



**Siop, Caffi a Gwasanaethau  
Cymunedol Cletwr  
Cynllun Prosiect**

**Cletwr Community Café,  
Shop & Services  
Project Plan**

<b>1.</b>	<b>Executive Summary</b>	<b>4</b>
<b>2.</b>	<b>Organisational Summary</b>	<b>5</b>
2.1	Background	
2.2	Purpose, Vision & Outcomes	
2.2.1	Purpose	
2.2.2	Vision	
2.2.3	Project Outcomes	
2.3	Governance	
2.4	Experience and Expertise	
2.5	Volunteers	
<b>3</b>	<b>Project Background</b>	<b>8</b>
3.1	Community Consultation	
3.2	Consultation – Our Events Programme	
3.3	Project development to date	
<b>4</b>	<b>Strategic Context</b>	<b>10</b>
4.1	Our Community	
4.2	Evidencing the Need for our Project	
4.2.1	Local need	
4.2.2	Visitor Profile and Need	
4.3	Market Research – What People Want	
4.3.2	Consultation Outcomes – Local Community	
4.3.3	Consultation Outcomes – Visitors and Passing Trade	
4.4	Further Analysis	
4.4.1	Risk Analysis	
4.4.2	SWOT Analysis	
4.4.3	Analysis of Competition	
<b>5</b>	<b>About Our Project</b>	<b>21</b>
5.1	The Premises	
5.2	Services and Activities	
5.2.1	Our Core Offer	
5.2.2	Additional Services	
5.2.3	Additional Activity	
5.3	Considering Our Options	
5.3.1	Do Nothing Option	
5.3.2	Exploring Alternative Sites	
5.3.3	Purchase or Lease?	
5.4	Options Appraisal	
5.5	Design Considerations	
5.6	An interim solution / fall-back position	
5.7	Project Beneficiaries	
5.8	Project Timescales	
5.9	Equality and Access	
5.10	Exit Strategy	

<b>6</b>	<b>Project Resources</b>	<b>37</b>
6.1	Staffing Resources	
6.1.1	Paid Staff	
6.1.2	Voluntary Staff	
6.1.3	Training	

## **Contents continued**

### **Page**

6.2	Management and Supervision of Resources	
6.3	The building works and purchase	
6.4	Further skills required	
6.5	Policies	
6.6	Partners	
<b>7</b>	<b>Financial Appraisal</b>	<b>42</b>
7.1	Introduction	
7.2	Critical Success Factors for our Business	
7.3	Trading Analysis and Assumptions used in the Turnover and Profit Estimates	
7.3.1	General Analysis	
7.3.2	Analysis and Assumptions – The Shop	
7.3.3	Analysis and Assumptions – The Café	
7.3.4	Analysis and Assumptions – Petrol	
7.3.5	Other Services	
7.4	Projections	
<b>8</b>	<b>Project Costs</b>	<b>51</b>
8.1	Capital Costs	
8.2	Revenue Costs	
8.3	Future Phases of Project	
8.4	Value for Money (VfM)	
<b>9</b>	<b>Marketing and Communication</b>	<b>54</b>
<b>10</b>	<b>Monitoring and Evaluation</b>	<b>55</b>

## **Appendices**

<b>Appendix 1A</b>	<b>Current Ground Floor layout</b>	<b>57</b>
<b>Appendix 1B</b>	<b>Option 4 (Preferred Option) Proposed Ground Floor layout</b>	<b>58</b>
<b>Appendix 2A</b>	<b>Detailed Cost Breakdown for Preferred Option 4</b>	<b>59</b>
<b>Appendix 2B</b>	<b>Capital Development Costs for Preferred Option</b>	<b>60</b>

<b>Appendix 3</b>	<b>List of Advice/Professional Expertise Received</b>	<b>63</b>
<b>Appendix 4</b>	<b>Summary of Community Consultation</b>	
<b>64</b>		
<b>Appendix 5</b>	<b>Summary of Visitor Consultation</b>	<b>66</b>

## 1. Executive Summary

A group of volunteers has formed a community company limited by guarantee to purchase and operate the Cletwr Services site, comprising a shop, café and petrol station. Crucially, the business will operate on behalf of the local community and will provide a major social and economic stimulus to the area. We will extend the scope of the services offered to provide community space for events and to showcase local artists and producers, as well as to promote tourism to and awareness of the local area's attractions.

We have carried out extensive research and community consultation. The consultation exercise has established significant support for the project. A large majority of villagers are likely to use the shop and petrol station on a regular basis. The café will draw in many passers-by while also being re-energised as a community facility to also attract local people

Our vision is a well-stocked, well-used village shop that provides an economic and social stimulus to the parish. We will sell everyday goods but also local produce. We will reopen the cafe, serving simple, high quality food. There are many excellent local suppliers and this would be a 'shop window' for them. Local gifts, postcards, maps and books of local interest would also be sold, as well as artworks by local artists. It will act as a 'gateway' for visitors to Ceredigion by providing an introduction to the culture of the county and will be an information hub for the Wales Coast Path, which passes the door. It will also be a business with a strong Welsh identity, and operate as 'greenly' as possible.

The petrol station would plug a large gap in fuel provision in this part of Ceredigion. It would undoubtedly attract local users, many of whom as farmers spend significant amounts on fuel, as well as commuters and visitors. Its existence would also increase spend in the adjacent shop and café.

The re-opening of the services, operating for the benefit of local people, would provide a huge boost to the parish. The shop will be staffed by local volunteers, giving people opportunities to interact, gain skills and self-worth through contributing to their community. It will provide a valuable economic boost to a rural area by employing a full-time manager, cafe staff and supporting local producers. All profits will be re-invested in the enterprise and the local community.

We have carried out a detailed options appraisal, guided by building professionals, and have identified the most appropriate option for the building. This would cost in the region of £311,000 + VAT (in addition to the purchase price) and will involve working within the existing footprint and retaining some aspects of the layout, such as the current position of various services, such as drainage and water supply. This redevelopment will best enable us to meet our project outcomes.

The site offers the potential to offer additional services in the future once the business has established itself, and a phased approach will therefore be taken in realising the overall vision for the premises.

## 2. Organisational summary

### 2.1 Background

Following the closure of the Cletwr Services site, a group of volunteers formed in 2011 to investigate the establishment of a community enterprise to re-open the services. The working group then registered as a company limited by guarantee, *Cwmni Cymunedol Cletwr*. Companies limited by guarantee are widely used for [charities](#), [community interest companies](#), community projects, clubs, societies and other similar bodies.

A company limited by guarantee is much like an ordinary private company limited by shares. It is registered at Companies House, must register its accounts and an annual return each year, and has directors. It does not have a share capital or any shareholders, but has members who control it. Members will be entitled to attend general meetings and vote, can appoint and remove the directors, and have ultimate control over the company.

Powers are conferred on the directors collectively, when they are sitting as a board and passing resolutions for the management of the company.

### 2.2 Purpose, Vision and Outcomes

#### 2.2.1 Purpose

Cwmni Cymunedol Cletwr has been established purely for community benefit and this aim is built into its articles. There is a prohibition on any payment of salaries or fees to the directors. Such restrictions will apply both to profits while the company is running and to the distribution of assets (after paying creditors) if the company is wound up. The governance model of Cwmni Cymunedol Cletwr allows for members to attend and vote at annual general meetings, and, via the management committee, to set the overall direction of the business. Membership will come from the local community.

As set out in our company articles, our objective is to

***‘provide a community shop and other facilities for the benefits of the residents of Llangynfelyn as well as visitors to the area, as a social enterprise’.***

#### 2.2.2 Vision

We will deliver this through working towards the following vision:

- The Cletwr will offer a distinctive service to local people and to visitors.
- Our vision is of a well-stocked, well-used village shop that provides an economic and social stimulus to the area. We will sell everyday goods but also local produce.
- The shop will be staffed by local volunteers, giving people opportunities to interact, gain skills and self-worth through contributing to their community. It will provide a valuable economic boost to a rural area by employing a full-time manager, cafe staff and supporting local producers.

- The Cletwr cafe will attract a wide range of customers by offering a variety of cooked and fresh high quality food. There are many excellent local suppliers and this would be a 'shop window' for them.
- The Cletwr will become a meeting place for people from the local community both informally and for organised events
- Locals and visitors will recognise the Cletwr as an important welcome point for North Ceredigion and the Dyfi Biosphere. Local gifts, postcards, maps and artwork will be sold.
- It will act as a 'gateway' for visitors to Ceredigion by providing an introduction to the culture of the county. It will be a business with a strong Welsh identity and will provide information about the local history and heritage
- It will operate to a high environmental standard.

### 2.2.3 Project Outcomes

Our project's intended **outcomes** and performance indicators are as follows. Information on how we will monitor and evaluate our success in achieving our outcomes can be found in Chapter 9.

An improved local economy through better employment prospects and a better-supported local food production sector;	<ul style="list-style-type: none"> <li>• Jobs Created</li> <li>• Number of local suppliers used</li> </ul>
Increased self-confidence and skills amongst people from the community of all ages, through volunteering and placement opportunities;	<ul style="list-style-type: none"> <li>• Number of regular volunteers</li> <li>• Number of work placements</li> </ul>
A revitalised and more cohesive community which has a social and economic focal point;	<ul style="list-style-type: none"> <li>• Funding provided to local community projects from trading profit (Year 2 onwards)</li> <li>• The number of people who feel more involved in the community</li> <li>• The number of people who view the community as a better place to live as a result of the project</li> <li>• Number of people attending community events and activities</li> </ul>
A better appreciation of the community and wider area's culture, language, and tourist offer for visitors to the area.	<p>Number of people accessing information</p> <ul style="list-style-type: none"> <li>• Improved awareness and appreciation of natural and cultural heritage of area</li> </ul>

### 2.3 Governance

The Company has established separate sub groups, led by a Director with other members of the working group, and external experts/volunteers, providing support. Sub groups meet on an ad-hoc basis as the task requires; each group, via its nominal lead working group member, reports back to the Board of Directors by verbal and written updates. Close working is required between groups. Some key tasks or areas of work, such as developing the overall vision for the site, remain the preserve of the Working Group/Board.

The sub-groups are responsible for the following five areas:

- Property
- Business Planning, Finance and Fundraising
- Communications and Marketing
- Retail
- Community and Volunteer Engagement

### 2.4 Experience and Expertise

- **Shelagh Hourahane** has been appointed Chair and overall Project Co-ordinator and will ensure that reporting requirements are met and tasks and objectives are met. Shelagh has extensive experience of project management of public art and heritage interpretation projects over a 10 year period. Projects have been funded through the Welsh Government (CCW & Forestry Commission Wales); Local Authorities; RDP; European funds and range in scale up to £200,000.
- **Tom Cosson** is Treasurer and leads on Financial and Funding matters along with Shelagh. Tom has extensive experience with the Welsh Government in the heritage sector. He is involved with managing projects and grant schemes and also fundraising from other grant funders. He is currently leading on the co-ordination of two multi-million pound heritage projects in Wales.
- **Mike Indeka** is Company Secretary and leads on Property issues. Mike is self-employed and is a qualified landscape designer.
- **Jane Burnham** leads on Retail matters and the overall product offer. Jane established and ran the highly successful Treehouse organic shop and café in Aberystwyth.
- **Guy Pargeter** leads on Communications and Marketing. He runs a communications and marketing company, Taliesin Communications, and has worked on a range of communications projects with clients ranging from small businesses to large public sector organisations.
- **Joanne Humphreys** is a self-employed businesswoman, and leads on Volunteer and Community Engagement. She also provides support to Jane Burnham on the Retail sub-group.
- **Rob Davies** is a designer who serves as Secretary to the Board of Directors. He also provides support to the Communications and Property sub-groups.
- **Marie Hockenhull Smith** provides support to several sub-groups.
- **Ellen ap Gwynn** is also a member of the Board. As well as being the local County Councillor, she is also Council Leader for Ceredigion. She is a past National Chair of Plaid Cymru; and is currently Vice Chair of the Dyfi Biosphere Partnership, a member of the boards of Eco-Dyfi and Tai Ceredigion, a Governor of Coleg Ceredigion and sits on the Ceredigion Board for 14-19 Education.

