

Menter y Glan Business Plan



September 2022

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Executive Summary

This Business Plan has been developed by Menter y Glan Community Benefit Society (Registration Number 8800).

Menter y Glan was formed following community concern over the imminent loss of a prominent and vital local resource, namely the Glan yr Afon public house. It is the only pub in the village. There are no shops and a post office facility has recently closed.

Pennal is located in the Snowdonia National Park and Dyfi Biosphere on the busy A493 between Machynlleth and Aberdyfi. Like many rural communities it has an ageing population but is fortunate to retain a Primary School. In 2011, pensioner-only households made up 37% of all households, which is higher than the Wales average of 23%. Of the pensioner-only households, 151 (21.9%) consisted of people who were living alone. Rural isolation is a major issue.

Employment opportunities are scarce and wages are below the national average. The community has a high proportion of second and holiday homes.

The community has come together to develop the Glan yr Afon project as a inspirational initiative to create local opportunity, develop the prosperity of the area and support people and families in an extremely rural part of Wales.

Pennal is a Welsh speaking area with 35.5% of the population (over 3yrs) being able to speak Welsh (Wales 19%). In 2011, 11% of households had no central heating and 16.3% had no car.

Glan y Afon has the potential to become a community hub to tackle some of the social issues of the area and to capitalise on the economic potential of a well placed resource.

The first objective is to secure the building by buying the freehold. This is Phase I of the Plan. Soon after achieving this a basic service to the community can be commenced.

Phase II will see the expansion of community activity and services , including a community shop.

Phase II involves the renovation of the accommodation.

The vision as set out in this Business Plan is ambitious and the Management Committee fully accept that a phased approach may be necessary to achieve the vision in full. The proposal comes at a time of increasing energy costs and other cost of living factors which will also inform developments.

The Plan outlines the full vision and celebrates the massive community support for the initiative.

1. About Us

Menter y Glan is a Community Benefit Society,(the Society) set up by the community of Pennal to buy and run the Glan yr Afon public house. The Society was registered on 18th January 2022, Registration Number: 8800.

The Society came together as a result of community concern when Glan yr Afon was put on the market by its current owners. No buyers were forthcoming to take over the business, so the community were facing the loss of a vital local resource as well as the prospect of a significant empty property in a prominent position in the village.

The first Members of the Society were the three Founder Members supported by a Secretary. Membership is gained through the purchase of shares.

Since the first public meeting in November 2021, a Management Committee, formed of 14 members has been working towards the initial goal of securing Glan yr Afon. A Share Offer has been launched with a target of 250,000.

This Business Plan outlines the vision for Glan yr Afon once the building has been secured for the community.

2. Our Core Aim

Our core aim is:

“To enhance, enrich and increase the resilience of the community of Pennal and disparate Welsh farming communities .”

Through Glan yr Afon our objective is to serve the needs of the community, isolated farming families and surrounding communities. Given its excellent location, close to the popular seaside town of Aberdyfi and on a popular tourist route, we believe that it has potential to attract business from across Montgomeryshire, Wales and across the English border.

This plan sets out the evidence for this belief and our vision for Glan yr Afon as a vibrant community hub.

3. The Means

Our first objective is to secure the Glan yr Afon building for the community.

Through the refurbishment and adaptation of the property we will create a community enterprise to include a public house, community shop and a community hub to support the wellbeing and language of our community and its families through access to a wide range of services.

Our aims are to :

- Operate an efficient and fair but competitive business.
- Create local job opportunities and support fair working practises.

- Promote opportunities for work experience and skills development to support young people to be retained and develop in the rural area. This will increase the resilience of the community and ensure successful succession.
- Provide a flexible high standard facility open to every member of the Pennal community.
- Use and promote locally produced food in a high quality establishment which enhances the local identity and sense of place e.g. Tyfu Dyfi and Blodin Tatws community growing ventures
- Develop a range of facilities which are relevant, accessible, fit for purpose to increase the health and well-being of the people of Pennal and outlying farming families.
- Promote and facilitate a range of activities which encourage participation and capacity.
- Create opportunities for volunteering.
- Promote the Welsh language, Welsh history and culture for the local communities and visitors
- Create local responses to the Climate and Biodiversity emergencies. Pennal is in the Dyfi Valley Biosphere.
- Protect the architectural heritage and integrity of the Grade II listed building.

4. Operating Principles

Our operating principles will be:

Community at the Centre – dedicated to meeting local needs.

Fair and Transparent – with our community, customers and supporting businesses.

High Quality Customer Service - for our visitors and our residents.

Inclusivity – accessible to all facets of the community and visitors.

Welsh Language, Culture and Heritage – will be central for all to embrace and increase the visitor experience

Reduced Carbon Footprint – through the people we do business with, our partners and efficiency of the business.

5. Description of Glan yr Afon

The Glan yr Afon is 16th century grade II listed building. It lies at the centre of the village of Pennal adjacent to the River Sychan (which runs into the River Dyfi) and directly opposite the historic St. Peter ad Vincula Church.



It is a freehold, three storey property which has the potential for 8 ensuite bedrooms on the upper floors with investment.

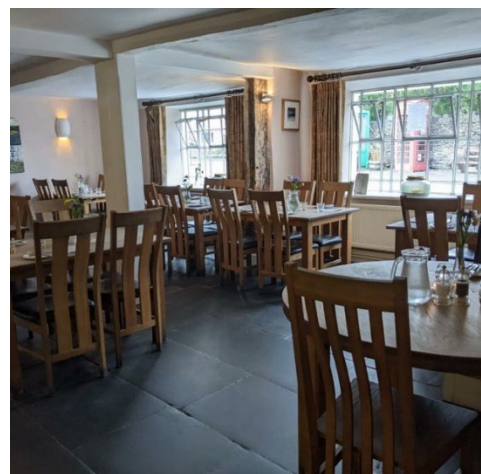
A structural survey has been undertaken and the report confirms that the building is in a reasonable state of repair.

The current building operates as a public house and a restaurant. It has a large car park and beer garden.



The beer garden includes an outbuilding which has been earmarked as the possible site of the community shop.

The restaurant, kitchen and public house elements are in good order.



6. Project Development

Glan yr Afon is an impressive, Grade II listed building in the centre of the village of Pennal, located on the busy A 493 between Machynlleth and Aberdyfi. The village is in the Snowdonia National Park, in the Dyfi Valley Biosphere and The Wales Coast Path runs past the pub's car park. The building has been a public house since the early 1800s .

The current owners put the building on the market in 2019 with an original guide price of £500,000 pounds, (the property has since been valued at £400,000). No buyers have so far been forthcoming. The current landlords have stated that if no buyer is found they will be closing doors for good, causing a huge upheaval and loss to Pennal and surrounding communities and outlying farming families.

The loss of Glan yr Afon will leave a huge gap in the provision of services. There is no comparable meeting place for the community, local services are non-existent following the loss of the shop, and more recently the demise of the mobile post office (ended on 31 March 2022). There is limited public transport to larger towns. The area is in the top 10% deprivation of access to services according to the Welsh Index of Multiple Deprivation.

Pennal Community Council initially took the lead when community concern realised the threat to Glan yr Afon. They organised the first public meeting on 17th November 2021 in order to test the strength of feeling for retaining the building and developing a sustainable community resource. Volunteers from the community visited every house in the village and the surrounding areas to distribute an invitation to the open meeting.

The meeting revealed a very strong consensus for the purchase and redevelopment of Glan yr Afon. Its importance to help reduce social isolation, improve wellbeing, increase access to services and provide economic benefits to the village and the wider area was recognised. A community questionnaire was organised at this time(see below).

Volunteers formed a Steering Group and sought advice from the Wales Co Operative centre and Plunkett Foundation to aid the development of the Business Plan and accompanying Share Offer.

An application was made to the Transforming Heritage fund for a development grant of £7,000 to appoint experts to develop the communications platforms, undertake structural surveys and an independent valuation of the property. This technical expertise has been invaluable in the formation of this Business Plan.

The Steering Group became the Management Committee once the Society was registered.

7. Our Vision

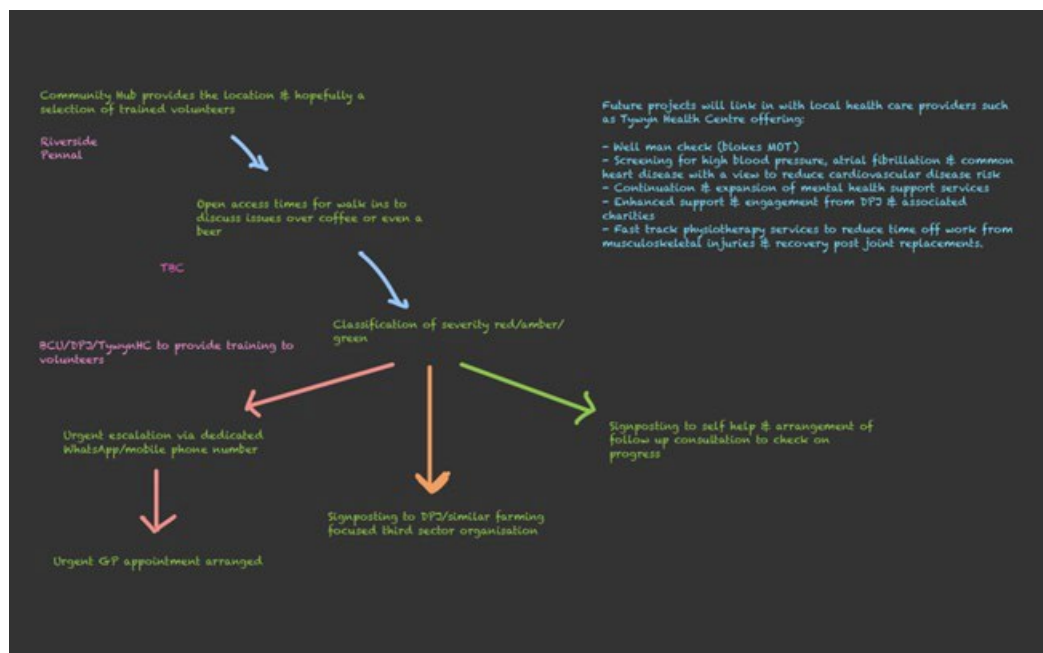
Our vision is to develop Glan yr Afon as a sustainable business run by the community for the community whilst serving the needs of a wider market. It will include the following:

- A refurbished and remodelled interior, to allow for community needs to be met whilst still retaining an economic function. This will include maintaining a traditional Welsh pub and the provision of food and drinks using local produce.

