lives and works there.

Join Plunkett UK

If you share our vision for a vibrant rural economy with community-owned businesses at its heart, why not join Plunkett as a member?
www.plunkett.co.uk/become-a-member/

Get in touch

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