### 2.5 Volunteers

We have successfully recruited a considerable number (currently around 50) of other volunteers from the local community. These include professionals such as a website designer, graphic designers, translators, accountant, architect, and others, as well as a committed team to support the wider work of the Board in distributing newsletters, running community events, catering and so on.

### **3. Project background**

A public meeting was held in July 2011 to gauge the level of support for a community enterprise to re-open the services. Over 70 people attended and there was unanimous support expressed. Following the meeting a group of volunteers formed a working group to look at the feasibility of re-opening the services.

#### **3.1 Community Consultation**

During the Autumn of 2011 extensive community consultation was undertaken, in order to:

- Establish the views of Llangynfelyn residents on the possible re-opening of the services;
- Establish past and likely future spending patterns of the community in the separate petrol station, shop and café;
- Seek views on what products and services people would like to see on sale; and
- Determine likely levels of support from the community in terms of time, skills and financial donations.

To support the printing and distribution of the questionnaire we received an anonymous donation of £300 from a community member. As part of our initial consultation, bilingual questionnaires were distributed by hand to every household in the parish. The response from the community was extremely positive. Of the approximately 243 inhabited households in the parish, 154 completed questionnaires were returned, or 63% of the total. This marks a very high level of community engagement for such a consultation exercise, where commonly a 40% response rate is considered very good. We also sought views from nearby communities who would also use the facilities, with questionnaires also distributed to Ynyslas, Eglwysfach and Ffwrnais. The level of support and goodwill from local people towards the projects was clear. 94% of respondents expressed a positive opinion about the reopening of the shop, 81% the petrol station and 65% the cafe.

The consultation period is ongoing and we see this as a continuous dialogue with our community and other potential customers. This approach to bringing the community with us is vital for the project's success and underpins everything we do. We will continue to involve local people and local organisations as we develop this exciting business. We are also actively consulting and receiving advice from the Wales Co-operative Centre, the Plunkett Foundation, local food suppliers, the local AM and local county councillor, the community council, the local primary school, local tourism bodies and the county council.

A list of people and organisations who have given advice or been consulted is appended to this Project Plan.

#### **3.2 Consultation – Our Events Programme**

We have early in the project recognised the need for regular events, for several reasons – they serve as opportunities for local fundraising, they keep the momentum of the project going and prominent in people's minds, and they also are genuine ways to increase community cohesion, within a temporary meeting place and a festive atmosphere prevalent.

We have held two hugely successful events in early 2012 to seek further information about the community's views and support for the enterprise. A community meeting on

28 March 2012 was attended by upwards of 80 people with the local primary school creating artwork for the occasion. We presented our business plan and asked for views; we also created a register of volunteers which now has well over 50 committed members. We also asked for donations to help establish the company and over £2000 was raised on the day. Representatives from the Cwm Trannon Community project gave a talk.

We then opened the cafe for an open day on Saturday 21 April with local catering students preparing and serving fresh food and drinks. A volunteer taskforce served food, cleaned and decorated the cafe and a local band volunteered their services. The event was attended by over 300 people (including the local AM), attracted over £500 in donations, and crucially enabled us to carry out further market research with passers by. To support the above events, we received a grant of £1500 from Cynnal y Cardi, a scheme to enable the growth of community and social enterprises. The overall aim was both to publicise the venture and also to carry out further market research, particularly with non-local people.

We see events as a crucial way to boost the profile of the project as we work towards the purchase of the property and this will include arts, music and local food events. This will become a regular feature of the site once re-opened, managed by volunteers under supervision of the Board of Directors. A regular varied programme of events will ensure the community focus of the café remains prominent, keep local people engaged (and spending money) and bring a buzz to the site in the quieter winter months.

### 3.3 Project Development to date

Informed by the consultation exercise, from January 2012 the company has begun detailed work to make the project a reality. This has included:

December 2011-	Development of a strong volunteer network, managed and co-ordinated centrally but allowing for input of ideas, delegation of decision-making and sense of ownership by our community
December 2011-	Continuous liaison with funding bodies including the Big Lottery Fund and others, to allow for the development of a possible funding framework for the project
December 2011-	Benchmarking and sharing of best practice with other similar community operations, including a strong relationship with Cwm Trannon community services in Powys, Alfrick village shop, and several others
January - March 2012	Development of a detailed Business Plan with estimated profits
February 2012 -	Ongoing negotiations with the owner over property

April 2012	Registration of the company as a Company Limited by Guarantee
April 2012	Commissioning of building survey report and independent valuation of the property
May 2012	The establishment of governance structures for the company and formation of specialist sub-groups
May – July 2012	Investigation into the viability and desirability of operation of the petrol station
May 2012	Commissioning of detailed architectural floor plans of the site
May 2012 -	Marketing and publicity, including the establishment of a website, <a href="http://www.cletwr.com">www.cletwr.com</a> , and a Facebook page, <a href="http://www.facebook.com/cwmnicletwr">www.facebook.com/cwmnicletwr</a> , a regular series of electronic and print newsletters, and promotional material such as car stickers
June 2012	Opening of a Community Directplus account with the Co-operative bank, which allows for free banking services for community enterprises
July – August 2012	Detailed options appraisals of the possible business model to be operated on site and services offered
July – August 2012	Detailed options appraisal of the various options for the building in order to meet our desired outcomes, leading to the preparation of a Project Plan

The above developments demonstrate that the company is moving in a focussed, strategic way towards realising the aims of the project. They have been supported by several one-off grants and donations, including the provision of £500 from the Cronfa Eleri fund, funding from Cynnal y Cardi, and numerous cash donations from the community.

#### **4. Strategic context**

##### **4.1 Our Community**

Llangynfelyn is a parish in the north of the county of Ceredigion, West Wales. It comprises the two villages of Tre'r Ddôl and Tre Taliesin, situated 500m apart on the A487, the main route from Aberystwyth and West Wales to North Wales. It also includes the hamlets of Craig y Penrhyn and Goitre and a number of farms and isolated houses.

As at 2001 the parish had a population of 641 in 264 households. 20.6% were under 16, and 16.9% were pensioners. 16.3% of households did not have a car.

Welsh is the indigenous language of the community and is spoken by around half of the population today.

The parish is in a rural location, equidistant from the towns of Aberystwyth and Machynlleth (9 miles) which offer secondary schools and supermarkets. The closest shop to Llangynfelyn is in Talybont, 3 miles to the south, and Borth, 5 miles away. There is a petrol station in Talybont. To the north, there are no shops or petrol available for 9 miles. The closest cafés are in Borth and Bow Street, 6 miles away.

Currently Llangynfelyn is served by a public house and a primary school. The school has close links with the local community and there remains a sustainable community of young families who require retail services.

The Cletwr site lies on the A487 which is heavily used all year round, but particularly busy during school holidays. It is the main route from the Midlands to the Ceredigion Coast which is extremely popular with holidaymakers in the summer. It is in a position both to 'capture' passing visitors heading to Aberystwyth and also turning towards the popular beaches at Ynyslas and Borth, both of which also contain numerous caravan parks.

The area is increasingly popular with walkers, cyclists and birdwatchers. Cletwr Services stands on the new all-Wales coastal walking route, named the best region on the planet in Lonely Planet's Best of Travel 2012 guide. Within 6 miles are the Cors Dyfi osprey reserve, the RSPB reserve at Ynyshir and the Countryside Council for Wales reserve at Ynyslas. The Cletwr site is sited at a key point in the Dyfi Biosphere Reserve.

## **4.2 Evidencing the Need for our Project**

Our project is focussed on providing a vital service to two main markets: local people, from within the parish and the surrounding area, and visitors to the area. It is important that we recognise that each has different requirements and demands.

### **4.2.1 Local Need**

Llangynfelyn, like many rural villages, was once a tight-knit, self-sufficient community with numerous shops. These have all gradually closed. This has corresponded with a decline in the ties that bind the community together. Many people now commute to work and shop at supermarkets in the nearest towns, Aberystwyth and Machynlleth. The closure of the last shop has undoubtedly had a further detrimental effect. It has lost its social focus – the cafe was well-used by local people and passers-by, and the shop provided a meeting place. Loss of convenience – one cannot now walk to buy a pint of milk, but must drive 2 - 3 miles to the next village - is damaging, but the impact for those without cars, particularly the elderly, has been catastrophic. They have become more isolated, reliant on the goodwill of neighbours or the infrequent bus service just to buy everyday necessities.

The strength of response from the **local community** attests to the need for the return of services to the site. This provides a very strong mandate for the re-opening of the services. In summary,

- 94.0% of respondents were positive about the shop re-opening, 81% the petrol station and 65% the café.
- Respondents from the local community estimated they would spend a total of £2,448 a week in the shop, £4,954 in the petrol station and £407 in the café.
- 95% would use the shop at least once a month (82.5% at least once a week); 54% the café and 89% the petrol station (43% at least once a week).

With the closure of the services the local community has lost any ability to take advantage of tourist expenditure in the region. This project would enable the local community to benefit to a greater extent from tourist investment in the area and play a role in signposting and servicing holidaymakers. It will be essential to be proactive in this regard and the project will provide an attractive and welcoming place to stop, as well as providing information about local attractions and also giving visitors an introduction and a flavour of the heritage and culture of the area. Giving a Welsh and in particular Ceredigion stamp on our product will ensure its distinctiveness and give visitors a strong sense of place.

#### 4.2.2 Visitor Profile and Need

Our site falls at a highly advantageous position to capture tourism traffic. At the junction to Borth, a popular seaside village with numerous caravan sites, it also sits at the 'nexus' of a developing network of natural and cultural attractions – it is located on the new all-Wales coastal path, named as *Lonely Planet's* number 1 region to visit in the world in 2012 – Ynyshir and Ynyclas nature reserves, Furnace (operated by Cadw, which is investing significantly in interpretation and services to increase visitors) and the Dyfi Osprey project.

##### (i) Visitor Profile

Ceredigion attracts c1.34m staying visitors and just over 1.4m day visits each year. There are two distinct holiday segments in Ceredigion; the Cletwr site is ideally placed to service both segments with the correct offer:

- (a) The traditional family holiday market (longer holidays but generally a week plus, highly seasonal) with families staying in the many caravans and self-catering units and, to a lesser extent in the serviced accommodation. Most, but not all, of the caravan users are on a budget. Many of these visitors will be caravan owners and are therefore regular visitors to the area.
- (b) More affluent, often older couples who come to stay for the weekend. This market has a longer season. They are attracted by the accommodation, the food, local sightseeing, shopping for local produce etc and walking.<sup>1</sup>

It is difficult to attach a precise figure for the potential tourist market to our immediate area. It is also very seasonal in nature. The following table demonstrates there is a large market for visitors to the area. There are many more passing past the site which sits on the main route from the English midlands to Aberystwyth and Borth, both popular seaside resorts and that these are currently not well serviced for groceries, café and petrol.