- A multi-purpose and accessible room or rooms for functions, celebrations, community activity, meetings, courses and overflow space for the restaurant.
- 4 first-floor and 4 second floor ensuite bedrooms of 4 star graded accommodation (Visit Wales).
- A multi-purpose room available to be hired at an economic rate by societies/ community groups and private functions.
- A community shop.
- A nature friendly and welcoming garden for the community, visitors and families.
- Reconfigured /repaired parking area to include disabled parking facilities and electric vehicle charging point.
- Outreach and satellite health and wellbeing services.
- Appropriate storage and office space for staff.
- Accessible access and toilet facilities.
- Bi- lingual service for staff and visitors to experience the culture and Welsh Language in daily use.
- Tarmac Car parking area with electric charging point

The potential for health and wellbeing services is particularly exciting. We have discussed the potential with the local GP ,DPJ and Farming Crisis Network. We are also exploring how Glan yr Afon can support social prescribing. The figure below has been provided by local health professionals and demonstrates their vision of how the hub could work.

Figure 1: Proposal from local health professionals as to how the health and wellbeing hub could work.



The Management Committee are committed to this vision of Glan yr Afon but understand that development will be phased as elements of the project are funded. In its current state, Glan yr Afon is in a fit state to open as a community resource from day one.

8. Community Involvement

Community involvement has been central to the development of this project from the beginning. It is important to note this project would not have begun without the community ASK.

Public Meetings

An initial public meeting was arranged on 17th November 2021 to gain people's views about the idea of purchasing and running Menter y Glan as a community venture. There was an overwhelming turnout, with 82 households joining the meeting. Ideas were shared about how this type of scheme would work. Local people were in support of the proposal and were keen to proceed with the idea. A funding appeal was launched with the first aim to secure the building.

A second well attended meeting was held on 15 June 2022. The purpose was to update people on the process of purchasing the building, to discuss the findings of the questionnaire (see below), and to explore a vision for the building. Again, there was overwhelming support for the proposals and agreement to proceed with securing the purchase of the building.

A community event was held over the August Bank holiday 2022 which was extremely well supported. At each turn the community has been involved and local needs have been factored into the project design.



Community Questionnaire

A community questionnaire was devised following the first public meeting in November 2021 which could be filled in manually or through Survey Monkey on line. The opportunity to respond in a language of their own choice increased the inclusivity of the activity and resulted in a high response rate. Volunteers delivered a paper copy to every household in Pennal village and the surrounding households. A central post box was set up in the pub for people to deliver their hard copies. A total of 87 households responded, representing a 68% response rate. The key findings were:

- Very strong support for the idea, with 88% of respondents classing the community purchase of Menter y Glan as 'important' or 'very important' .
- 50% of households said they would use the facilities 'at least once a week'.
- 92% of respondents wanted a shop.
- The most popular additional services and facilities were: evening food, events, Sunday lunch, family friendly area, daytime food .

- The most popular additional ideas offered included: groups and learning, outdoor events, space to rent, fitness, facilities to suit youth and children.
- 40 people offered to volunteer during the development of the project and help with the running of the enterprise.
- Pledges of funds on short terms basis was offered by a number of attendees

A children's questionnaire was produced. Pennal is fortunate to retain its local Primary School.

Pledges of Support

Local businesses, individuals and societies have been quick to pledge their support. Letters of support have been obtained and volunteers have offered their skills, services and expertise. The range of expertise offered includes:

- Graphic design
- Legal
- Planning and architecture
- Hospitality
- Historians
- Gardeners
- Tradespeople
- High quality caterers
- Fundraisers
- ...and many more

The Management Committee is currently forming a database of all that has been offered to ensure that opportunities can be maximised.

The historical prominence of Pennal in Welsh history has also meant that the project has had support from around the world - people who have Welsh ancestry and wish to play their part in safeguarding the integrity of the community and its language for future generations. Artists that have strong family ties to the area have provided great inspiration for the vision, capturing the hearts and imagination from as far as America.



The Welsh diaspora, including Hollywood stars are supportive of the project.

Maintaining the Community at the Centre

There will be a range of opportunities to volunteer and be part of this project at every stage. Maintaining our social mission, our responsibility to the shareholders and wider community is an important factor governing the success of this project.

We intend to provide volunteering opportunities at every stage of project development , examples of volunteering opportunities include the following:

- Project development stage - committee and sub-groups, clearing site, painting, decorating, gardening and landscaping, interior design, menu design.
- Running the business - helping in the kitchen, serving, cleaning.
- Promotion of social activity - arranging community events and activities of all kinds to increase participation, opportunities for socialising and to get more people involved .

Menter y Glan aims to develop training and work experience opportunities as one of it pathways to increasing resilience of communities and securing successful succession. It aims to maximise opportunities for the young people and those economically disadvantaged.

The project will create a number of paid job opportunities and are eager to maximise the social and economic benefits of this project. The Covid-19 pandemic has had an unprecedented effect on unemployment in Gwynedd, with the Aberdyfi ward seeing one of the highest increases in Job Seeker Allowance claimants in February 2021.¹

9. Stakeholder and Partner Engagement

Discussions have been held with key stakeholders and partners, who are in full support of this development. These include:

- Statutory organisations
- Third sector organisations

¹ NOMIS 2021

- Local primary school
- Local societies and community groups
- Local businesses
- Elected Members

We will continue to work with local partners to maximise the benefits of this project for all and to ensure that we reach a wider range of people. We already have support from the following organisations and will continue to discuss with various other partners:

Mantell Gwynedd Volunteering Bureau - We will work with the bureau to ensure appropriate training for our volunteers and to promote volunteering opportunities to the wider community.

Gwaith Gwynedd (Gwynedd Council) - We will work with Gwaith Gwynedd who will liaise with DWP, Working Wales, training and education providers (Coleg Llandrillo Menai and local schools) on our behalf to promote opportunities for skills development, training and work experience. We will also work in partnership to arrange information sessions or stalls to promote saving money, being pennywise and energy efficient.

Tyfu Dyfi- a local based community enterprise that focuses on local community growing and short supply chains, helping them through the purchase of locally grown food increasing their sustainability for the future.

Grwp Practise Twyn and Machynlleth –We are discussions with the Local GP ,DPJ and Farming Crisis Network about the potential of utilising Menter y Glan as a satellite location for some health and wellbeing services and activities. We are also discussing how the project can contribute to the social prescribing scheme as we recognise that volunteering and socialising is beneficial for health and wellbeing. The proposed model is outlined in the Vision section above.

Pennal School - We have strong links with Pennal School and have ensured that local children will continue to be involved in the development of Menter y Glan. A survey was given to the children for them to complete, this proved to be very helpful in determining how the building will be used. Furthermore we aim to have presentation to the school children about the development, their involvement in the final design phase. Their input will be invaluable into the development of a children's menu, a suitable family space and proposed activities for children and families.

As part of the response to the climate change /bio diversity emergency, the children already contribute to a local growing programme ,which we hope to extend by asking for their input into the soft landscaping around the Glan yr Afon building itself.

Gwynedd Youth Service - We will work with the youth service to involve young people in the design stage and in the development of suitable activities and food menu for young people. Our aim is that the multi-purpose room will be available for after school activities and during school holidays.

Pennal Covid Buddy Scheme - In response to the Covid-19 pandemic, volunteers from the community of Pennal arranged a Buddy Scheme to support vulnerable residents. Individuals were identified as vulnerable due to age, disability, medical conditions etc. 30 households were identified as being vulnerable. A weekly essential food package was arranged and a team of volunteers distributed them. The team of volunteers included local young people who wanted to help, and their participation counted towards their Duke of Edinburgh Award. Residents were extremely grateful for this support, the weekly contact making a huge difference to their wellbeing.

10. Pennal

Overview

Pennal is a small rural village located in the Aberdyfi ward of Gwynedd county within the Snowdonia National Park and Dyfi Biosphere. It is 5 miles from the historic town of Machynlleth.

The Aberdyfi ward is within the top 10% (ranked 148 out of 1,909) of areas within Wales with the worst access to services.² Within Pennal [[itself][and Cwrt]], there is no shop or community services.

Culturally and architecturally Pennal has a wealth to offer. The village can trace its origins back to early mediaeval foundations. The church was founded in the 6th C by St Tannwg and St Eithrias, missionaries from Brittany.

Pennal is known throughout Wales and the world for its historical association with Owain Glyndŵr. The church was Owain Glyndŵr's last Chapel Royal, playing a central role during the Parliament held at Pennal in March 1406. This Parliament was a Great Synod of the church and produced the Pennal Letter, dated 31st March 1406, addressed to the French Pope Benedict XIII.

The village's core buildings date back to the early 19th C, including Glan yr Afon.

Surrounding the centre of the village are two diverse residential areas which date from 1960s onwards, all of which have a mixed range of age groups occupying them and contribute to the sustainability of Pennal village school.

Population

According to the ONS 2020 Mid-year Population Estimates,³ the ward of Aberdyfi has 1,092 residents. The village itself [including the nearby hamlet of Cwrt] has a population of about 365 people.⁴

More than one third (35%) of the population are over the age of 65. This figure is significantly higher than the Wales average (21%) and for the UK (19%).⁵ The population of the ward has been steadily

² <https://wimd.gov.wales/isoa/w01001933?lang=en#>

³ Office for National Statistics, [ONS 2020 Mid-Year Population Estimates: Ward-level population estimates \(Experimental Statistics\)](#), accessed 20 December 2021.

⁴ The Pennal Electoral Register .

⁵ Office for National Statistics, "Population estimates for the UK, England and Wales, Scotland and Northern Ireland: mid-2020,"

aging and declining over the last 10 years. In 2011, the recorded population of the Aberdyfi ward was 1,282, of which 33% were then over the age of 65.⁶

In Pennal itself, there were 404 usual residents recorded at the 2011 Census.⁷ Of these, 99.5% lived in households and 0.5% lived in communal establishments. In total there were 250 household spaces, of which 196 (78.4%) had at least one usual resident and 54 (21.6%) had no usual residents. The average age of residents was 50.5 years. Children made up 15.8% of the population, 18-44-year-olds 18.1%, 45-64-year-olds 35.1% and 31.4% were over the age of 65.⁸

Employment and Income

The median weekly pay in Gwynedd in 2021 was £386.40. This figure is much lower than both the median weekly pay for the UK as a whole (£504.40) and for Wales (£469.40).

Pennal is in the Parliamentary Constituency of Dwyfor Meirionnydd. The number of people in the constituency claiming Jobseeker's Allowance (plus those who claim Universal Credit who are out of work) has increased from 2.1% in March 2021 to 2.8% in July 2022 (an increase of 35%).⁹

According to the 2011 Census, 20.9% of those living in the Aberdyfi ward had no formal qualifications, while 34.6% of the population had a degree or equivalent (Level 4+) qualification.¹⁰ Of the 16-74 year-olds working in the Aberdyfi ward, 19.2% worked in the skilled trades and 13.6% in professional occupations.¹¹ In Pennal itself, 26.3% of 16-74-year-olds had no qualifications and the same proportion had Level 4+ qualifications, with 24.2% working in skilled trades and 14% in professional occupations.¹²

The vast majority (80%) of all people in the Aberdyfi ward of working age (16 – 74 years) are economically active. Of those economically active, 4.6% were unemployed, with 1.5% long-term unemployed. Of the 20% that were economically inactive, 9.7% were retired, 3.3% were students, 3.4% were long-term sick and 2.3% were at home looking after the family.¹³

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2020#age-structure-of-the-uk-population>, accessed 17 January 2022.