Ceredigion coastal path	0.0 miles	67,000*	Now part of the all-Wales coastal path – figures set to increase	None locally
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<sup>1</sup> Ceredigion Tourism Strategy 2011-2020

Dyfi Furnace	3 miles	10,000***		None
Ynys Hir RSPB Reserve	4 miles	21,857**	Home of Springwatch programme	None
Ynyslas reserve / beach	4 miles	250,000***	Visitor figures are estimates and include day trippers to beach and nature reserve. A large proportion will pass the Cletwr site	None
Dyfi Osprey Project	6 miles	40,000***		None

\* Ceredigion Tourism Strategy 2011

\*\* Visit Wales 2011 Survey

\*\*\* Desktop research

## (ii) Visitor Need

This area of north Ceredigion lacks both appropriate retail services to service visitors – none of the villages on the A487 between Talybont and Machynlleth (11 miles) have any facilities such as shops, cafes, information hubs or petrol. It is apparent that the Cletwr site sits at a strategic location serving several visitor attractions which do not have appropriate visitor facilities. Individually, they may not be able to support a café for example, but collectively as a cluster they could. The Cletwr services have always been a place to stop, stock up and refuel for visitors and this will be crucial to our sustainability. However, there is strong evidence that visitors to the area are also looking for a distinctive ‘sense of place’, with local food and information about the area.

## 4.3 Market Research – What People Want

Extensive market research has been undertaken in the detailed planning for this project plan. This has taken several forms:

- Detailed community consultation and establishment of local spending patterns;
- Detailed market research with cross section of visitors to the area at community events and at nearby tourist sites
- Scoping survey of other organisations in area offering similar services
- Desk research and discussions with a wide range of bodies, funders and potential stakeholders and partners

### 4.3.2 Consultation Outcomes – Local Community

A number of notable themes emerged from the community consultation work and these have been considered by the working group in drawing up the business model. This includes the kind of products and services the local community wish to see at a re-opened site.

## (i) Shop

There was overwhelming support for the re-opening of the **shop** and it was clear that the loss of this service has hit the community hardest. It is clear that a significant part of the community would use a local shop to buy basic goods. These include daily

papers and magazines, milk, bread, alcohol, confectionery, frozen food etc. It is reasonable to surmise that this level of support would exist irrespective of the other services on site and of pricing, if not considerably more expensive than competitors.

Many people also indicated that they would be extremely interested in using a local shop that stocked a more interesting and varied range of products than has been offered in the past. In particular the phrase 'local produce' emerged over and over again – in particular meat, dairy produce, vegetables, eggs, cakes and craft products. A lower, but still significant, number would like to see fair-trade produce. Amongst the other products that emerged as potentially popular were local guidebooks and maps, postcards and second-hand books.

## **(ii) Cafe**

In line with the working group's expectations, the **café** is likely to be the least-used service by local people. Fewer people from the local community would use the café regularly and some not at all, irrespective of the product offered. This is perhaps unsurprising. However, there were many people, including the elderly, young parents and groups or societies, who would be very happy for the facility to be re-opened and would use it relatively regularly. Some suggestions emerged that would strengthen the local customer base. A number of people mentioned holding regular events and classes there such as for Welsh learners, parents and toddlers and elderly people.

The key findings that emerged from the survey were that care would need to be given to identify the correct product offer. The previous café was popular for its offer of breakfasts, sandwiches, cakes and more substantial traditional café food. However there was another clear theme emerging that many people would also like to see a more varied range of food to include salads, quiches etc.

The general consensus was that the food offer should be good quality, locally-sourced where possible, and inexpensive.

## **(iii) Petrol Station**

The consultation showed a high level of possible support for the **petrol station** but this custom was less likely to be unconditional. Price, not supplier or the feeling that local services need to be supported, was the main factor. Many people stated that they would only use the services if fuel was comparable or only marginally more expensive than that sold at Morrisons in Aberystwyth.

## **(iv) Other Services**

Our consultation has shown that there is also an appetite for **other services** at the site. These fall into three main categories – additional commercial services such as a post office, community space for events and exhibitions, and a more outward-facing aspect such as provision of information to tourists on the local area. They are discussed in greater depth at Section 5.

## **(v) Local Usage and Support**

Respondents were asked to state how often they would be likely to use the facilities were they to re-open:

Predicted Usage	Shop	Cafe	Petrol Station
Once a week or more	82.5%	8.2%	42.6%
Less than once a week	13.1%	45.9%	44.3%
Never / No answer	4.4%	45.9%	13.1%

The questionnaire also asked respondents to indicate whether they would be willing to volunteer to help establish and run the project and also whether they would be willing to make a financial donation to help establish the project. 78 people offered their services in some capacity; the Company consider that there is a sufficient base of support for a rota of volunteer workers to staff the shop. Other projects have advised that a list of at least 25 – 30 people is required.

Given the current financial climate, and the fact that Ceredigion is largely a rural, low-income economy with many retired people, it is significant that nearly 20% of respondent also pledged to make a financial donation to support the project. People from outside the community will also be approached to donate.

#### **4.3.3 Consultation Outcomes – Visitors and Passing Trade**

While the project is firmly rooted in our community, passing trade and visitors are crucial to its commercial viability. We have therefore undertaken extensive consultation and market research with visitors to the area and passers by. This has been carried out via the holding of a successful open day in April 2012 and also dedicated teams of volunteers interviewing visitors at nearby tourist sites such as) the Dyfi Osprey Project and Ynyslas beach.

The research strongly indicates the potential of the business, if run well, to tap into the high volume of passers by and convert that into social and financial benefits for the immediate local community.

In April-May 2012 we carried out intensive surveying with passers by and visitors to the area, both during our open day and at nearby tourism sites. Altogether 125 people responded, giving an insight into motivations for using the previous services and likely usage in future. The full information is contained at Appendix 3.

Several themes emerged, all of which strengthen our earlier research and feed directly into our proposals:

- 99% of respondents would like to see the services re-opened;
- The petrol and shop enticed most people to stop (35% each) and the café (20%);
- People want to buy simple café food such as snacks, cakes, and good coffee;
- People want too buy a range of groceries in the shop but also local Welsh produce;
- Additional services such as community events, local arts and crafts, and tourist information would make people more likely to stop;

#### 4.3.4 Wider Initiatives and how we support them

While locally-based our project delivers against a number of local and national strategies.

(i) At a high level, the project meets the Welsh Government's aims of developing communities where:

- a. people want to live, work and visit
- b. there is access to economic opportunity
- c. there is a pleasant and safe environment
- d. there are active and inclusive community networks

(ii) The project supports the Wales Rural Development Programme 2007-2013 in the following areas:

<b>Measures to diversify the rural economy</b>	Diversification into non-agricultural activities
	Support for the creation and development of micro-enterprises
	Encouragement of tourism activities
<b>Measures to improve the quality of life in rural areas</b>	Basic services for the economy and rural population
	Village renewal and development
	Training and information

(iii) The **Ceredigion County Council Tourism Strategy 2011-2020** states that tourism in the area:

- Supports cross-cutting services and infrastructure which benefit local people; and
- Helps promote a positive image of Ceredigion to the outside world which, in turn, can attract investment and make people feel better about the place in which they live.

The project contributes significantly to this Strategy, in particular its objectives to:

- Draw on the natural and cultural resources of Ceredigion to create and promote a special, distinctive place, distinguished from other competing destinations;
- Provide and promote the facilities, attractions and services that will help encourage more visitors to visit throughout the year;
- promote use of local produce, thereby creating a stronger 'sense of place' in food and beverage operations. Local food produce is a particular strength of the

area with some major names (Rachel's Organic, Ty Nant) and small producers including various cheeses, beer, honey, cakes, meat and fish.

**(iv)** Ceredigion County Council's **Community Strategy Ceredigion 2020** aims to ensure that:

*'Ceredigion in 2020 will be a self confident, healthy, caring, bilingual community, supported by a strong local economy using the skills of its people, making wise use of the resources of its high quality environment, providing opportunities for all to reach their full potential'*

Through our activities we passionately believe that we can make a major contribution to this ambitious objective. Specifically, we will contribute to the delivery of the following outcomes and themes:

Business success, prosperity and full high quality employment.	<ul style="list-style-type: none"> <li>• Developing markets for food industries.</li> <li>• Improved access to employment.</li> </ul>
Sustainable, vibrant and strong communities	<ul style="list-style-type: none"> <li>• Encouraging active retirement contributes to the level of voluntary time available to communities.</li> <li>• Opportunities to start small community enterprises.</li> <li>• Helping to keep village shops and post offices and other local facilities and services.</li> <li>• Encourage community cohesion, responsibility and pride by working with communities to improve their local environment.</li> <li>• Opportunities for learning and training in the community.</li> <li>• Increased capacity to participate in community activities.</li> <li>• Facilitating social interaction, in and between communities via events, clubs and interest groups.</li> </ul>

#### **v. The economic potential of walking trails**

The Wales Coast Path is expected to bring significant additional economic advantages to communities and businesses in its proximity. The proposal from European Convergence funds to develop the all-Wales path anticipated that there it would be responsible for about 100,000 additional visitors and that it would be largely responsible for the creation of 8 new jobs and 2 new enterprises along the route (Information from personal conversation with Ann Whelan of CCW).

There are a number of recent surveys and reports that have identified the importance to the Welsh rural economy of tourism associated with walking and especially that linked to the various National Trails. The Cletwr will be located at a point on the Wales Coast Path where there are no other service providers within miles.

*It is estimated that in 2009 there were 28 million walking related trips to the Welsh countryside and coast. Expenditure associated with these walking trips was around 632m. (The economic impact of walking and hill walking in Wales . Welsh Economy Research Unit, June 2011)*

A report to CCW by The Tourism Company 2006 **The Benefits of the National Trails in Wales** states that:

*“The range of service providers identified as likely to be affected by one of the Trails included shops, pubs, restaurants and cafés. Their broader customer base supports a greater number of full and part time jobs than accommodation enterprises and they are frequently larger businesses.”*

The study has provided evidence that accommodation and service providers have a special relationship to the National Trails and are well placed to benefit from, and also to contribute to, their success. Over one third of accommodation providers located on or near a National Trail describe the trail as ‘very important to the profitability’ of their business.

The Anglesey Coast Path Survey (of 464 users at 10 locations in August/September 2004), showed that the economic impact was significant. There were over 300,000 annual users spending between £3.57 and £34.65, depending if they were locals or staying visitors.

Shops form the largest category of service enterprises benefiting from National Trails. The type of goods and services required from walkers supports those envisaged at the Cletwr. The 2006 report quotes from their surveys:

- I sell a lot of bottled water! (general store, Pembrokeshire Coast Path)
- People want something to grab and eat and go on their journey (greengrocer, Pembrokeshire Coast Path)
- I get in things that people ask for - keep a lot muesli bars, snacks etc. (wholefood shop, Pembrokeshire Coast Path)
- We are a good source of sunglasses, t-shirts etc. (charity shop, Pembrokeshire Coast Path)

Others meet needs that arise during a walk:

- They come in for sun cream, footcare products, after sun, sunglasses (pharmacy, Pembrokeshire Coast Path)
- We sell footwear, socks, blister repair products, waterproofs to people walking Offa’s Dyke Path (outdoor shop, Offa’s Dyke Path)

The 2006 report indicates that a comprehensive network of accommodation is essential if a National trail is to be promoted (6.3.2). Of these people it was shown that 48% of respondents stayed at campsite accommodation; 31% of respondents stayed at serviced accommodation or self catering cottages and that 66% of money spent other than upon accommodation was at food and drink establishments.

#### **vi) The economic potential of coastal tourism**

The Coastal Tourism Strategy’ (2008) was commissioned as an input to the Wales Spatial Plan. It sets out a vision for coastal tourism:

*An integrated year round coastal tourism industry, based on an outstanding natural environment and a quality tourism product that exceeds visitor expectations, whilst*

*bringing economic, social, cultural and environmental benefits to coastal communities.*

The Strategy indicates that communities form a vital part of the tourist experience in terms of the welcome, the cultural experience and the provision of support services and facilities. It states that:

*The interaction of tourism and community development plays a key role in creating a thriving industry with important economic and social benefits. In Mid Wales, the interaction of visitors with host communities is of paramount importance in the determination of customer satisfaction. There is therefore a need to ensure the community is fully involved in tourism development, management and promotion.*

The Dyfi Valley and the Biosphere are among those areas singled out in this strategy for particular development as coastal tourism destinations.

Under the auspices of the RDP programme and other initiatives, a number of themed and geographic cluster groups of tourism operators and relevant stakeholders have been created including towns such as Dolgellau, areas such as the Cambrian Mountains and Dyfi Valley (Biosphere) and activity groups such as Cambria and Snowdonia Active and Brecon Beacons Tourism. Their efficacy varies depending on their age, product appeal, the individuals involved and the funding available. The Cletwr project has very great potential to link to a number of these initiatives and discussions have commenced as to how these relationships can be developed.

#### **4.4 Further Analysis**

During our project conception and planning process we carried out several exercises in order to more clearly establish its viability. This included the identification of key risks, their likely impact on the project and how we could mitigate them; an analysis of the project’s strengths, weaknesses, opportunities and threats (SWOT analysis), and a scoping exercise to look at our potential competition

##### **4.4.1 Risk Analysis**

It is important for the working group to be fully aware of the potential risks involved in this venture. The working group has identified the following as the key risks inherent in the business plan that need to be addressed and mitigated.

Business plan is based on false assumptions about trading potential	High	Medium	<ul style="list-style-type: none"> <li>• Careful research.</li> <li>• Rigorous ‘peer review’ of the business plan.</li> <li>• Series of ‘pressure tests’ – playing with a variety of assumptions and assessing what happens when those assumptions are changed.</li> </ul>
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Premises become liability with major improvement works required e.g. to meet statutory guidelines	High	Medium	Thorough research before purchase
Lack of community 'buy in' to enterprise	High	Medium	Extensive consultation and communication, high quality offer that meets community needs.
Sale of petrol becomes unviable	High	Low	Ensuring costs are established beforehand, avoiding over-reliance on fuel.

#### 4.4.2 SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Identified Community Need</li> <li>• Strong Community Support</li> <li>• Excellent Trading Location</li> <li>• Established business and brand name</li> <li>• Grant funding available for community enterprises</li> <li>• Local Food increasingly popular</li> <li>• Strong volunteer support pledged, thereby reducing costs</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Inexperience of operating business</li> <li>• Significant funding needed to purchase property</li> <li>• Building work required – funding required</li> <li>• Reliance on volunteers to run business</li> <li>• Petrol situation uncertain</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Harness local support to make a truly community owned asset</li> <li>• Create good paid jobs</li> <li>• Create volunteering opportunities – help community cohesion</li> <li>• Customers want local food/produce</li> <li>• Community enterprises emerging on local and national agendas – support available</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Bidding for funding in challenging economic climate</li> <li>• Commencing trading in tough retail climate</li> <li>• Trend for rural petrol stations disappearing</li> </ul>

**POSITIVE**

**NEGATIVE**

#### 4.4.3 Analysis of Competition

The following tables consider local competitors and assess the strengths and weaknesses of a re-opened Cletwr services offering fuel, shop and café.

<p>Spar, Talybont (2.5 miles) Small village shop with post office (limited hours). Well used but no adjacent facilities and limited parking.</p>	<ul style="list-style-type: none"> <li>• Convenient – within walking distance for local people</li> <li>• Petrol and café services available on same site</li> <li>• Community feel / ownership</li> <li>• Better choice of local foods</li> <li>• More welcoming environment</li> <li>• More parking available</li> <li>• Better location for tourists</li> </ul>	<ul style="list-style-type: none"> <li>• As a Spar franchise access to cheaper bulk goods</li> <li>• Has small post office unit within.</li> </ul>
<p>Spar, Bow Street (6 miles) Larger village shop with some local foods. Limited parking, no adjacent facilities.</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and café available</li> <li>• Community feel / ownership</li> <li>• Better choice of local foods</li> <li>• Better location for tourists</li> </ul>	<ul style="list-style-type: none"> <li>• Spar franchise - cheaper</li> <li>• Bow Street has slightly larger population</li> </ul>
<p>Nisa, Borth (5 miles) Large shop with café above (summer only). Some local foods offered.</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and café available</li> <li>• Community feel / ownership</li> <li>• On main A487 road</li> </ul>	<ul style="list-style-type: none"> <li>• Franchise/chain - cheaper bulk goods</li> <li>• Beachside location</li> <li>• Part time post office service</li> </ul>
<p>Borth Stores (5 miles) Small, cramped village shop. No facilities adjacent although opposite beach.</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and café available</li> <li>• Better choice of local foods</li> <li>• Community feel / ownership</li> <li>• On main A487 road</li> </ul>	<ul style="list-style-type: none"> <li>• Beachside location</li> </ul>
<p>Machynlleth (9 miles) Town of 2,000. Contains Co-op supermarket, Spar, petrol station / grocery, and independents</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and café available</li> <li>• Community feel / ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Cheaper prices</li> <li>• Greater choice of shops</li> <li>• People visit for other reasons</li> </ul>

<p>Aberystwyth (9 miles) Town of 20,000 serving large geographical area. Contains Morrisons, Co-op, Lidl supermarkets and independents.</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and café available</li> <li>• Community feel / ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Supermarkets offer cheaper prices</li> <li>• Greater choice</li> <li>• Employment centre: people shop after work</li> <li>• People visit for other reasons</li> </ul>
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<p>Davmor Garage, Talybont (3 miles) Family business with 4 pumps also offering MOTs, servicing. Very small basic shop adjacent.</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Larger shop, and cafe</li> <li>• Community feel / ownership</li> <li>• Better location to 'capture' Borth holiday traffic</li> </ul>	<ul style="list-style-type: none"> <li>• Long-standing business – loyalty</li> <li>• Adjacent Garage</li> </ul>
<p>Rhydypennau Petrol Station, Bow Street (6 miles) Very small filling station with basic shop</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Larger shop, and cafe</li> <li>• Community feel / ownership</li> <li>• Better location to 'capture' Borth holiday traffic</li> </ul>	
<p>Machynlleth (2 filling stations – one for sale)</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Adjacent cafe</li> <li>• Community feel / ownership</li> </ul>	<p>1 petrol station is part of small chain; discounted petrol to shop customers</p>
<p>Aberystwyth (3 filling stations, one adjoining Morrisons supermarket)</p>	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Adjacent cafe</li> <li>• Community feel / ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Petrol is discounted and offers frequent incentives</li> <li>• Convenience for shoppers</li> </ul>

<p>Wildfowler, Tre'r Ddol (50 metres): Small pub concentrating on evening meals and Sunday lunches.</p>	<p>Arguably a pub rather than café so not a direct competitor. Cletwr café will strive to offer a different choice of foods and eating experience.</p>

Rhydypennau Craft Centre and Café (6 miles): Café aimed at tourist market, selling daytime snacks and meals	<ul style="list-style-type: none"> <li>• Convenient – within walking distance for local people</li> <li>• Petrol and shop services available on same site</li> <li>• Community feel / ownership</li> <li>• Better choice of local foods</li> <li>• Better location for tourists</li> </ul>	<ul style="list-style-type: none"> <li>• Adjacent craft shop brings in some additional visitors</li> </ul>
Several cafes, Borth (5 miles): Range of cafes in seaside village	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and shop available</li> <li>• Community feel / ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Large captive market in summer</li> </ul>
Machynlleth (9 miles)	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and shop available</li> <li>• Community feel / ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Wider choice of cafes and shops</li> </ul>
Aberystwyth (9 miles)	<ul style="list-style-type: none"> <li>• Convenient</li> <li>• Petrol and shop available</li> <li>• Community feel / ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Wider choice of cafes and shops</li> </ul>

The above exercise demonstrates that the Cletwr services have the potential to occupy a very solid market position. It will be the only village shop within a 3 mile radius, the only café within a 5-mile radius and it occupies a strategic position on the route from the Midlands and North Wales to the popular holiday village of Borth which will boost petrol and café income. Its roadside position on the A487, with plenty of parking, means it is better placed to attract passing trade than other businesses in the area.

In considering competition it is important to emphasise that we very much see our business as filling a gap for local people, and offering additional value through other activities such as tourism information, rather than directly competing with similar businesses. We have also considered the rulings around **State Aid** and whether provision of public funds would contravene those guidelines. According to the Big Lottery's own guidance, 'a key issue is whether the activity is considered to be something that is tradable between member states (of the EU). Generally, this is unlikely to be the case for localised and small-scale activities or where there is no market for comparable goods and services within the EU'. The company's assessment of its own activities which are very much based on provision locally leads us to the clear conclusion that an issue around State Aid does not arise.

## 5. About our Project

### 5.1 The Premises

The Cletwr Services occupies a triangular site on the edge of the village of Tre'r Ddôl, and is highly visible from both north and south on a straight stretch of the A487.

The property comprises a service station site with buildings comprising a single storey café unit built circa early 20th Century (with various later addition extensions at ground and first floor level), a modern two storey extension and an associated single storey workshop with mezzanine balcony to the rear. There is a commercial petrol station and garage forecourt. The accommodation comprises ground floor shop unit, café and kitchens and associated stores, entrance lobby and toilet accommodation, an office and link to separate workshop building and extensive space upstairs formerly used for private flats.

The original cafe was built in the 1950s and has subsequently been added to and adapted to serve the growing needs of the Llangynfelyn community and of the increasing passing traffic. The fact that additions have been made to the premises over the years accounts for its current irregular footprint and for some awkward aspects of the building, which our project will address.

See Appendix 1 for Current and Future Site Plans.

### 5.2 Services and Activities

#### 5.2.1 Our Core Offer

The café and shop are regarded by the company as intrinsic to the project. The shop will have a contemporary stylish ambience which will create both a pleasurable shopping experience for our customers, and a pleasant environment in which to work.

The provision of petrol at the site has been the subject of significant discussion within the company. We have had to balance the clear local desire for petrol to be reinstated and the fundamental role the sale of fuel plays in attracting visitors to stop at the site and spend on other services, with the poor potential for profit and other financial risks that many rural filling stations face. The steering group have identified the following issues associated with continuing with the petrol services. Some of these issues are directly related to developing a final project brief.

**Image issue** Petrol sales may be at odds with creating an image that is attractive and specifically local in character, has a strong community appeal and which projects a clear environmental message.

**Design issue** The existing canopy and petrol branding elements look ugly and are also at odds with the type of image that it is anticipated the project should have.

**Human resources issue** There is some concern that the responsibility of managing and serving the petrol might put too much of a strain on staff and volunteers. There is

some reported evidence that volunteers do not like to be involved with petrol services.

**Unknown factors associated with set up** The steering group has had meetings with several petrol experts, including a company, Oil4Wales, who might be suitable suppliers. There are still unknown costs associated with certification etc, which might be significant.

A summary has been made of the pros and cons of continuing with the petrol services.

The issues outlined above have been discussed in association with the financial calculations. At the time of writing this Project Plan the decision is that the project should move forward to include the petrol services if:

- The associated requirements can be met by the current owner of the premises
- A satisfactory solution can be found to the design and image issues above

### 5.2.2 Additional Services

In addition to our core offer of shop, café and petrol station, our consultation has shown that there is also an appetite for **other services** at the site. Each has been carefully investigated by the working group and expert advice taken. The community's views and needs have fed directly into the business planning and options appraisal processes. Some options have had to be discounted because they are not considered operationally or commercially viable, such as a post office on site. We aim to build in sufficient flexibility into the project and the redeveloped premises so that other options can be pursued in future years after the initial project has completed. Other proposals have been incorporated into this project plan and are seen as intrinsic to the success of the project.