⁶ Cyngor Gwynedd, *2011 Census: Area profiles*, Cyngor Gwynedd, accessed 20 December 2021.

⁷ Nomis, "Local Area Report for areas in England and Wales: Pennal Parish," <https://www.nomisweb.co.uk/reports/localarea?compare=W04000093>, accessed 15 January 2022.

⁸ Nomis, "Local Area Report for areas in England and Wales: Pennal Parish," <https://www.nomisweb.co.uk/reports/localarea?compare=W04000093>

⁹ <https://researchbriefings.files.parliament.uk/documents/CBP-8748/CBP-8748.pdf>

¹⁰ <https://www.nomisweb.co.uk/reports/lmp/ward2011/1140858407/report.aspx?town=aberdovey#pop>

¹¹ <https://www.nomisweb.co.uk/reports/lmp/ward2011/1140858407/report.aspx?town=aberdovey#pop>

¹² <https://www.nomisweb.co.uk/reports/localarea?compare=W04000093>

¹³ <https://www.nomisweb.co.uk/reports/lmp/ward2011/1140858407/report.aspx#wab>

Access to Services

According to the Welsh Index of Multiple Deprivation, the Aberdyfi ward is within the top 10% (ranked 148 out of 1,909) of areas within Wales with the worst access to services.¹⁴ Within Pennal [[itself]]and Cwrt]], there is a small primary school but no shops.

The limited postal service of once a week has recently closed . Public transport is very limited, especially at evening and night times. The one Taxi Company has recently closed.

The majority of village community events and activities are associated with Glan yr Afon, and as such, the pub plays a vital convening role in supporting a vibrant, engaged community.

The local authority youth club closed over 2 years ago. The nearest town is the small market town of Machynlleth which has a very reduced social offer for young people. The nearest town is Aberystwyth, 26 miles away but the lack of public transport in the area means that young people cannot get there and back independently, increasing the risk of isolation and loneliness for this age group.

Crime

In the 12 months to November 2021, there were 113 occurrences of street crime in the area of Aberdyfi.¹⁵ This equates to around 51.9 crimes committed per 1,000 population (16+).¹⁶ Over a third (35.4%) of the offences were violence and sexual offences.

Welsh Language

According to the 2011 Census,¹⁷ the number of those aged 3 years and over who could speak Welsh within the Aberdyfi ward was 35.5%. This figure compares to 65.4% in Gwynedd and 19.0% in Wales.

Health and Wellbeing

In 2011, nearly 20% of the population of the Aberdyfi ward were reported to have a long-term illness or disability and 4.6% noted that their health was bad or very bad.¹⁸ In Pennal, 44.8% of the population reported good or very good health. Conversely, 6.2% of the Pennal population reported bad or very bad health and 21.8% said that they suffered some limitations on their ability to undertake daily activities.¹⁹

¹⁴ <https://wimd.gov.wales/Isa/w01001933?lang=en#>

¹⁵ <https://data.police.uk/data/fetch/150b156c-f1b8-44d2-9f20-709f4a319312/>

¹⁶ <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/lowersuperoutputareamidyearpopulationestimates>

¹⁷ <https://www.gwynedd.llyw.cymru/en/Council/Documents---Council/Key-statistics-and-data/Area-Profiles---Gwynedd-and-comparable-areas/Meirionnydd/Ward-Profile-Aberdovey.pdf>

¹⁸ <https://www.gwynedd.llyw.cymru/en/Council/Documents---Council/Key-statistics-and-data/Area-Profiles---Gwynedd-and-comparable-areas/Meirionnydd/Ward-Profile-Aberdovey.pdf>

¹⁹ <https://www.nomisweb.co.uk/reports/localarea?compare=W04000093>

Nearly 12% of the Aberdyfi ward population said that they provided unpaid care. Of these nearly a third provided at least 20 hours of unpaid care a week.²⁰

Households

Of the 688 households in the Aberdyfi ward at the time of the 2011 Census, 253 households comprised only people of pension-age. Pensioner-only households therefore made up 37% of all households, which is higher than the Wales average of 23%. Of the pensioner-only households, 151 (21.9%) consisted of people who were living alone – a significantly higher rate than the Wales average (13.7%). These people are at higher risk of social isolation and loneliness.²¹

Most homes in the Aberdyfi ward were owner-occupied in 2011. Only 9% of homes were socially rented, with a further 14.7% rented privately.²²

In 2011, 11% of households had no central heating and 16.3% had no car.

Facilities and Assets

The existing facilities in Pennal are scarce. They are:

- Ysgol Pennal – small space used for some school-based events.
- Eglwys St Peter Ad Vincula/ St Peter Ad Vincula Church – a traditional church surrounded by roads and no dedicated parking.
- Capel – nonconformist chapel with vestry now closed.
- Canolfan Pennal – unlicensed chapel currently the closest alternative for groups, public meetings etc, but uses and facilities are very limited due to listing of building, no reserved parking areas and its location.

As previously noted above, there are no shops or cafes that could adapt to deliver community services. This is coupled with limited public transport has, the community believe contributed to the social isolation and lack of connectivity within what was once a vibrant Welsh community that supported each other.

²⁰ <https://www.gwynedd.llyw.cymru/en/Council/Documents---Council/Key-statistics-and-data/Area-Profiles---Gwynedd-and-comparable-areas/Meirionnydd/Ward-Profile-Aberdovey.pdf>

²¹ <https://www.gwynedd.llyw.cymru/en/Council/Documents---Council/Key-statistics-and-data/Area-Profiles---Gwynedd-and-comparable-areas/Meirionnydd/Ward-Profile-Aberdovey.pdf>

²² <https://www.gwynedd.llyw.cymru/en/Council/Documents---Council/Key-statistics-and-data/Area-Profiles---Gwynedd-and-comparable-areas/Meirionnydd/Ward-Profile-Aberdovey.pdf>

History and Culture

The earliest inhabitants of Pennal would have been the ancient Celts of the Ordovician tribe. It is believed that the Romans arrived in around AD 47 and they liked the place so much that they built a fort here called Cefn Caer on the brow of the hill.

When the Romans left the country was ruled by the native Princes of Wales. Pennal formed part of the then royal kingdom of Gwynedd which Owain Gwynedd (c 1100 – 1170) ruled. Pennal at this time would have been a relatively peaceful little rural village.

The Price family of Esgairweddau, Pennal were directly descended from the Princes of Gwynedd and resided in Plâs yn Rofft , very close to the tiny village of Cwrt (Cwrt means Court). It is believed that it was used to hold court by the Welsh princes.

In 1267 at the treaty of Montgomery, Llywelyn ap Gruffydd a direct descendant of Owain Gwynedd was recognized as the Prince of Wales by both Henry III of England and representatives of the Papacy. However, the next King of England, Edward I decided to conquer Wales and Llywelyn was killed in Cilmeri, close to Builth Wells in 1282.

Edward I built a great ring of Castles throughout Wales, what was once for defence are now major tourism attractions. During this time the use of the Welsh Language for religious purposes was outlawed and the Welsh and Welshness became severely repressed.

In the 14th C, Pennal was the home of Lleucu Llwyd, daughter of Dolgelynen Farm, a young girl famed throughout the land for her beauty. Lleucu whose love for the young poet Llywelyn Goch ap Feurig Hên caused the disapproval of her father to such an extent that he tricked her into believing that Llywelyn loved another. It is said that Lleucu died of a broken heart and is buried beneath the altar of Saint Peter ad Vincula church in Pennal.

Pennal is best known however for its association with one of Wales' greatest warriors. In the early 15th C Owain Glyndŵr of Sycharth in Glyndyfrdwy led a famous and initially successful revolt against Henry IV and gained control of nearly all of Wales. Owain came to Pennal during the religious period of lent in 1406 to write a very famous letter to the Pope in Avignon and to the King of France asking for their help to create a free independent Wales and setting out his vision for a Wales with two universities, one in the North and one in the South to teach theology in Welsh amongst other things so that Welsh people could practice their religion in their own language.

He proclaimed that all Welshmen should live free and be able to speak their native tongue. This document is known as the Pennal letter and survives in the Archives Nationales' in Paris.

Owain was crowned Prince of Wales in 1404 in nearby Machynlleth and he was to be the last native Prince of Wales.

Following Owain's defeat Wales and the language was again oppressed greatly and eventually Welsh people started to drift away.

Many emigrated to the Americas, at least 5 of the signatories of the declaration of independence were Welsh or of Welsh decent and there have been 8 US Presidents with Welsh ancestry. One of the memorial stones on the Washington memorial is inscribed with

'Fy iaith, fy ngwlad, fy nghenedl,

Cymru am byth'-My language, my land, my nation, Wales, Wales forever.

Some went to Argentina where they established a new Wales away from home in Patagonia, many fled there so they could practice their religion in Welsh. Remarkably Welsh is still spoken there today.

In the early 19th century there were quays on the Dyfi where slate from the quarries around Corris , Aberllefennie and Abergynolwyn was brought by packhorse for loading onto seagoing vessels. This trade died out when the Corris Railway to Machynlleth and the Talyllyn Railway to Tywyn were built. The Cwm Ebol quarry operated a mile north west of the village between 1868 and around 1906. A 3 ft (914 mm) gauge tramway^[2] (later converted to 2 ft (610 mm) gauge) operated between the quarry and the village. Between 1918 and 1920 part of the tramway was reused in another 2 ft (610 mm) gauge railway, serving timber felling operations at Cwm Dwr, 2 miles north of the village. The early internal combustion locomotive Baguley 774 was used on the line.^[3]

The village also has a place in music history, as it was at nearby Bron – Yr- Aur cottage that Robert Plant was living when he wrote the classic, “Stairway to Heaven.

As late as the early 1900’s Welsh was not allowed to be spoken in school and the dreaded ‘Welsh Not’ was in operation whereby anyone caught speaking Welsh had to wear a piece of wood with ‘Welsh Not’ written on it around their neck. This was passed from child to child as they were caught speaking Welsh and the one caught wearing it at the end of the day was subjected to a sound thrashing.

Today things have changed thankfully and Pennal is a peaceful little village which is quite cosmopolitan in its own quiet way embracing diversity but remaining true to its sense of place.

11. Potential Customer Base

The main all-year customer base for Glan yr Afon will be the local residents of Pennal and the disparate local farming families from the surrounding areas. The aim is to create a community hub that will encourage local use, and the service offer within the building will totally reflect that.

The overriding need to ensure that the hub can be self-financing, provide wider resilience for the community and create /upskill economic jobs requires the resource to take advantage of the broader visitor market that we can tap into during the year.