Activity	Included in Project Plan	Retain under consideration for future phases	Discounted as unviable	Comments
Post Office			✓	Current poor financial context for rural sub-post offices precludes opening a new one on site
Tourist Information	✓			Especially relevant because of proximity to Wales Coast Path
Information about local heritage and culture	✓			As above and also because of key position within the Dyfi Biosphere and as 'gateway' to Ceredigion
Exhibition space		✓		Potential to be incorporated into café area in initial phase
Artists workshops		✓		

Youth club		✓		
Adult education		✓		
Creche			✓	Considered to be insufficient demand locally plus heavy regulatory burden
Meeting and event space	✓			
Book exchange		✓		

### 5.2.3 Additional Activity

Three additional activities or themes have been identified from the above have been adopted by the company as intrinsic to our visitor offer for this phase of the project:

**(i) Tourist Information:** The café previously carried promotional flyers for other attractions in the area. We will build upon this ‘signposting’ role by promoting services and attractions to tourists in a more attractive and proactive way, by providing a dedicated area or room. We are in discussion with other Tourist Information Centres in Ceredigion to link to their offer and services. We will also incorporate the branding and promotion of Ceredigion and Wales into our wider visitor offer, through selling local food and other produce.

**(ii) Information about local heritage and culture:** North Ceredigion and Llangynfelyn have a rich history. We will enable visitors and local people alike to find out and participate in local heritage and culture. This will be by several means:

- old photographs might be displayed in the café and/or in a dedicated gallery space, possibly supplemented by non-fragile historical artefacts. We have an emerging partnership with Ceredigion Museum in Aberystwyth, who own a collections store immediately next to the Cletwr site. We also have a number of keen local artists and photographers; a flexible gallery space will allow their work to be displayed, providing it fitted within the overall ambience of the project. We would investigate sale of some works and in that case would negotiate with the artists for a small commission to be paid to the company.
- We plan to take forward a project in 2013 to gather information from the community, and other sources, about the retail history of the parish. We will gather and digitise old photographs, memories and memorabilia from older residents as a way of engaging them with the current project. A volunteer team, including a local historian and web designer, will take this forward as a separate project and will consider an application to the Heritage Lottery Fund or other funding sources. It will generate material for a dedicated page on the People’s Collection Wales website as well as for the Cletwr services site. This could also potentially have an intergenerational aspect with participation from the local primary school.

- This material might be accessed via digital technology such as a touch screen
- The Welsh language is an intrinsic part of the area's past and present. We see this project as an excellent vehicle to revitalise it as a local community language, through making it visible and audible throughout the site and facilitating Welsh classes and cultural activities. We will use our site to promote the use of the language as much as possible and also educate visitors to the area. We will develop a detailed Welsh language policy as part of our planning.
- (ii) **Meeting and event space, ICT facilities:** we will investigate the potential to create a flexible meeting and event space for community organisations. Taliesin already has a chapel and church hall used for some community events such as an art group. We have no intention of seeking to undermine other organisations. What we can offer is distinct venue for some groups who would appreciate refreshments/catering alongside their activity. This could either take place in the café itself or in a separate space. We would not anticipate a huge market but potentially this facility could be used by local adult education classes (e.g. Welsh learners), mothers and babies, and small catered meetings by local organisations and businesses. We would not propose to charge a fee for use of the venue but would raise a small charge for catering and any additional staff resources required. We will consider multimedia provision, e.g. a digital projector, to enhance the facility. We will also investigate provision of one or two PCs and charging for internet access, in addition to provision of free Wi-fi, to boost our take-up of business meetings.
  - (iii) In our discussions with the architects the option of developing a '**bunkhouse**' style accommodation, provisionally titled the 'llety' signifying a simple traveller's accommodation, is being discussed. We have conducted detailed desk research into the costs and benefits of such a business. Our early research shows that there is both a dearth of this style of accommodation on the new Wales coastal path and that, marketed and run well, it can bring in significant income. However, we recognise that initially we would prefer to establish our core business offer first before diversifying. The 'llety' option is therefore one we will look to introduce as a second phase of the project, potentially in 3 – 5 years, although consideration must be given at design stage as to how to accommodate this.
  - (iv) Outdoor playground and/or landscaped gardens are both popular options for improving the external appearance of the site and offering visitors an additional service. Again, these options will be considered as future phases of the project as availability of additional funding allows.

### 5.3 Considering our Options

Cwmni Cletwr commissioned an initial survey of the present building. The survey indicates that a significant amount of work would be involved in making good, equipping the building

with up-to-date services and systems and achieving a viable environmental standard.

It has become apparent that there are a number of options that need to be considered,

**which range from 'do nothing' to 'demolish and rebuild'.**

### 5.3.1 Do Nothing Option

This option has been included for the sake of making a logical analysis but 'doing nothing'

is not an option that can be considered in detail because:

- There is a possibility that the Cletwr Services will be sold to a private business, resulting in no community input or control. This could result in a change of use and a loss of services to the community;
- Meanwhile the property is unsightly, creates expectations for passing traffic and is deteriorating

### 5.3.2 Exploring Alternative Sites

The support displayed at community meetings and through the Llangynfelyn survey is a strong indication that the community wants us to do something. The fact that the Cletwr Services are on the market is an opportunity for the community to derive economic and social benefit from a community enterprise. However, in deciding that 'something should be done' the company has considered alternative sites that could be used as a shop/cafe. These have included:

LOCATION	BARRIERS TO DEVELOPMENT
End of terrace house in Tre'r Ddôl; could have housed a small shop on the ground floor and a small cafe on the first floor	Impossible to get planning permission for change of use, given that the Cletwr Services is nearby. This premises has subsequently been sold.
Yr Hen Gapel is the large, disused chapel in the centre of Tre'r Ddôl. It was sold a few years ago and is apparently in private ownership but still not being used. The chapel would have ample room to house a shop, cafe and information centre.	Understood that the current owners have already been refused planning permission for a similar development on account of lack of parking space. The building would also require extensive alteration to be suitable for this type of purpose.
Two small green areas, one at the south end of Tre'r Ddôl village and the other adjacent to the houses on the western (Ynyslas) side of the A487	Neither would give space for more than a portacabin size shop. Both would almost certainly fail to obtain planning permission on the grounds of parking space and proximity to the main road.

There are no spaces at all in Taliesin where a business development could take place. It is therefore considered that there is not likely to be a suitable site within the

Llangynfelyn community area, which would be available and acceptable for access and planning permissions.

The Cletwr Services exists and has had the necessary permissions to continue as a business. It is unlikely that permission would be refused to re-open with similar services, especially as policy is predisposed towards the survival of existing businesses. Our conclusion is that **we need to do something**, and that **this site offers the best opportunities to achieve our objectives**.

### 5.3.3 Purchase or Lease?

At the start of discussions with the owner it was made clear that there was an option to lease the property, either in its entirety or in part. An analysis of the advantages and disadvantages of the lease or purchase option was carried out by the project group. The overall decision was that an outright purchase would be preferred as a long term solution to a lease. This was further supported by the fact that most other similar projects have opted for ownership of their premises and by the likelihood that any funders would prefer to see the community company in control of the assets.

The reasons for deciding on the purchase option are:

- Although the initial cost of purchase is significant the group feels strongly that its outright purchase represents the best value for money in the longer term for the community. Outright purchase will mean that no rental income needs to be paid out and the community will own a valuable asset;
- Ownership will mean that the business can make the required internal and external physical improvements, and investigate initiatives such as energy micro-generation which will reduce the business's carbon footprint and revenue costs; and
- Outright ownership will mean that the business will have greater access to business improvement loans, bank overdrafts and credit from suppliers.

## 5.4 Options Appraisal

Our next stage was to consider how the services we intend to provide can best be accommodated. We conducted a thorough options appraisal of the various options, scoring each appropriately on whether they would enable provision of the services and meet our company's objectives and vision. As part of this process we commissioned a property valuation, a building survey report and floor plans to be drawn up, all from professionals and funded by grants and donations from the community.

**Option 1 - basic cleanup & decorate: Purchase Costs + £10,000 + VAT**

The option would allow for a limited shop, cafe and petrol offer. It does not allow for tourist information, heritage interpretation, or community meeting facilities.

Option 1 would involve Cwmni Cymunedol Cletwr in leasing or buying the business and starting to trade immediately without any alterations or work on the buildings or to the petrol services, other than some direct investment from our proposed fuel supplier. This option would result in Cwmni Cymunedol Cletwr owning a building that is sub standard to its needs and to sustainable environmental requirements. It would:

- Not address the faults listed in the building survey
- Perpetuate the existence of awkward and unsatisfactory spaces, especially in the case of the shop, which is currently too small
- Fail to provide a building that is adequately heated and has a high level of insulation and other environmental factors
- Fail to present the kind of image that the surveys have suggested is desired
- Fail to create a stimulating community facility by making full use of the building and the area around

**HOW THIS OPTION MEETS THE PROJECT OUTCOMES:**

An improved local economy through better employment prospects and a better-supported local food production sector **PARTLY MET**

Increased self-confidence and skills amongst people from the community of all ages, through volunteering and placement opportunities **PARTLY MET**

A revitalised and more cohesive community which has a social and economic focal point **NOT MET**

A better appreciation of the community and wider area's culture, language, and tourist offer for visitors to the area **NOT MET**

**Option 2 - a basic refurbishment: Purchase Costs + £100,000 + VAT**

The option would allow for a limited shop, cafe and petrol offer. It does not allow for tourist information, heritage interpretation, or community meeting facilities.

Option 2 would involve leasing or buying the business and patching up the more obvious defects in the building and site. It is estimated that this work would cost around £100,000 and would improve the superficial appearance of the building and site without tackling the underlying problems. The chief advantage of this option would be to open the community business at a very low cost. The disadvantages would be similar to those listed for Option 1 and would include:

- Failure to realise the site's potential
- Creating long term maintenance problems

**HOW THIS OPTION MEETS THE PROJECT OUTCOMES:**

An improved local economy through better employment prospects and a better-supported local food production sector **PARTLY MET**

Increased self-confidence and skills amongst people from the community of all ages, through volunteering and placement opportunities **PARTLY MET**

A revitalised and more cohesive community which has a social and economic focal point **NOT MET**

A better appreciation of the community and wider area's culture, language, and tourist offer for visitors to the area **NOT MET**

**Option 3 - reorganise internal structure under the existing roofline  
Purchase Costs + £245,000 + VAT**

The option would allow for an expanded shop, cafe and petrol offer, and some limited tourist information. It does not allow for heritage interpretation, or community meeting facilities.

This option would see us move the spaces around within the existing footprint. This would require some internal structural changes in order to allow for the interior spaces to be manipulated (enlarged or reduced). This option would:

- Retain the same footprint but reorganise the interior spaces so that they better reflect the project vision

**HOW THIS OPTION MEETS THE PROJECT OUTCOMES:**

An improved local economy through better employment prospects and a better-supported local food production sector **MET**

Increased self-confidence and skills amongst people from the community of all ages, through volunteering and placement opportunities **MET**

A revitalised and more cohesive community which has a social and economic focal point **PARTLY MET**

A better appreciation of the community and wider area's culture, language, and tourist offer for visitors to the area **PARTLY MET**

**Option 4 - remove the roof and internal walls/floors and retain only the necessary external structural elements**

**Purchase Costs + £312,000 + VAT**

The option would allow for an expanded shop, cafe and petrol offer. It would allow for dedicated spaces for tourist information, heritage interpretation, and community meeting facilities, with the potential to expand to accommodate further activities in the future.

This option involves working within the existing footprint and retaining some aspects of the layout, such as the current position of various services, such as drainage and water supply. It would:

- Retain the same footprint but reorganise the interior spaces so that they better reflect the project vision
- Allow for altering the roofline so that it relates more satisfactorily to those of nearby buildings
- Allow for altering the external appearance of the building so that it can include better fenestration, more appropriate cladding and specific unique design features
- Allow for the integration of local and sustainable materials
- Allow for the installation of modern, sustainable energy systems
- Allow for a future expansion of the uses of the building to include other services

**HOW THIS OPTION MEETS THE PROJECT OUTCOMES:**

An improved local economy through better employment prospects and a better-supported local food production sector **MET**

Increased self-confidence and skills amongst people from the community of all ages, through volunteering and placement opportunities **MET**

A revitalised and more cohesive community which has a social and economic focal point **MET**

A better appreciation of the community and wider area's culture, language, and tourist offer for visitors to the area **MET**

**Option 5 - complete demolition and rebuild**

**Purchase Costs + £400,000 – £500,000 + VAT (depending on scale)**

The option would allow for an expanded shop, cafe and petrol offer. It would allow for dedicated spaces for tourist information, heritage interpretation, and community meeting facilities, with the potential to expand to accommodate further activities in the future.

This option would involve demolition and complete rebuild, with an attractive, well-designed and iconic new-build. Key key factors for this option would be:

- The possibility for change in the overall size and footprint
- The possibility for re-use of the entire site, depending on decisions about petrol services
- The possibility for a change in the orientation of the building
- The possibility to increase the environmental standards of the building in relation to materials, energy sources and use and other technical systems
- Creating a completely different shape and image for the building
- It can include innovative solutions for energy and waste management

**HOW THIS OPTION MEETS THE PROJECT OUTCOMES:**

An improved local economy through better employment prospects and a better-supported local food production sector **MET**

Increased self-confidence and skills amongst people from the community of all ages, through volunteering and placement opportunities **MET**

A revitalised and more cohesive community which has a social and economic focal point **MET**

A better appreciation of the community and wider area's culture, language, and tourist offer for visitors to the area **MET**

In assessing our options we considered the factors in the above table, in how the options meet our project outcomes, and also the **extent to which each option would meet the project objectives (see table below)**. In conducting this exercise, the company determined that Options 4 and 5 would both meet the project objectives to a high level. Option 5 would enable the creation of a more iconic, recognisable building but also would see the identified project budget exceeded by some margin. Option 4 still presented an exciting development, with the building radically redesigned to fulfil our desired range of activities, with greater aesthetic and environmental qualities. Crucially, it delivers the best value for money of all the options and can be delivered within the identified project budget.

**Options Appraisal: Scoring Matrix Against Project Objectives**

**5.5 Our Chosen Option**

Our chosen option, Option 4 reflects best value for money and meets all project objectives. Our appointed building professionals, Dilwyn Roberts Cyf., have begun working on more detailed proposals. They have provided the following statement articulating both how this option will work and also how it meets important requirements such as disabled access.

*“Having analysed the brief and compared with the budget of approximately £300,000 (not including purchase) we have developed a scheme which makes the best use of the existing building and provides a noticeable building to act as a welcome point for North Ceredigion and the Dyfi biosphere.*

*This approach of using the existing structure allows Cwmni Cymunedol Cletwr to use the assets of the existing building and adapt it to their needs. The building has been adapted and extended over its life time and our approach is to continue this to meet its new functions.*

*By replacing the roof coverings and adding dormers to the front elevation it will free up the first floor space and allow greater levels of light into the whole building. This together with the infill extension the whole ground and first floor will become far more flexible spaces. The dormers on the front elevation open the building and make the building noticeable and recognisable and letting in a great deal of natural daylight.*

*The layout of the dormers have been set out based on the existing structural frame grid so that the existing roof structure can be reused. Where the building has been extended in the past using masonry walls, the existing opening can be reused or enlarged with additional beams.*

*By reusing as much of the existing structure as practically as possible it also means the project is taking on a sustainable approach. The basic footprint of the building will remain the same allowing the floor slabs and existing structural elements to remain and be reused.*

*There are a number of remedial works required to the existing structure and further investigation will be required during the detailed design stage. Parts of the building are in poor condition such as the first floor flat roof extension and adjacent rear dormer. These elements of the building will be removed along with the rear lean to that connects the building to the workshops.*

*All in all the refurbishment will open up the building, provide greater flexibility on both floors with a new internal stair and ultimately breathe new life into the building.*

*The building, particularly the new entrance has been designed to meet all the requirements of the Building Regulations, The Disability and Discrimination Act and the British Standard 8300. The design allows for such things as ramped access, level thresholds, induction loops, lifts and disabled toilets.*

*Cwmni Cymunedol Cletwr fully intends to comply with all current regulations and good practice and it is the intention to make the scheme as accessible as possible in line with local planning policy and Disability Discrimination Act (DDA) requirements. The overall philosophy within the development is to design a scheme that is inclusive and is accessible for all, and assisting in providing improved facilities and accommodation to meet the needs of the wider community.”*

It is important to stress that we have an agreed budget and approach to guide the more detailed design work, but that this will be a developmental process in the period after receipt of Stage 1 funding, if successful. That process will provide many opportunities for input into the final design, layout, decor and fittings and we fully intend to make this a process which consults with the community as widely as possible. We are already testing our ideas with a group of volunteers, and, as the process progresses, we will consult with the wider community by holding special events, asking for feedback on our website, and also by working with the local primary school.

### 5.5 Design Considerations

The building survey indicated that a significant amount of work would be involved in making good, equipping the building with up-to-date services and systems and achieving a viable environmental standard. The company will propose the following general principles to the local community as a starting point for discussions to shape our more detailed plans for the site:

a	Attention to the <b>character of the local architecture</b>
b	Design of windows to create an <b>outward looking</b> building and allow natural lighting in all spaces.
c	Use of <b>variable interior lighting</b> that reflects the different uses of parts of the building. Aim towards subtle and diffused directional lighting.
d	Use of appropriate <b>materials that express the rural character</b> of the site and are also sustainably/locally sourced where possible.
e	The resulting building should have a <b>high environmental standard</b> , which may include some alternative energy sources, water recycling etc.
f	Create a building that is striking and therefore <b>is attractive and welcoming</b> to passing traffic and which <b>is a focal point for the community</b> .
g	There is a degree of <b>flexibility in the use of some spaces</b> . The building should include some private staff space, including a staff toilet.
h	Shop and cafe will have <b>separate access</b> but may also be entered through a shared <b>main porch/entrance area</b> . All ground floor spaces must be <b>disability accessible</b> . Fire exits and fire doors will be needed.

i	Attention should be paid to making <b>the whole site more attractive</b> , while retaining sufficient parking space, which might include space for a coach. This would include: <ul style="list-style-type: none"> <li>• Generally making the external area tidier with better designed external service</li> </ul> Housing; <ul style="list-style-type: none"> <li>• External area to be landscaped (this could form part of a later phase);</li> <li>• <u>Attractive, unique and eye catching signage be designed and installed</u></li> </ul>
j	There should be some outside seating with rain shelter
k	The site will require an alarm system

To assist us in drawing up detailed plans for the site, and to carry out essential surveys and other professional input we require, we are applying for a Capital Development Grant as Stage 1 of our bid to the Big Lottery Fund's People and Places programme.

#### **5.6 An interim solution / fall-back position**

The company also recognises that to raise the sufficient funding and carry out the required development work will take considerable time – perhaps up to two years. Given the clear need we have identified in the community for the restoration of services, and to keep the momentum and community support for our project, we are progressing plans for a limited **shop** and cafe on-site. We conducted an options appraisal including a portacabin, and leasing from the owner the current shop or café unit. Discussions with the owner meant that we have been able to secure a large unit on site on a 1-year lease (and rent-free for at least 6 months), which will accommodate a small shop and cafe. Consequently, we made an application to the Village SOS scheme and have been successful with a grant of around £45,916 to enable us to recruit a manager, buy essential fittings and equipment including an EPoS system, freezer, display units and a coffee machine, and carry out an extensive marketing campaign. We have also received a grant of nearly £2,000 from the Ceredigion Association of Voluntary Organisations (CAVO) to fund the purchase of essential ICT and office equipment. This project is being managed by a small sub group of experienced Directors and volunteers. We aim to open the shop in March 2013. It should be stressed that outright purchase very much remains our desired outcome; in the long-term, should the application to the People & Places fund be unsuccessful, the option of long-term leasing will again be considered. However we will be in a strong position having already established the business.

There will be several advantages in developing a 'pilot' shop project prior to purchase:

- It will keep momentum and community support for the project
- It will allow us to test products and income streams such as artworks to provide further evidence for our long-term trading operation
- It will allow us to bed down systems for volunteer management, financial and stock management, opening hours etc
- It will give us a vehicle to consult and engage further with our community.

It is essential that any equipment and expenditure can be adapted for usage at the expanded services if the larger project progresses, and this is built in to our planning. It is important to emphasise that the company sees this option as very much an interim arrangement. In order to deliver the full range of services to meet our intended outcomes, outright purchase, in order to remodel the building, is seen as essential.

### **5.7 Project Beneficiaries**

The Project will provide a direct benefit to all persons living in the Llangynfelyn Community Council area (650 people) and for settlements, such as Ynyslas and Eglwysfach, that are on the fringe of that area (Post codes: SY20, SY24, approximately 5 square km). This area also contains several caravan parks with around 200 caravans.

Wider benefit will be felt by people who travel/commute between Machynlleth and Aberystwyth (Post codes SY20, SY23). The project will also benefit all people who travel on the main north-south trunk route through West Wales. Accurate figures for passing traffic are not available but range from several hundred a day in the quieter winter months (mainly local traffic) to several thousand in the summer, with the route being the main artery connecting Borth, Aberystwyth and west Wales in general to the English Midlands.

Beneficiaries from the project will include:

- The elderly and the housebound because of increased community contact;
- Local farmers who will have better access to fuel;
- The community as a whole, which will have a focal point for activities and a casual meeting place;
- Local food suppliers whose produce will be sold in our shop and café and other suppliers, eg builders, fuel companies;
- Young people provided with employment opportunities;
- Mothers and children, the elderly, youths and other groups via education, hobbies, interests and other activities;
- The community generally from reduced travel to alternative facilities in adjoining towns thereby reducing fuel costs. This will lead to a reduced carbon footprint which is of benefit to the community and the country at large;
- Commuters whose route to work is past the Cletwr site;
- Holidaymakers in the local caravan sites and villages, or en route to another location;
- Volunteers (currently 50) who will benefit from socialising and gaining of skills.

In addition a survey (source RICS) has shown that property values increased by an average of 5-10% for communities providing facilities such as a shop, coffee shop/tea room, Post Office and public house. This project will therefore also benefit local homeowners. Specific groups within that will include: local elderly population, families, tourists, local food producers, local companies, retired/non-working people who wish to volunteer, local school and community groups, and adult learners.

### **5.8 Project Timescales**

A summary of the key milestones in the project are as follows:





Construction/conversion									
Opening									

## 5.9 Equality and Access

As a company we are committed to equality of opportunity and have agreed an Equality Policy at Board level. This will inform how our business operates at every level. We meet the Big Lottery Fund's Equality Principles in the following ways:

<p><b>Promoting accessibility</b></p> <p>Accessibility is about providing services that people can use relatively easily, without spending too much time and money and are sensitive to the different cultures of the people using them.</p>	<p>The Cletwr project will enable people in Llangynfelyn to access services within walking distance of their homes.</p> <p>It will operate bilingually and staff &amp; volunteers will be sensitive to users who have specific cultural requirements.</p>	<ul style="list-style-type: none"><li>• Up-date services offered through regular gathering of information about customer requirements</li><li>• Staff training to ensure the service given is culturally sensitive</li></ul>

**Valuing cultural diversity**

People have different needs, beliefs, values and abilities and those differences need to be both respected and promoted. Having a diverse public face can help us build trust and confidence among the varied communities we seek to fund, and a diverse workforce generates a richer mix of ideas and talents. We also believe we are more efficient and effective when our decision-making structures are reflective of the diverse views of society.