Our early market research has demonstrated that 50% residents say that they would use Glan yr Afon at least once a week. 92% of residents wanted a shop. Community support has been extremely encouraging.

The visitor/ tourist offer aligns to several strategic documents.

Gwynedd Destination Management Plan’s vision is:

Gwynedd as a top class integrated quality visitor destination valued for its internationally renowned special landscapes, its spectacular built environment and its unique Welsh culture.

Pennal and all it has to offer aligns to this vision and main aims, especially:

- To improve integration of tourism with other aspects of life.

- To enhance the natural, built and cultural environment.
- To build and maintain quality public infrastructure and amenities.
- To provide well paid, year-round quality jobs and skills development.

Pennal is within Snowdonia National Park alongside the A493 road in southern Gwynedd Wales, on the north bank of the Afon Dyfi/River Dyfi within close distance of the famous coastal town of Aberdyfi and the historic town of Machynlleth

Pennal lies within the Snowdonia Mountains and Coast marketing area, the destination 'brand' which is promoted via Gwynedd Council's Tourism team.

The Wales Coast Path is an important asset. The 870 mile path around the Welsh coastline attracts over 2 million visitors to Wales on an annual basis, with approximately 30% of those requiring accommodation along the route. The local section of the path runs past Glan yr Afon. According to Visit Wales (Wales Coast Path: Marketing Toolkit 2019):

- Over 43 million visits are made to the Wales Coast Path every year.
- Walkers along the Coast Path are estimated to spend nearly £550 million a year

Glan yr Afon will provide accommodation, refreshment as well as goods and supplies to Coast Path visitors.

The area can offer a variety of high class products including cycling, walking, and beach experiences.

The visitor market to target is a sizeable one. Tourism is worth 1.5 billion to the economy of Gwynedd. Overall visitor numbers to the area (the area being Gwynedd), 7.8 million people visited the area in 2019, with 3.97 million of those staying over (equating to 20.1 million visitor nights), and 3.84 million being day visitors (23.93 visitor days). The overall total number of visitors increased by 11.6% from the previous year according to Gwynedd Council's statistics. Over 1 million unique visitors visit the official www.visitsnowdonia.info website, and the area's social media channels consistently see a year-on-year increase of followers and reach.

50% of visitors are from other parts of Wales, 46% are from other parts of the UK, and 4% are from abroad. 75% are from the ABC1 socio-economic group and 29% of visitors are couples, 24% are families with young children, and 19% are families with older children. These figures are from 2019 (pre-covid), and someone could assume with some certainty that the emergence of the staycation market during and post-covid will see an increase in these figures.

There are two sizeable caravan parks near to the village, several small high quality glamping/camping areas and Plas Talgarth a time share resort. All these visitors are potential customers when the pub reopens.

The Management Committee has undertaken preliminary investigations with other , more seasonal interests that need accommodation. Approaches have been made to local shoots for example to

explore the type and quality of accommodation that would suit their needs. This is potentially an important market in the shoulder season.

12. The Competition

The proposal is a community village pub with restaurant , rooms and a shop, there is no direct equivalent within 5 miles.

Existing Local Facilities

To the North:

- Cross Foxes-on the main road A 487 (14 miles), a pub serving food with a small number of rooms.
- Tyn Cornel (12 miles) off the A487 on the beaten track – small family restaurant ,limited number of rooms (3 star), fishing lake.
- Dolgellau (16 miles)- limited pubs closest match -The Ship, Wine bar.

To the East:

- Machynlleth (5 miles)- Several traditional pubs(no food), Wynnstay (nearest match) , several takeaways, milk vending machine.
- Brigands Inn (15 miles) restaurant and limited rooms.
- Cross Keys (11 miles) traditional pub – for sale.
- Camlan Garden Centre (13 miles) take away off of coffee and light refreshments (day time only).

To the South:

- Black Lion, Derwenlas (6 miles) traditional pub offering with no rooms.

To the West:

- Aberdyfi Beach- ice creams, fish and chips.
- Golf Club House (members).
- Penhelig Hotel.
- Dovey Inn.

Glan y Afon, by emphasising the Welsh sense of place and through the use of local products aims to provide a unique experience within this existing limited market.

13. The Building

Current Condition

Glan yr Afon has a Grade II listing. A building condition survey was completed in May 2022 which identified that the building was in fair condition. There will be some cosmetic upgrades required and the ground floor will need to be slightly modified to accommodate the community's needs. The full survey report is available upon request.

Developing and Remodelling to Meet Needs

Based on what the community and stakeholders have already told us, we wish to develop the following facilities at Glan yr Afon to meet the vision as outlined earlier in this plan.

The community understands that the current format of the building will require some adjustment and understand that the aim must be to create a sustainable business to ensure its success.

The ground floor will need modest modifications and adaptations to accommodate the community's needs. To fully exploit the potential of the vision, the upper floors will require extensive renovation and reconfiguring for the modern day visitor experience. The full survey report is available upon request.

Menter y Glan aim to use a local architect who specialises in heritage commercial buildings to realise what the community and stakeholders have already indicated they would want from the facilities based at Glan yr Afon.

Menter y Glan has an environmental policy and this will be regularly reviewed to ensure that all capital works (where possible) will be delivered as zero carbon. A recognised international carbon accounting methodology will be adopted and reported on as part of the Governance protocols of the Society.

The proposed phasing of work is as follows. This may change in light of available funds and/or new community initiative.

Phase 1

To secure the building through purchase, for community use.

Update 02/01/2023

We have succeeded in raising the finance to buy Glan yr Afon on the 22/12/2022.

Some cosmetic work may need to be done before the enterprise can open.

This has been completed by our group of 18 volunteers during February and March 2023

Phase II

Refurbish the upper floor of the building to high quality B &B accommodation. This will require an estimated further £350,000.

This may be undertaken in a phased approach.

Developing the first floor and then at a later date the second floor. This will depend on the financial assistance we are able to secure.

The current business plan, demonstrates clearly that there is a long term sustainable business if the rooms were developed.

Phase III

Focus on increasing use of community spaces and the development of the Community Shop.

We have started looking at what is required as far as the required documentation with a possible change of use planning requirement.

We also envisage we will need an Environmental and Heritage assessment at the very least before we can move on with the shop development.

Health and Welfare -Covid-19 Restrictions

The current owners have already put in place a Covid 19 operational plan, which will be incorporated in the future running of the business. This demonstrates good health and safety practice and will give visitors and the community a level of assurance that we are taking their welfare to heart. The future development and remodelling of Glan yr Afon will consider the implications of Covid-19 and learn the lessons to minimise its potential impact on the running of the business. The outside space has been adapted but we appreciate there could be further improvements and will consider:

- An outside kitchen - pizza oven/ barbecue.
- An outside portable bar area.
- Attractive and spaced-out seating area, with consideration for weatherproof options (e.g. individual pods, canopy, gazebo, or parasols).

The layout of the café, community areas, community shop and restaurant will take into account possible future restrictions. The Society will monitor the potential impact of the pandemic, short building material /labour supplies as we develop our plans and mitigate accordingly.

14. Environmental Impact

Glan yr Afon , Pennal is situated in the Snowdonia National Park and the Dyfi Biosphere. The Management Committee are very aware of the importance of developing an initiative that not only protects but enhances this precious environment.

Menter y Glan will work in accordance to the Wales “Well being Future Generations” Act 2015.

“to improve our social, cultural, environmental and economic well-being” by:

- Thinking through the long-term impact of any decisions/actions we consider
- Working co-operatively with people, communities and each other, to prevent persistent problems such as poverty, health inequalities and climate change.

Menter y Glan will adopt an environmental plan which will have an aim to become carbon net zero. Reclaimed and upcycled materials will be prioritised to fulfil this aim, and the surplus carbon will be offset by working with the Pennal Partnership 2050, who deliver nature solutions to support the climate change and bio diversity emergency . A recognised carbon accounting methodology will be adopted to measure progress towards Net Zero aim.

Pennal is close to the world renowned Centre for Alternative Technology (6 miles) which has the potential to be a great source of advice and information.

The environmental policy/plan and eco-code will be monitored by management and the Management Committee and reviewed accordingly.

The following best environmental practices will be incorporated into the running of the business. See the Table 1 below.

Table 1 : Incorporation of Best Environmental Practices in the Development of Glan yr Afon

Building feature		Recommendation
Lighting		<ul style="list-style-type: none"> Convert to full LED lighting
Lighting controls		<ul style="list-style-type: none"> Automatic lighting controls in infrequently used areas.
Heating system		<ul style="list-style-type: none"> Consider Heat Pump heating system
Heating controls		<ul style="list-style-type: none"> Thermostatic Radiator Valves (TRVs) on all radiators. Zoning within the building. Digistat/smart thermostat. Weather compensation controls.
Heating - Additional features		<ul style="list-style-type: none"> Insulate all pipework - even within heated spaces.
Building Fabrics	Walls	<ul style="list-style-type: none"> Insulate beyond current regulations to future proof the building - external or internally insulate all walls
	Roof	<ul style="list-style-type: none"> Ensure loft insulation is to a preferred minimum of 300mm. Ideally 400mm.
	Windows and doors	<ul style="list-style-type: none"> Install double glazing or secondary glazing where single glazing must be used. Draughtproof all windows, external doors and doors leading to unheated spaces.
Cellar and Cellar cooling		<ul style="list-style-type: none"> Implement ambient cooling system Ensure cellar doors and walls are adequately insulated and draught proofed.
Catering and refrigeration		<ul style="list-style-type: none"> Induction hobs and catering appliances to be A rated. Refrigeration to be A rated with timers used to ensure energy use is minimised.

Electrical equipment	<ul style="list-style-type: none"> · HRV (Heat recovery ventilation) to ensure humidity is managed · Install power-saving functions and one-click panels
Bar equipment	<ul style="list-style-type: none"> · Install 7-day timers or 'Smart' controls to draught drinks coolers. · Fit drinks fridges with 7-day timers.
Renewable generation	<ul style="list-style-type: none"> · Solar PV system should be investigated via a detailed solar site and feasibility survey.
Water Efficiency	<ul style="list-style-type: none"> · Dual-flush toilets with small cistern · Motion sensor urinal controls, preferably waterless · Aerating taps (non-concussive) and showerheads. · Rainwater collection

15. Staffing Structure

Following the 'phased-opening' period, a full-time manager will be appointed to deliver the Management Committee's strategic direction at an operational level taking over responsibility for day-to-day management of the building, staff line management (including Performance Management Reviews and training) restaurant, fully serviced rooms and wedding /anniversary bookings. This will enable us to provide much needed extra full time jobs. Consideration will be given to payment of a performance related bonus but is not accounted for in these original costings.

To ensure that the community fulfils its potential and opportunities are created, a Local Community Development officer will be engaged to oversee and monitor community capacity building, skills development and knowledge transfer.

The manager will report on a monthly basis to the Management Committee producing monthly figures, future forecasts and any issues arising. A named member of the Management Committee will act as his/her line day – day line manager. The Business Sub-Committee will discuss these reports and provide summaries and advice to the Management Committee.

The business model provides a detailed hourly breakdown of staff required to maintain the services which have been outlined. For the purposes of this plan, it is assumed that these hours are all provided by paid staff, both permanent and temporary, though the opportunity for volunteering offers the possibility of savings under these headings, if we need to draw on the fall back plan.

16. Project Costs

Overview

Currently, it is estimated that the development phases of the building will cost £350,000 over and above the cost of the purchase of the building.

The purchase of the building and associated fees is estimated at a total of £400,000.

This business plan forms the basis of the share offer by which member of the community and wider have been invited to participate in and support Menter y Glan .

Our target for fund raising from all sources is £861,750. Menter y Glan is aware that the majority of this will need to come from grants and longer term loans. We are confident that the plan is robust at the point of writing and Menter y Glan meets the criteria of a number of current active grant funded programmes. The target for this round of Share Funding is set at £250,000.

Income is anticipated from sales of food and drink combined with community services (shop) and rooms for hire.

Turnover and profit basis have been modelled in detail, working with similar establishments, the current owners and critical business peers in and outside of Wales to try and present an unbiased picture of what is possible in trading terms. Until trading patterns have settled and are firmly established all costs including staffing will be strictly controlled.

The plan shows net profit forecasts of Y1 to Yr3

How We Will Fund the Purchase of the Building ?

The building has been valued at £400,000. For the purposes of this plan we anticipate the total of the sale and associated costs to be around £410,000.00
Update 02/01/2023

This total cost was kept at £400,000 due to in kind support from our solicitors Brunton and Co

The purchase will be funded by:

Sale of community shares through a Share Offer.

Pledges of private financial support.

Grants - An Expression of Interest has been successful for the UK Community Ownership Fund and the WCVA Community Asset Development Fund, at the time of writing this Business Plan.

If there is a shortfall, it is the intention to either extend the share offer window or apply for a WCVA mortgage.

Overall Project Costs

We will appoint the necessary professional expertise with experience of heritage and conservation to develop design proposals for the refurbishment and upgrade works. Depending on the final plans agreed, we anticipate these costs to be around £670,000. These costs will be financed through fundraising activity and grant funding. The total costs of the enterprise, including the initial purchase, contingency and working capital, are estimated to be £861,750

Evidence shows that Menter y Glan is eligible for grant funding on a number of grounds: principally, those of heritage, creation of jobs, promotion of Welsh Language , training, social need and well-being and community engagement. Several potential funds appear to be available to meet the likely needs which have previously been made available to similar projects.

Appendix 1 outlines possible grant finance available for this project.

Funding

The sale of Community Shares will be both a key component of funding the project and an important indicator of community support and demand for the facilities it intends to provide. The target set for the initial Share Offer is £250,000.

The table below outlines possible sources of funding, which appears to generate over-funding. As different elements become confirmed (e.g. the amount raised by sale of community shares, the availability or otherwise of the WCVA mortgage and grant etc and of course the project costs), the balance between these components will become clearer. The possible use of long-term loans from supporters or from the commercial market provides the means to balance the costs / funding equation if necessary.

Table 2 Funding and Expenditure Model

	£
Funding	
Community Shares	250,000
Donations (actual true figure)	16,500
Architectural Heritage Fund - Arch/QS (Project development)	7,600
WCVA Community Asset Development Fund Mortgage	90,000
WCVA Community Asset Development Fund Grant	60,000
Other Funding Accommodation development	350,000
Other Funding Shop	42,650
Uk Levelling Up fund	45,000
Total	861,750

Expenditure	
Purchase of premises incl. fees	400,000.00
Architectural Design Team/ fees , surveys	9750
Repairs and refurbishment incl. services	20,000
New development works	392,000
Furniture and equipment	40,000
Car park /landscaping Met by in kind	0
Total	861,750

Fall-back Plan

The Business Plan as described here assumes that efforts to raise sufficient funding from a range of sources are successful.

If they are not, the plan will be scaled back, and individual parts of the development will be shelved or postponed until funding becomes available. At an appropriate point, and before major expenditure is incurred, (above and beyond the actual purchase of the premises), a finalised plan, based on funding which has been secured, will be put to the members for approval.

17. Proposed Timescales

The estimated timeline for the project is outlined in the table below:

Table 3: Proposed Project Timeline (Phase I)

	Stage	Date
1	Public Meeting - Community Questionnaire launched	17 November 21
2	Questionnaire findings and form vision- public meeting	10-17 November 21
3	Valuation and condition survey	February 22
4	Form Management Committee	February 22
5	Establish and register Community Benefit Society /Open bank account	January 22
6	Develop business plan	March 22
7	Develop Share Offer	March 22
8	Grant funding applications for architect and QS fees	March 22
9	Launch Business Plan and Share Offer	June 22
10	Start fundraising - shares and donations	June 22
11	Develop website	June 22
12	Commission architect and QS to identify options and costs	June 22
13	Submit EOI WVCA Community Asset Development Fund	July 22
14	Long /short term loan pledges secured	July 22
15	Open garden for fundraising activities	August 22
15	Grant applications submitted	September 22
16	Put offer in and start necessary conveyances	September 22
19	Refine and develop final designs plus costings	October 22
17	Sale Completed	December 22
20	If required amend business plan and operational requirements to reflect public views	Ongoing
21	Submit planning permission, building regs and CADW applications if required	TBC 22
22	Grant applications for capital works and revenue funds	Ongoing
23	Out to tender - capital works	December 22
24	Start on capital works	January 23
25	Open Menter y Glan to the community and visitors (phased approach)	January 23

Year 1 is assumed to commence on Jan 2023 (phased approach) . Much depends on funds being secured and the type of fund applied for in timing to events. It is envisaged that once funds are secure there will be a period of phased opening (6 months maximum). This will enable outgoings to be kept at an affordable level, until the appointment of a Manager and trading patterns are established. We have fortunate that the current owners have offered to act as mentors during this period and along with the Management Committee will undertake a degree of experimentation with opening hours, community offer and menus , using this time very much as a trial /test for the future offer Glan yr Afon delivers . Once the building is secured, it is the wish of the Management Committee to connect the building back with the community as soon as possible, making every endeavour to do so.

18. Financial Model

Due to significant economic and global disruption beyond our control which has impacted on the inflationary pressures on our operational cost, these figures have been adjusted to take into account and adjusted accordingly.

Key financial trading forecasts for the first three full years are (£) for the Pub and Restaurant as seen below. As you see from the figures, we are very much susceptible to inflation with the profit figures as shown.

Year 3 is the first year with the first-floor accommodation development in place. With the accommodation development the figures are much healthier as can be seen on the next page. These figures are based on Twin Rooms @ £100 a night with a occupancy of just 65% which is conservative over a 11 month period

	Year 1	Year 2	Year 3
Income	£456,191	£479,000	£503,000
Expenditure	£450,907	£467,400	£494,401
Profit/(Loss) excl depreciation Pub d Restaurant	£ 5,284	£ 11,600	£ 8,599

	Year 1	Year 2	Year 3
Income with rooms	£456,191	£479,000	£590,760
Expenditure with rooms	£450,907	£467,400	£545,401
Profit/(Loss) excl depreciation Pub and Restaurant with rooms @ 65% occupancy	£ 5,284	£ 11,600	£ 45,359

Key Assumptions

Turnover figures for food and drink have been calculated on the basis of detailed modelling, the components of which are indicated. Comparisons have then been made with (a) the British Beer and Pub Association 2019 Guide, using their 'Rural Pub with Character' model as the reference; and (b) the business models of other community pubs in comparable rural areas provided by the Plunkett Foundation. Advice has also been provided by experts via the Wales Co-operative Centre. Lastly, direct advice with respect to margins, prices, turnover, opening hours and staffing costs has been taken from the current proprietors who have been over 40 years' experience in the hospitality trade and event management. The responses have been that our assumptions are reasonable and, if anything, conservative.

In Phase II the four en-suite bedrooms, will be targeted primarily at the Snowdonia holiday market, and during the winter seasons the Country Sports and active adventure markets. The latter have already indicated that due to the shortage of high quality graded accommodation in the area would wish to use these facilities. Rates will be in line with those advertised in the area, and assumed occupancy rates at 65%. It is assumed all bookings will be made through an online agency), charging 15% commission? (Please note the room income is not included in the current financial model).

The multi-purpose function room is intended for local services to use. It will also be available for private functions e.g. wedding receptions.

Entertainment

£2000 per annum is currently allocated to the provision of entertainment – indicating a net cost of £160 per month. This sum is a contingency as it is expected that such entertainment costs will be covered by ticket sales. We feel this is necessary as it underpins our core aim of bringing people together.

19. Marketing and Promotion

Due to the level of expertise within the community, Menter Y Glan are in the fortunate position to have considerable professional marketing and communications expertise available from its members and supporters. Menter y Glan will use the extensive range of social and traditional media, in a paying and volunteer capacity, aimed at targeted and specific audiences. All promotional and communications sent out from Menter y Glan will be credible and relate to what Glan yr Afon has to offer. It will not include any false promises but will be targeted to ensure it is attractive to a large customer base to create and retain an interest and awareness of what is on offer- generating into additional visitor bed spaces and increased visitor spend for now and the future.

Custom designed local craft merchandise will be considered as one route to create awareness and sales for future fund raising and to spread the story far and wide.

The Management Committee will develop a Marketing and Communications Plan. The Marketing Plan will be focused and consistent. It is seen as essential to ensuring the project is resilience and long term. The Management Committee are fortunate that they have several members who are experts in marketing and promotion in the hospitality sector . They have pledged to support this aspect of the future business to ensure its success. The focus will be on the following:

Product

Glan yr Afon will be the overarching brand on which the products will be marketed. Due to the range of products that will be on offer, it is essential that the products will have a target market identified and promotion and communications will be targeted accordingly as per the promotion narrative.

In the first instance the first of the products will be the Share Offer. There will be a range of promotional activity to support the marketing of the share offer.



The main thrust of the campaign will be to save your pub, to create a community pub/hub that promotes our culture, the historic fabric of our village and our language. Investors will be targeted mainly via social media and press campaigns across Wales, UK, via the Community Pub network and internationally to Welsh ex pats.

When Glan yr Afon is secured and open for business the product mix will include food, drink, accommodation, shop and a community hub. The exact nature of these are yet to be decided at this stage.

Price

The pricing strategy for various product offers in Menter y Glan is yet to be finalised; however each product and its price contributes towards our income projections. The Management Committee will adhere to the principle of fair, transparent, competitive and ethical pricing structures

Place

The place in terms of a marketing plan is the venue in which the product is distributed, in this instance, Glan yr Afon.

The interior décor and overall image of the building will have an impact on its promotion and our pricing strategy. It is intended that it will create a sense of place in Wales and nod towards the traditional crafts with a modern twist

Promotion

The final marketing plan will look how Glan yr Afon services/products will be promoted .