The Cletwr will be attractive to Welsh and English speaking members of the community and to visitors from all parts of Wales and outside.

Volunteers will be welcomed from all sections of the Llangynfelyn community and from all age groups

Any person in the community can become a member of Cwmni Cymunedol Cletwr and can take part in decision making through voting at the AGM and by offering themselves for election to the group

- All Cletwr information will be bilingual
- The products offered will reflect local production but will also include a range of non local culturally specific products
- Efforts will be made to recruit volunteers from varied backgrounds and to plan that they work together.
- The constitution of Cwmni Cymunedol Cletwr ensures there is democratic representation in the management structure and that anyone can join the company at a minimum cost

**Promoting participation**

Our new policies, processes and programmes must be developed on the basis of real need. This means that the people who will be affected by them should be involved in their development. We know that there are groups that are traditionally under-represented, so we need to work with those groups to establish structures and provide them with a more active role in shaping the work that we do. In this way we are able to encourage participation, openness and honesty.

Although planning to employ core staff, the Cletwr services will largely depend on volunteers for all aspects of its work. About 50 people out of a community of around 300 households have already volunteered to be active within the project

As the Cletwr project develops it is anticipated that related activities will emerge that will engage more sections of the local community

- The project management will regularly call for new volunteers and arrange training for them
- Later stages of the project plan to provide a flexible space in which varied activities can take place

**Promoting equality of opportunity**

We recognise that some groups commonly experience poorer access to employment, have fewer training opportunities and are under-represented in the workforce, particularly at senior level. In addition, we know that not all groups have the same access to services and their experiences of receiving services may be poorer. We believe that in order to level the playing field we may need to treat people differently to help them have the same chance to take part in employment and service opportunities.

Cwmni Cymunedol Cletwr has an Equality of Opportunity Policy.

Volunteer opportunities will include those requiring management skills, ability to interact with the public, kitchen and shop experience and hands on maintenance skills.

- Training will be available for people who want to work within the project but who lack the confidence or experience to do particular tasks
- It is hoped to develop a regular training arrangement with the Catering Department of Coleg Ceredigion

**Promoting inclusive communities**

A cohesive community is one where people feel they belong. Where their lives are appreciated and valued, and where people with similar life opportunities develop strong, positive relationships with people who are from different backgrounds.

The Cletwr services will provide a much needed place for members of the community to meet in an informal environment.

The Cletwr management will maintain frequent communication with the whole community, enabling everyone to feel included, to keep in touch with the project and to know when related events are taking place.

- The Cletwr will be open daily
- The shop & cafe will be accessible to people with disabilities
- We are planning special cafe offers for older people and those with young children
- [www.cletwr.com](http://www.cletwr.com) will keep people informed and involved
- There will continue to be regular Cletwr newsletters and information in the community newspaper

<p><b>Reducing disadvantage and exclusion</b></p> <p>We fund initiatives that deal with the causes of disadvantage and exclusion, and target our money on projects that promote inclusion of groups at greatest risk. Our understanding of what ‘disadvantaged’ and ‘excluded’ takes into account such factors as people’s experience of discrimination</p>	<p>Llangynfelyn is a relatively poor community. Many people who live in the Llangynfelyn community do not have their own transport. .</p>	<ul style="list-style-type: none"><li>• The Cletwr project aims to mitigate this disadvantage by providing easily accessed services</li></ul>
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## **5.10 Exit Strategy**

While we anticipate and plan for the project's success, it is of course sensible and prudent to establish arrangements in the case of the failure of the project. Through our risk management processes and sound business planning, we very much expect that this will not materialise.

This project is about investing in the short-term to create a long-term sustainable business that will benefit participants long into the future. By Year 3 we expect to be fully financially sustainable. We will, of course, continue to seek funding for one-off projects beyond this timescale and will keep our options open on further development of the site towards our overall vision. However, by Year 3 we will not require support for staffing and other running costs which will be sourced purely from trading income, as demonstrated by the cashflow projections contained later in this Project Plan.

In the very unlikely event that the Business is forced to cease trading due to poor performance and/or unforeseen external circumstances, we will follow established procedures for repaying creditors, including bodies with a legal charge on the property. Any remaining assets or funds will be donated to community causes/projects and a transparent, robust process for doing so would need to be established. A trust fund would be one possibility.

## **6. Project Resources**

### **6.1 Staffing resources**

The Board recognises the need to be competitive in the market. One of the highest ongoing costs to the business is staff salaries, and ultimately these are passed on to the customer in higher prices. We are committed to keeping prices competitive; all costs must therefore be kept to a minimum. Experience from other community enterprises illustrates that this is a common theme. To reduce staffing costs many stores operate fully or partly on volunteers.

It is recognised that the petrol station, shop and café will have different customer bases and staffing needs. Opening hours will therefore be varied across the site. Community feedback indicated that the petrol station and shop should open for relatively long hours, to capture the important pre and post-work market. The previous petrol station and shop opened from 8am to 8pm. While this may not be feasible with a volunteer staffing structure, we will aim to deploy staff to make longer hours possible. The café has a somewhat different target market and shorter hours, perhaps 10 – 5, are anticipated. It is likely that shorter hours on Sunday would be necessary.

Customer feedback, demand for longer opening hours and actual footfall will be reviewed regularly and where a viable business case for change exists opening hours will be reviewed.

#### **6.1.1 Paid Staff**

It is not considered viable to operate the site successfully purely on a voluntary basis. There is also a need for a dedicated, skilled and experienced management to operate the site day-to-day. This is based on our own assessment of the complexity of the project and also experience of other similar projects. Only the smallest community-owned shops are able to operate on a purely voluntary basis.

It is proposed that one full-time project/site manager be recruited initially. Duties will include implementing the overall vision for the site, financial management, complying with legislation, fundraising and marketing, and stock ordering and control. The manager will report directly to the Directors of the company.

The long opening hours and complex nature of the business mean that more than one member of staff with managerial responsibility will be required on site.

We will therefore also recruit one PT salaried café manager/chef for the café. Duties will include stock management, responsibility for food preparation and staff/volunteer management. At the end of Year 1 we will review hours and if sufficient turnover is being generated we will increase this position to a FT one. Additional casual salaried staff may need to be recruited in the café in future years, depending on turnover. Demand will increase in the summer season.

Both posts will be advertised openly using the local press and our own website. Based on expert research and advice provided by our own Director who established and operated a successful café and shop, we will aim to attract a Project/Site Manager at a salary of approximately £25k pa and a Chef at £17-18k per annum (pro rata). Both minimising costs as far as possible and ensuring recruitment of high-calibre staff are both extremely important and we believe that this level of salary strikes the right balance. We will explore the possibility of seeking funding for the FT manager post for Year 1 and 2 of the project to offer a level of financial stability and reassurance in what will be a challenging initial period of initial trading. We also

recognise that this is only appropriate in the initial period of trading and that in the longer term the business must be self-sustaining in terms of its staffing and other revenue costs.

Staff recruitment will be by fair and open competition, with job descriptions and a recruitment plan agreed by the Board, bilingual advert in the local press (Cambrian news and Papur Pawb) and interviews.

Depending on profitability by Year 2 and 3 we will consider recruiting a further part-time shop manager to support the site manager.

### **6.1.2 Voluntary Staff**

The remainder of tasks – primarily serving customers, cleaning, shelf stocking and some basic administrative tasks – will be the responsibility of volunteers. While many people are keen to volunteer their time, most would prefer not to be involved in managerial and administrative roles. Where opportunities exist for them to do so, this will of course be possible.

A team of at least 30 committed volunteers will be required for the site to operate efficiently. It is anticipated that volunteers will need to be able to commit on a regular basis for short periods of time – perhaps alternate Tuesday afternoons for four hours, for example. Response from community consultation strongly indicated that this volunteer workforce can be recruited. For our open day and other events we have already recruited a workforce of 20 volunteers who cooked, served, cleaned and carried out many other tasks. We have subsequently held several volunteer workforce events at which people have pledged to commit to working at the facility and we are arranging for an induction event with the Plunkett foundation once a clearer idea of the project's timeframe is available.

## **Proposed Staffing and Reporting Structure: Cwmni Cymunedol Cletwr**

### **6.1.3 Training**

Staff and volunteer training will be essential. Training will be provided for all staff members to provide them with the key skills required to perform their role. We will draw up a comprehensive list of training requirements and seek support from a

range of individuals and local organisations to provide this. Volunteer training will initially be offered by the Plunkett Foundation and possibly from the Wales Rural Retail Programme. Training will cover the following and other areas, with possible providers noted alongside. This will be delivered prior to opening. Indicatively, the following areas will be covered:

- Food Preparation and Hygiene – Coleg Ceredigion
- Overview of Responsibilities for Volunteers – Plunkett Foundation
- Operating EPOS or similar system – Project Manager / Supplier
- Health and Safety – CAVO
- Petrol Operating – Specialist company (costs estimated at £1.5k)
- Access Awareness – CAVO
- Welsh Language Skills – Local volunteer tutor

## **6.2 Management and supervision of resources**

The company and project will be managed by the Board of Directors. Each sub-group is headed by a Director or Directors who either has direct experience or has co-opted specialist help onto it.

The project is headed by a Project Coordinator, Shelagh Hourahane, who is also Chair of the Company and who has considerable experience in project work and managing complex tasks.

The financial management for the project will be carried out by Tom Cosson, Treasurer of the company. He is supported by the company's financial adviser Simon Longworth who is a Chartered Accountant with PJE Chartered Accountants of Aberystwyth. An accountant will also provide support, tax advice and free services such as production of annual returns and accounts.

Each sub-group (community engagement, communications, etc) will feed into the development of the project within and without our regime of regular Board meetings.

## **6.3 The building works and purchase**

The purchase and building work within this wider project will be co-ordinated by a specific team convened by the Chair.