The Marketing Communications Mix is traditionally known as the Promotion Mix. The 'mix' can be categorised as 4 tools:

- Advertising
- Sales Promotion
- Public Relations
- Direct Marketing

To these we can add a fifth,

- Interactive Communications

It's important to state here the power of coordinated Marketing Communications; every tool will be used in a coordinated manner, conveying the same messages to the same market segments and aiming for the same goals; the tools work more effectively in this way.

Advertising

There is a huge variety of print advertising media available throughout the UK; however these have very expensive rate cards and have quite a poor impact and return on marketing investment.

Initially we intend to concentrate on web-based advertising and social media to communicate product information about Glan yr Afon. This could be in the form of a series of "Google Adword" campaigns that would allow the direct targeting of specific interest, ages, gender, and geographical coordinates, as well as giving complete control over ad spends and effectiveness. It could also be in

the form of a number of social media campaigns with the existing web presence acting as “landing pages” for our online marketing.

Sales Promotion

Although this is a non-personal form of communication, its ability to add value and bring forward future sales is strong. This section is obviously linked to the price section, and careful consideration needs to be given to how our products, services and sponsorship opportunities are priced and promoted.

This kind of approach can be invaluable in promoting midweek food offers or shoulder season accommodation offers.

Printed marketing materials such as brochures and leaflets can also be effective marketing tools for Glan yr Afon, mainly as part of an ‘in destination’ strategy for visitors to the area.

Interactive communication may be essential in promoting to a local and national market for food and accommodation; however printed materials are also a very effective tool to promote our food offer to guests staying at other accommodation providers.

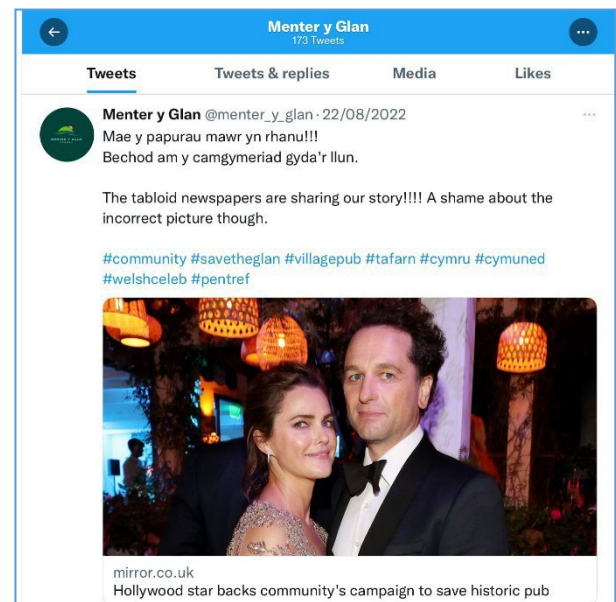
Public and Media Relations

General press releases and interesting stories about Glan yr Afon and Pennal will maintain its profile. Articles in the broadcast, printed and online media are a trusted way of communicating with the market.

Menter y Glan has had considerable success in this respect already with coverage from:

- The Daily Telegraph
- The Mirror
- Wales Online
- S4C
- Local press.

Interest has arisen due to the support of Hollywood actor Mathew Rhys.



Menter y Glan will build and maintain relationships with various members of the press; this is a basic, but essential way of obtaining coverage. Interesting and entertaining releases will maintain the press interest in the offer available.

Direct Marketing

There are two ways to approach direct marketing: one is to use a third party to distribute marketing communications, and the other is to have a database of 'opted-in' individuals and/or groups.

Distribution via a third party involves creating printed literature sent out by direct mail, or inserting a copy into various specific publications. This would communicate directly with a large portion of the target market but usual success rates for such campaigns can be low (<5%).

Building a database of organisations and people likely to engage is the first task that needs to be completed, and Menter Glan has added a subscription facility to the website to collate 'opted in' data which is held on our MailChimp account. Regular contact will be maintained with this database with latest news and offers based on each 'tag' within the database, be they local, visitors, members, etc. Menter y Glan is aware of its GDPR obligations.

Interactive Communication

The Internet is the most cost effective marketing method when looking to promote a product to a market some distance away.

A website is live (www.menteryglan.org) and is an essential tool to optimise profile. The domain names Menteryglan.com and Menteryglan.net. & Menteryglan.cymru are registered.

Menter y Glan uses a range of social media sites, including Facebook and Twitter (@menter_y_glan). Instagram will be important once work begins on the building. These platforms offer brands the opportunity to talk to their customers on a daily basis, to engage with them, to answer their queries. They are, essentially, 'free' marketing tools when used properly.

As accommodation offer develops Glan yr Afon will need to register with the various hospitality trade associations available. The main two are Booking.com and Airbnb, each charging commission to promote our facilities. However, with the sheer magnitude of these organisations' marketing budgets and brand awareness, it is essential to have a presence on them.

People

The people involved in delivering this plan include everyone associated with Menter y Glan.

Any marketing strategy and action plan is only as strong as those delivering it. Menter y Glan Management Committee has a strong mix of expertise and experience, all of which is focused on this particular project and on supporting staff and volunteers in delivering a first class experience to customers and stakeholders.

Physical Evidence

Nobody sells a product or service better than someone who has experienced that service, and peer experiences and opinion is something that is increasingly common and powerful within marketing. The aim is to utilise these experiences as part of the promotion and to encourage posting of positive

reviews on various social media accounts and TripAdvisor. These platforms are widely used and are powerful marketing tools when someone has had a positive experience.

The concept of 'User Generated Content' is something that tourism organisations have undertaken successfully, and these would be communicated via the Menter y Glan website with dynamic content, as well as posting videos/photos on our social media platforms.

Process

The transactional process has to be focused on the customer at every point during the sales channel. The website is welcoming, the staff will be welcoming and informed, and our response as an organisation needs to be proactive and supportive.

Marketing systems will be put in place to make the process as easy as possible for those delivering our various campaigns when promoting Glan yr Afon.

Above all, throughout the marketing and promotion process, it will be essential that each campaign is monitored, controlled and evaluated to ascertain the response rates and the success of each one. Only by doing this will the return on investment be ascertained.

20. Marketing the Share Offer

The Share Offer has been promoted using a number of tactics, with a prospectus being created from the outset which will be a shortened and 'punchier' version of the Share Offer. Alongside this will be a number of visual marketing aids such as photographic content and video content to be used on our social media channels.

Data of interested parties has been collected since setting up the Community Benefit Society's website as there is a subscription function on the site. A E Marketing campaign has been launched. To date (September 2022) 150,000 shares have been sold.

Members of the community work in the Welsh media. Contacts will be maintained to ensure a steady stream of press coverage as the campaign is implemented.

21. Governance

Structure

Following discussions with Wales Co-operative Centre and Plunkett Foundation, it was agreed that the Community Benefit Society business model was the most appropriate to meet the needs and aspirations of Pennal community. The Community Benefit Society was registered in January 2022 with 3 Founder Members.

Membership is through the purchase of £100 shares or multiples thereof. Voting rights will be at the Annual General Meeting on a one-member one vote basis.

An application has been made for the HMRC Advance Assurance of the Share Offer to ensure investments in the Society's shares will qualify for Social Investment Tax Relief (SITR).

Management Committee

Menter y Glan is a registered Community Benefit Society with the Financial Conduct Authority. The registration document can be found at <https://mutuals.fca.org.uk/Search/Society/31103>.

The Society was put in place to deliver community benefit by ensuring that Menter y Glan:

- Trades for the benefit of the community and surrounding area, and not for anyone's private benefit
- Retains all profits and applying profit to advance the Society's Purpose and Vision

Menter y Glan will adhere to the operating principles of the organisation and the Management Committee will manage all the affairs of the Society. The Pennal Community Council hosted an initial public meeting on the 17th November 2021 and the Initial Management Committee was formed from among those who indicated an interest in being members. This Committee consists of 14 people as follows:

Meirion Roberts (Chair) – Owner-director Gyllelllog Farms ; Chair Pennal Community Council and member of Pennal Show Committee

Aled Rees (Vice-Chair) – Aled Rees- (vice chair).Co- owner and director of Penmaendyfi Ltd and Penmaenbach Caravan Park Ltd. Retired Farmer. Former member of the Welsh Government Ministerial Uplands Advisory Group. Extensive experience in running a Hotel business. Member of Pennal Community Council for 35 years.16 years as a member of Pennal School Governor's 14 as chair person. Local historian and a member of Machynlleth Male voice choir.

Helen Minnice Smith (Secretary) – Owner – Partner of Penybryn Farms, Head of Rural Economy Strategy for Welsh Government, currently Deputy Head of the Managing Authority for the Wales Rural Development Programme, supporting social enterprises, tourism, regeneration infrastructure projects. Member of various management boards; advisory roles with Growing Mid Wales Partnership, Former chair of the Welsh Government Ministerial Uplands advisory group . Former member of West Midlands Destination Partnership.

Vickie Saunders (International /overseas) – International diplomat for NZ Government, 15 years rural economic regeneration policy and implementation experience.

Shanna Rees (Treasurer) – Co-owner and Director of Penmaendyfi Ltd and Penmaenbach Caravan Park Ltd.Extensive experience in running a Hotel Business. Formerly 11 years in Financial Services.

James Brunton- (Legal) – Owner and Director of Bruntons Law firm , member of the Pennal Community Council, Director of Dyfi Fisheries, Director of Pennal Partnership 2050

Rhys Parry - Owner-director of Esgairweddau Farms ; Vice Chair of Pennal Community Council . Director of Pennal Partnership 2050

Miriane Breese- Previous experience in Welsh Government Civil Service, significant volunteering work in the community. Welsh Speaker

Neil Storkey (Marketing) - Over 30 years as an Experienced Restaurateur (Michel Star), Marketing and promotional Company since retirement embraced community activity inc: Clerk of Aberdyfi CC and Chair of the Fisheries of Local Action Group.

Arwel Lewis – Web site and communication Manager for Welsh Government’s Wales Rural Development Programme. Semi-professional Photographer.

Mel Flemming – works for the Welsh Government , has over 20 years’ experience in Wales Tourism policy development . Currently responsible for managing the tourism recovery packages got Covid 19. Previously an advisor for grant funding and financial management of the Wales Rural Development Plan 2014-2020 .

Sioned Pugh - Previous owner and director for TyMawr farms and Beiciau Madian Quads (visitor attraction). Over 25 years of experience in rural socio-community development, working on high profile projects such as Mid Wales Food Land Trust, Menter y Iaith and Helo Blod.

Sian Breese- 20 years in the hospitality/ tourism industry . Teacher and Welsh language translator.

Sub-Committees

The Management Committee is supported by six sub-committees, responsible for different areas of activity and expertise. These include:

- Business Operations
- Marketing, Branding and Communications
- Building Redevelopment and Maintenance
- Food and Drink
- Outside Area and Garden
- Community Activity and Entertainment

The groups will assist the Management Committee in carrying out its functions, ensure effective development and running of Menter y Glan and carry out specific tasks on its behalf.

22. Risk Management

SWOT

The community were engaged in identifying the following Strengths, Weaknesses, Opportunities and Threats for the programme of works they are looking to undertake . Part of the exercise included a risk based analysis with consideration given on level of risk and what is any mitigation could be considered .

Strengths

- The Pennal Community unfailing support and vision for the provision of a community pub and services.
- A range of skills, knowledge and technical expertise within the community demonstrated at the public meetings and through the questionnaire consultation.
- Limited access to services (including public transport).
- Popular area for active country sports and activities.
- Attractive Grade II listed building central to the core of the village, making it very accessible to all of the village community and its users.
- Significant level of community capacity within the village and surrounding areas.
- Significant historical and cultural links to Wales's story and place in the world.
- Close proximity to the coast.
- Level of competition low within a 5 mile radius.
- Limited community facilities in the village.
- Menter y Glan Community Benefits Society are very well placed to access funds and advice for the venture.
- The Society will hold the freehold of the building enabling a more competitive base to be established with suppliers and services.
- Outdoor space associated with the building will increase community facilities activity , provide a buffer for ongoing activities to take place in a post Covid 19 era.
- Any surplus profits will be used to develop the community facility and or support other community activity within the village, increasing its reliance in an era of reduced public funding going forward.

Weaknesses

- Limited time before the doors of Glan yr Afon shut for good, delaying could impede the financial success of the venture and add to further decay of the building and its interiors.
- Customer base has fallen pre Covid 19 due to personal circumstances of the current Landlords
- Top 10% deprivation in Access to Services.
- Adaptation, remodelling and refurbishment costs are higher than average due to listed status of the building and current situation on inflation busting rises on material costs and labour, may impede on timescale of delivery of the whole of the Vision .
- Ability to staff appropriately due to labour crisis.

Opportunities

- To support the community to develop Pennal as a Visitor Destination , supporting the sustainability of the community venture, church and Canolfan.
- To create a sense of community pride and ownership through the community and shareholders involvement in delivering the overall vision and purpose of the venture.
- Create job and reskilling opportunities for local people
- Safeguard and enhance an important historical building in the core of the village
- To utilise the advice and funds that are available through the Levelling up agenda and the Wales Programme for Government to make a fairer society for all.
- To develop a strong customer base to support the sustainability of the Community pub/Hub and develop stronger resilience for the wider community activity.

Threats

- No take up of the share offer.
- Apathy from the community and volunteers.
- Unexpected capital costs during the remodel , and adapt phases.
- Inability to secure quality trained personnel.
- External factors contributing to economic down turn- e.g War in Ukraine, Pandemics, Policy U turns, unexpected competition.
- Lack of funds to deliver the vision in totality.
- Inability to pay back lenders.
- Failure to achieve and or maintain balance between quality and value and remain competitive.

Response to Risks

The Management Committee will build on the strengths and pursue the opportunities as highlighted above. The Threats and Weaknesses will be addressed in the first instance through the measures below. Risks and Issues will be a standard agenda item on all Management Committee meetings.

No Take Up of the Share Offer

The community has been instrumental in the development of this project and remain fully committed. The share offer has been developed in conjunction with specialist advisors and represents a fair and equitable offer. The Management Committee have set the minimum share offer at a low rate to ensure access to all.

In addition it is likely there will be more than one share offer launched. The first round will initially be open to all members of the community and far and wide. Marketing material will be developed to promote the offer to ex pats.

Apathy from Community and Volunteers

The community has been instrumental in asking for this project and have to date remain committed. To ensure interest is kept, social media platforms, newsletter, community awareness events will be held to ensure information remains current and open communication channels are available to all.

In addition, the governance set up has a sub-committee structure sitting along-side to develop certain aspects of the building to deliver the vision. These Committees will ensure wider engagement and commitment due to the nature of the roles and responsibilities they will be undertaking.

Unexpected Capital Costs and Lack of Sufficient Funds for the Capital Build Phases

The Management Committee includes experienced project managers and specialist advisors. A condition survey has been completed and our final offer processed for the building will reflect that. In addition there will be an independent valuation of the current building/business.

To bring the building/business up to date requires refurbishment and adaptation works. The Management Committee recognise that to realise the full Vision and Purpose to meet the needs of the community and ensure viability for the future these works has outlined are essential. It is intended to fund these through grants, community shares and fund raising activities. We acknowledge that the works may need to be phased due to the scale of the activity required, but wanted to present the Vision in its totality for completeness,

Our initial meetings with potential grant funding agencies have been positive and we remain confident that Glan y Afon meets the criteria of identified funding programmes. We identify a small risk that some of the applications may not be successful. If this occurs we will scale down and extend our phased approach to development.

Additional Unaccounted Costs

In volatile times this can add further frustration to the capital build programme. Some of which will be mitigated by volunteers and fund raising activities.

Loans not Paid / Shareholder Withdrawals

The building will be secured through a mixture of short term loans and community shares. Lenders will submit a formal pledge form confirming their offer. All those who have pledged will receive a formal detailed contract once the need to draw down funds is activated. If we receive more in loan pledges, we will scale back the loan pledges to reflect the funds required. If some of the funds are not in place at the time, due to change of minds, whilst we remain confident this will be low due to level of engagement, we will approach other lenders who have shown a willingness to support if necessary.

The intension is to remain the loans from WCVA assets funds, grants and community shares. The Loan Agreements will allow for loan periods to be extended or varying terms of repayment, should the Society not be able to make the repayments on the due date.

The Society rules provide that members cannot withdraw their shares in the first three years of the operation of the business. The purpose of this is to allow the business to become established and have a trading income. After that period, members will be required to give notice as per Share rules should they wish to redeem their shares. Approval of the request will be subject to funds being available and only by Management Committee Approval.

The Management Committee hope to build up a cash reserve to deal with such requests, but it's made clear at the onset, investment in the project is not for personal financial gain and should be seen as an investment in the community to improve the Wellbeing for future generations. Ideally

new of existing shareholders will invest to replace the fund. The reserve fund will only be used as a last resort. The Society's rules require everyone to commit their investment for a minimum of three years, there are certain instances that the Management Committee can authorise early withdrawal in exceptional circumstances such as bankruptcy or death. In practise we do not anticipate that any withdrawals will be sanctioned until a five year period. When /if a share repurchase becomes available, the Management Committee will set out an agreed criteria and annual limits. The Management Committee reserves the right to suspend withdrawals for the benefit of the long-term interests of the society, maintain adequate reserves and the wholly commitment of the Community and its Vision.

Inability to Secure Quality Personnel

The Management Committee remain diligent to the current labour markets; fair and equitable personnel policies are in place and they remain committed to career development. The Management Committee will work towards an attractive package to attract necessary staff, accommodation will be provided. In addition the Management Committee remain committed to home grown talent and will put in place job development opportunities for the Youth and those looking to reskill.

The Business Viability

An ambitious but modest approach to forecasts in the business plan, coupled with a progressive marketing and promotions plan and the support of the community and its members, we believe will sustain the business. Should the business prove unviable other management options will be considered to run the community pub. If we are forced to close the pub and sell the assets and repay the investors with any residual assets being used for the benefit of Pennal Community. This is clearly an outcome we do not envisage or we would not set out on this journey with the significant level of commitment shown already to this project. We hope by having this possible course of action in our sight it will give investors some security that in the event of the enterprise being unsuccessful they may be able to recover some or all of their investment.

Covid 19 Restrictions

We anticipate that the purchase of the pub will be completed by late 2022. As the pandemic restrictions are lifting it is hard to foresee future impact on the business operation. Lessons learnt from the pandemic has demonstrated that there is a need to build resilience in a business should an unforeseeable occasion occur. To accommodate this the vision has included outdoor space and open air kitchens. This way some level of operations could be maintained to support the community during stressful times by providing services such as takeaway meals and local provisions plus a telephone support element to alleviate loneliness and isolation.

Data Protection Act 2018

The Society will adhere to the principles of the General Data Protection Regulation 2018 and will use and process personal data for the lawful purposes of Menter y Glan as follows

- Use it fairly, lawfully and transparently
- Keep personal information that we hold, securely and up to date
- Only use it for the specific purpose for which it was collected.
- Retain it no longer than is necessary.

23. Conclusions

To conclude, the community of Pennal, its surrounding remote farming families and stakeholders have shown tremendous passion and commitment for the proposal to purchase the building, preserve and develop Glan yr Afon as a community venture. There is a plethora of evidence to support the need for further facilities in the area to support people health and wellbeing to tackle isolation and loneliness. There is a need to give access to services due to the level of deprivation in access to services the community of Pennal endures and finally there is a need to create space for young people and other to train, reskill and diversify into new income streams.

The people of Pennal have spoken and feel that the proposal should not be considered in isolation to the wider impacts and outcomes it will/could generate if realised. Developing the building in full will create opportunities to increase visitor stay and spend in the area, working with other businesses to ensure all are complementary and have the same high level of standards will be a pledge if all opportunities are to be maximised.

The last decade has seen an increasing decline in public funding with an emphasis on building community capacity and resilience to safeguard their future generations. The quest for Menter y Glan is for Glan yr Afon to be fully self-financing and work towards net zero in all its activities . It can only achieve this if it has a stable customer base and meets modern day markets trends . Ensuring we have qualified staff who buy into the community vision and a part time development office is critical to create and maintain links with stakeholders , customers and businesses to ensure the asset retains its social mission and responsibilities.

We remain confident that if the current support from the community , stakeholders, businesses and members remains the proposal will be fully sustainable , will thrive and work to develop a sustainable visitor destination to support the wider rural economy and its people.

APPENDIX 1 : POTENTIAL FUNDING SOURCES

Community Shares

Community Share ownership is a fundamental part of the whole venture as it is the means by which the community participates in and takes ownership of Glan yr Afon. In addition, it provides vital funds to the project and is seen by most grant givers as a necessary demonstration that the community is committed to the project.

Grant Funding Application Support

Gwynedd Council Local Regeneration Officer for the area is able to assist with the work of developing grant funding proposals. Below are some examples of possible funding sources for the building refurbishment and development work and possible revenue funding sources for staffing:

Architectural Heritage Fund Wales

This fund can provide capital funding to help projects with development costs. There are various application rounds throughout the year, with around £100,000 capital funding available.

National Lottery Community Fund - People and Places

Funding from £100,001 to £500,000 for projects where people and communities are working together and using their strengths to make positive impacts on the things that matter to them the most. 'People and Places' can fund capital and revenue costs up to £500,000, such as equipment, staff costs and refurbishments. It can fund projects for up to five years.

Welsh Government – Community Facilities Programme

This is a capital grant scheme operated by the Welsh Government. Grants are available at two levels: small grants of under £25,000 and larger grants of up to £250,000. Grants can be used to improve community facilities which are useful to, and well used by, people in the community.

UK Government Community Ownership Fund

The UK government has launched a new £150 million Community Ownership Fund to help ensure that communities across Wales, Scotland, England and Northern Ireland can support and continue benefiting from the local facilities, community assets and amenities most important to them. Community groups will be able to bid for up to £250,000 matched-funding to help them buy or take over local community assets at risk of being lost, to run as community-owned businesses. The first bidding round for the Community Ownership Fund opened in May 2022.

Foundational Economy Fund Wales

The services and products within the foundational economy provide those basic goods and services on which every citizen relies and which keep us safe, sound and civilized. Care and health services, food, housing, energy, construction, tourism and retailers on the high street are all examples of the foundational economy. The Welsh Government has established a £4.5m Foundational Economy Challenge Fund which will support a series of experimental projects that will enable them, in collaboration with partners, to test how they can best support the foundational economy and which Government interventions work best.

Heritage Lottery Fund

Funding for a broad range of projects that connect people and communities to the national, regional and local heritage of the UK. Heritage can be anything from the past that you value and want to pass on to future generations. Grants of up to £5m are available for eligible projects.

WCVA - Community Asset Development Fund (CADF)

Supports social businesses that are aiming to bring an asset into community ownership through one of the following:

- Purchasing the asset.
- Purchasing and renovating the asset.
- Renovating an existing asset that is not in full use.
- Equipping an asset.

The type of asset can vary from social/sports clubs, community halls, community hubs, community pubs etc. Successful applicants will need to demonstrate how the funded activity will create a positive shift in social impact as well as a positive shift in income generation. Organisations will be able to apply for up to £100,000. Match funding of at least 40% is required. CADF is 40% grant and 60% repayable assistance. How much you repay will be dependent on how much the organisation's income increases.

WCVA - Social Business Growth Fund (SBGF)

Supports social businesses in Wales financially to enable them to grow and create job opportunities. SBGF is part funded by the European Regional Development Fund and Welsh Government and is added to the suite of investments administered by Social Investment Cymru. The fund can provide investment of up to £150,000. Match funding of at least 40% is required. The support provided is a mix of grant and repayable assistance; the more you overachieve in creating jobs the less that needs to be repaid.

The National Lottery Community Fund (NLCF) Coastal Communities Fund

The fund encourages the economic development of coastal communities in Wales by giving funding to create sustainable economic growth and jobs. Applicants can apply for individual grants of between £50,000 and £300,000 per organisation

In-kind funding

In-kind contributions may be used as a contribution within grant fund applications. An in-kind contribution is a non-monetary contribution. Goods or services offered free or at less than the usual charge result in an in-kind contribution. Similarly, when a person or entity pays for services on the committee's behalf, the payment is an in-kind contribution.

APPENDIX 2 : MENTER Y GLAN POLICIES

A. EQUAL OPPORTUNITIES POLICY

Introduction and Commitment:

The policy applies to all employees, casual workers and self-employed contractors. **The Menter y Glan Management Committee**

fully support this policy statement. All employees are responsible for playing their part in achieving the objectives of this policy.

The Menter y Glan is committed to:

- Promoting equality of opportunity for all persons.
- Promoting a good and harmonious working environment in which all persons are treated with respect.
- Preventing occurrences of unlawful direct, indirect, associative or perceptive discrimination.
- Fulfilling all its legal obligations under the equality legislation and associated codes of practice.
- Complying with this policy and associated policies.

The working ethos of our **Menter y Glan** is that we wholeheartedly support the principle of Equal Opportunities in the workplace for employees, subcontractors, associates, business partners and clients, and opposes all forms of unlawful or unfair discrimination. This includes discrimination on the grounds of The Equality Act 2010 and the protected characteristics of sex, race (colour, nationality, ethnic or national origins), age, disability, marriage and civil partnership, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment.

All job applicants, staff and others who work for **Menter y Glan** will be treated fairly and will not be discriminated against on any of the above grounds.

Decisions about recruitment and selection, promotion, training or any other benefit will be made objectively, fairly and without unlawful discrimination.

Menter y Glan recognises that the provision of equal opportunities in the workplace is not only good management practice, it also makes sound business sense.

This policy will help all those who work for **Menter y Glan** to develop their full potential and the talents and resources of the workforce will be utilised fully to maximise the efficiency of the business.

Bullying and Harassment:

We believe in treating people with dignity and respect at all times. Harassment (including bullying and victimisation) is a form of discrimination. It is unlawful, and it is also improper and inappropriate behaviour that lowers morale, affects dignity and interferes with work effectiveness. Harassment (by whatever means, in whatever form and for whatever reason) will not be permitted or condoned within the working environment.

Any inappropriate behaviour in the workplace will be dealt with immediately, and will be treated with the utmost seriousness, implementing our grievance and discipline policies if necessary. This includes any inappropriate behaviour using social media whether within or outside the work environment.

Training:

Menter y Glan believe in training staff in accordance with the needs of each individual. Our intention is to help each person to perform their duties to the best of their ability. We also wish to support each employee to enhance their skills and to fulfil their potential to the benefit of all.

Grievance and Discipline:

Any disciplinary or grievance issues will be dealt with immediately and in line with our policy or ACAS [Code of Practice](#).

Monitoring:

Menter y Glan will establish appropriate information and monitoring systems to assist the effective implementation of this policy. The effectiveness of this policy will be reviewed regularly and at least annually. **Menter y Glan** will consider and take any appropriate action to address any problems that may be identified as a result of the monitoring and review.

B. TRAINING AND DEVELOPMENT POLICY STATEMENT

Introduction and Commitment:

Menter y Glan aims to provide training opportunities which will include:

- An induction programme which all staff will be required to undertake and will assist staff settling into their new role/job.
- A progressive training and development scheme to enable staff to develop relevant skills and acquire knowledge to underpin their current role and career aspirations.

Appraisals:

Employee performance review is an ongoing activity, but a formal performance appraisal will be carried out on each employee at least once a year. The timing of that review may vary depending upon the employee's job and, in any event, is in the absolute discretion of the Director. The employee will attend a meeting with their line manager to discuss their work performance. The objectives of the meeting will be to:

- Discuss the previous year's performance and achievements.
- Identify any shortfalls in performance and establish the reasons .
- If necessary, agree any changes required to objectives and actions required to improve the employee's performance and/or to enable them to achieve their full potential in the work they carry out for the Company.
- Consider any future training, development and career needs for the employee, with regard to Company resources.
- Discuss opportunities for development or alternative work.

The employee should also consider their own development needs and they must assist in making the performance review process a worthwhile exercise. The meeting will be an open forum where views can be exchanged and agreed conclusions reached.

Employees should prepare for their appraisal meeting by considering what points they wish to discuss about their performance and development.

After the meeting, the appraiser will briefly record the discussions that took place at the meeting and any action items. A copy will then be given to the employee for agreement and signature. If the employee disagrees with any of the comments made, they will be able to record this on the form. The form will be kept confidential and will be held on the employee's personnel file.

Those employees who are still in their probationary period will be reviewed on an ongoing basis and will receive an appraisal at the end of their probationary period.

C. HEALTH AND SAFETY GENERAL POLICY STATEMENT

Introduction and Commitment:

At **Menter y Glan** we recognise our duties under current health and safety legislation and we will endeavour to meet the requirements of this legislation and maintain a safe and healthy working environment. Our managers and supervisors are informed of their responsibilities to ensure they take all reasonable precautions, to ensure the safety, health and welfare of those that are likely to be affected by the operation of our business.

Menter y Glan recognises its duty to make regular assessment of the hazards and risks created in the course of our business.

Our Duty:

We also recognise our duty, so far as is reasonably practicable:

- To meet our legal obligations to maintain safe and healthy working conditions.
- To provide adequate control of the health and safety risks so identified.
- To consult with our employees on matters affecting their health and safety.
- To ensure the safe handling and use of substances.
- To provide information, instruction, training where necessary for our workforce, taking account of any who do not have English as a first language.
- To ensure that all workers are competent to do their work, and to give them appropriate training.
- To prevent accident and cases of work-related ill health.
- To actively manage and supervise health and safety at work.
- To have access to competent advice.
- To seek continuous improvement in our health and safety performance and management through regular (at least annual) review and revision of this policy.
- To provide the resource required to make this policy and our Health and Safety arrangements effective.

To help achieve our objectives and ensure our employees recognise their duties under health and safety legislation whilst at work, we will also inform them of their duty to take reasonable care for themselves and for others who might be affected by their activities. We achieve this by explaining their duty and setting out our company health and safety rules which are made available to every worker employed by us.

D. ENVIRONMENTAL POLICY STATEMENT

Introduction and Commitment:

Menter y Glan is aware that its activities and the services it provides, either directly or indirectly via its third party suppliers, contractors etc., may have an impact on the environment, so it needs to understand the environmental impacts of its activities and seek to minimise the impacts where possible.

To meet the Policy, the overall aim of **Menter y Glan** is to reduce the impacts associated with day-to-day operations while complying with applicable environmental legislation, accepted best practice and the need to maintain value for money in all that we do and procure.

Scope:

The policy applies to all employees directly employed by **Menter y Glan**, and to workers employed via agencies and contractors.

Policy:

Menter y Glan is committed to protecting the environment of the earth. To minimize environmental impacts concerning our activities, products and services, we shall:-

- Comply with applicable legislation and other applicable requirements.
- Prevent pollution, reduce waste and minimise the consumption of resources.
- Educate, train and motivate employees to carry out tasks in an environmentally responsible manner.
- Encourage environmental protection among suppliers and subcontractors.
- Work in partnership to enhance the landscape to increase bio diversity of the gardens and surrounding land.

Menter y Glan is committed to continual improvement of environmental performance. This Policy will be communicated to all staff, contractors and suppliers, and be available for the public.

Review:

This document is subject to an annual review unless there are any major changes in the workplace or legislation requiring more urgent consideration/action.

E. WELSH LANGUAGE POLICY STATEMENT

Menter y Glan is committed to supporting the Welsh language and using the medium of Welsh wherever possible in its working practices.

Training Support:

When possible, we will support staff to attend Welsh classes in order to enhance and improve both written and spoken Welsh in order to embed use of the Welsh language within our organization to the highest level compatible with business operations.

Company Documentation and Publicity Material:

Wherever possible, company documentation will be available bilingually. This will include both company pro formas and any publicity material produced by us.

Working Practices:

Wherever possible, we will use Welsh first as a routine part of our business day, for example, answering the phone in Welsh and greeting visitors to our premises in Welsh.

In addition, we will take any other opportunities which present themselves to use and promote use of the Welsh language within our business activities.

Recruitment:

All posts will be open to bilingual applicants. The ability to speak Welsh is welcome.

Managers responsible for recruiting staff will assess our needs for Welsh-speaking staff when making appointments and will keep this aspect of recruitment under constant review.