Cwmni Cletwr intends to commission building professionals (architect/quantity surveyor) at three stages of the project process:

### **(a) Pre Capital Development Grant ( CDG) application stage**

In order to successfully apply for a 'People and Places' Capital Development Grant the company will commission an appropriate building professional to do the following:

- Review the options set out in this document and enter into discussions about them with the client group. This process will help to narrow down the options and to refine our thinking without entering into specific detail at this stage.
- Provide comparative broad outline estimated budgets for each option
- Agree a preferred option and provide more detailed comments/costs for this
- Entering into initial consultation with the community regarding designs
- Finalise the design
- Finalise the budget for all aspects of the building project

### **(b) Capital Development Grant work**

If successful in obtaining a CDG we will commission building professionals to assist in:

- Developing an initial design
- Establishing a working budget for the project
- Entering into consultation with the community
- Assisting with any necessary permissions

(c) Full Project

If we obtain the full grant from the 'People and Places' fund we will commission the **same building professionals** to:

- Enter into final consultation with the community
- Help to prepare a brief and contract for a building contractor/s
- Project manage the building work
- Liaise with the project group
- Liaise with other professionals working on the project
- Monitor the work as it progresses
- Establish a maintenance future regime

#### 6.4 Further Skills required

Whilst we have already recruited many of the skills required to make this project a success, we have also identified some gaps where it will be important to fill with volunteers or in some cases commissioned services. These are:

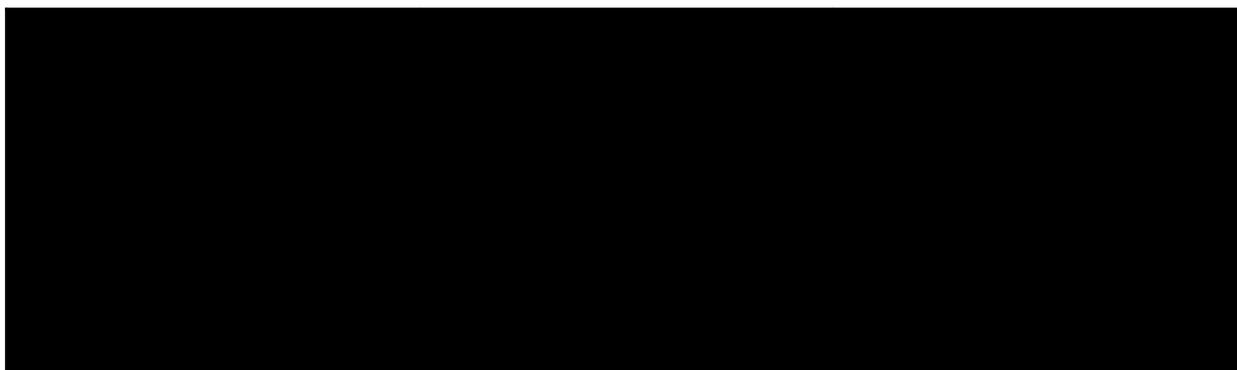
- Conveyancing expertise. We have had initial discussions about engaging Morris & Bates to undertake legal work.
- Financial Management. We hope to recruit a FT Manager with considerable retain and financial management experience, however this also needs to be supplemented by experience on the Board.

#### 6.5 Policies

We are developing detailed policies to cover a range of areas including Equality & Diversity, Welsh Language, Sustainability and Health & Safety. Where available we will make best use of model templates and best practice available from elsewhere such as the Wales Council for Voluntary Action (WCVA).

#### 6.6 Partners

**The company is already working with a wide range of partners in making the project happen.** They vary from providers of advice on a formal or informal basis, to bodies who will help us deliver the project more effectively. They are summarised in the table below.



Llangynfelyn Community Council	The local council. Letter of support provided.	Ensures community is fully engaged in project and has high-level support. Potential provider of funds in start-up phase.
Coleg Ceredigion	Local FE college. Successful collaboration on catering events to date which 3 students have used as project experience. Agreement in principle to broaden and deepen working relationship to cover other vocational work.	Provides practical, relevant work experience to students on vocational courses. Gives confidence in real-world situation for local young people. Provides college with community partner.
Ysgol Gynradd Llancynfelyn	Local primary school. Already collaborated on project to design artwork for our open day and design our logo. Agreement in principle to broaden and deepen working relationship, children will be involved in design for shop and café layout, branding etc. Also involvement in proposed inter-generational heritage project on retail in the parish.	Will provide young people with an interesting local project to participate in and contribute to. Intergenerational project will increase community cohesion by fostering greater understanding between young and old, and also between children from families originating outside of area and the primarily Welsh-speaking indigenous elderly population. This will also increase young people's awareness of local history.
Ceredigion Museum	Local museum. Museum has storeroom located next to Cletwr site in a historic chapel. Initial positive discussions have taken place that would see collaboration on using some objects and/or reproductions of historic photographs from museum collections in premises. Advice will be provided on intergenerational project and collection of new material (old photos, memories etc).	Professional expertise and extensive museum collections will benefit our interpretive role. Locals and visitors will have greater access to the rich history of the area.

Ecodyfi / Dyfi Biosphere	Local Community Regeneration Partnership. Positive discussions have already taken place at several levels.	Advice on taking advantage of tourism and offering effective tourism provision. Advice on energy efficiency.
Ceredigion County Council	Grant funding and advice from Cynnal y Cardi and Ceredigion Social Enterprise Growth Fund. Council Leader is a member of our Board.	Relationship ensures information from our project becomes better known across county. Potential sources of funding and project development.
Plunkett Foundation	We are a member of Plunkett's Enterprise Hub enabling business support and training to be provided.	Source of expert advice on operating and funding community enterprises, facilitating relationships with other enterprises.

We will work with many other organisations on a more informal basis including Womens Institute and Merched y Wawr branches, local art group, Young Farmers Club and many others. Our aim will be to provide a facility that is well-used by local groups and individuals.

We have received advice from numerous other bodies including the Wales Co-Operative Centre, Co-Operative Bank, Welsh Government, CAVO (Ceredigion Association of Voluntary Organisations) and many others. They are listed in full at Appendix 2.

## **7. Financial Appraisal**

### **7.1 Introduction**

The enterprise will be run for the benefit of the community. As such any profit generated will either be invested back into the business or donated to a community project voted for by members at the AGM. However as with any new business it may be some time before a profit is generated.

The Steering Committee has estimated the running costs of the project and the turnover required to cover these costs. The aim is that by the end of the first year of trading the business should be covering the running costs. It is anticipated that a grant would cover the revenue costs associated with employing a full-time manager for one year. In future years this cost would need to be met by the business itself.

The project will also require an initial injection of funds in order to carry out the required refurbishment and other works and to begin trading, nearly half of which – initial stock and fuel costs – would be recovered during subsequent trading.

### **7.2 Critical Success Factors for our Business**

With the right business model, the right kind of village retail service can thrive. Well over 250 successful community-run shops now operate in the UK, and this business model is well established. We believe the success of the business rests on the following factors:

- Recognition that a shop alone, targeted solely at villagers, is not viable;
- The importance of not fighting supermarkets on their own terms;
- Getting stock selection and product mix right to meet local and visitors needs;
- Structuring the business and designing the building so it can be staffed efficiently and flexibly to take account of seasonality etc;
- Getting the 'staffing' right - having a welcoming, motivated and effective management, staff and volunteers;
- Creating customer loyalty through community 'ownership' – in a literal sense through membership, and also an emotional stake-holding;
- A committed volunteer management group who give the venture 'free' consultancy – not available to most small businesses; and
- That location is vital: Cletwr Services is a superb site for such a venture because of its location on a busy road and existing 'brand' and facilities.

### **7.3 Trading Analysis and Assumptions used in the Turnover and Profit Estimates**

#### **7.3.1 General Analysis**

We have considered 3 different levels of turnover and profit – and our business plan indicates that the business is viable at all 3 levels.

- 'Basic' – surviving but underperforming, based mainly on local support;
- 'Realistic' – achievable and successful, based on strong local support and solid passing trade; and
- 'Fantastic' – possible under favourable circumstances, with very strong local support and high-volume visitor usage.

Previous trading at the site in terms of customer origin varied according to the service offered and the time of year. Broadly speaking, the customer base for the shop and petrol station was split roughly equally between local people and passers-by (commuters, business travellers and holidaymakers). The proportion using the café was much more weighted to visitors. Our cashflow projections contain detailed estimates of turnover and profit.

### **7.3.2 Analysis and Assumptions – The Shop**

The community consultation established a 'baseline' level of likely turnover in the shop by the local community of £127,296. To establish a 'Basic' level of likely turnover from this baseline we have added an additional 100% in turnover to extrapolate spend by those who did not participate in the survey and some limited non-local usage. However this is a highly conservative estimate:

- It excludes much custom from passers-by, many of whom will be brought on site by the café and petrol facilities.
- The previous customer base was estimated at 50% local people and 50% visitors.
- Local usage is also predicated on the re-introduction of the previous, limited, shop offer and the objective will be to provide more choice and a more attractive shopping environment.

It is therefore considered appropriate to consider levels of turnover in excess of this 'Basic' level. A 'Realistic' level of turnover would be 150% greater than the baseline level, and a 'Fantastic' level would be 200% greater.

The approximate current profit margin on groceries in smaller stores is around 25% and this figure has been applied to calculate net profits. This is believed to be achievable, particularly with the inclusion of some higher-margin items. It compares well with the profit margin achieved at other community-run facilities.

### **7.3.3 Analysis and Assumptions – The Cafe**

Perhaps the most challenging business consideration for the **café** will be the huge variation in levels of likely demand – most notably by season and according to the weather, but also by day of the week and time of day. Levels of trade could vary from 150+ covers on a busy summer weekend to much fewer in the winter.

Clearly, in periods of peak demand additional specialist staff could be utilised, but at quieter times, the integrated café/shop staffing is crucial to controlling costs.

Other key assumptions are:

- The cafe will take time to establish and is dependent on building a reputation;
- It is likely to evolve over time, depending on the customer types – and as such it would be counter-productive to be too prescriptive about menu types at this stage.
- The potential is dependent on the flair and imagination of whoever runs it (and in this respect the success of the café shares with the shop a reliance on skilled, enthusiastic and imaginative management).
- The ability to create a café environment with a particular character but one that is attractive to a wide variety of people

The community consultation established a 'baseline' level of likely turnover in the cafe by the local community of £21,164. The previous café's customer base has been conservatively estimated at only 15 – 25% from the local community. A 'Basic'

level of likely turnover is therefore set at 400% of the baseline, taking into account those who did not participate in the survey and non-local usage.

However this is again a conservative estimate. It is appropriate to extrapolate greater usage, and turnover, from this basic level. We will also strive to drive up local usage by improving the product offer and creating a welcoming community atmosphere. It is therefore considered appropriate to consider levels of turnover in excess of this 'Basic' level. A 'Realistic' level of turnover would be 500% of the baseline level. A 'Fantastic' level, assuming a very loyal local customer base and an expanded passing trade, would be 600% of the baseline.

While it will be difficult to separate profit margins for the café and shop element of the business, for the purpose of calculating profit margins for café items we have used a figure of 50%.

### **7.3.4 Analysis and Assumptions – Petrol**

**Fuel retailing** in the UK is a high volume, low margin business, characterised by strong competition. These market conditions have hastened the closure of smaller, less well located sites, as retailers concentrate on higher volume sites capable of surviving in a lower margin environment. A fuel station's viability is influenced by a function of volume of fuel sold and the difference between the retail pump price and the ex-refinery cost price of the fuel in the open market.

This has favoured large service stations with lower overheads per litre sold, whilst many smaller filling stations, particularly in areas with lower population density, have been facing increasing challenges (or have become economically unviable). In recent years, whilst the number of filling stations owned and operated by both oil companies and independent retailers has declined, the number of supermarkets' sites has increased.

Given that supermarkets often discount their fuel in order to attract custom, and the increasing concentration of custom in fewer outlets, a petrol station on its own as a unit at the Cletwr site is not thought to be viable. This excludes issues around maintenance costs and large capital outlay required initially to purchase fuel. Nevertheless, the questionnaire responses indicate that if fuel could be offered at a price similar to other small retailers in the area (no more than 1.5p - 2p above nearby supermarket prices) and with discount/tie-in schemes with the shop, that significant volume of custom would be generated. This would potentially boost spend in the shop on last-minute or impulse purchases as well as the café for people travelling longer distances and wanting to stop for a longer period.

The estimated baseline level of turnover of the petrol station is £257,608, again based on the community consultation exercise. The petrol station has a similar customer base to that of the shop, i.e. half local and half visitor. A 'Basic' level of turnover is therefore 100% greater than the baseline, with a 'Realistic' level of turnover at 150% greater than the baseline level, and a 'Fantastic' level at 200% greater.

Profit margins for rural filling stations are very low. This business case assumes a very small nominal profit margin of 3% which becomes worthwhile only in the positive turnover in the adjacent café and shop it generates.

We have held productive discussions with local fuel supplier Oil4Wales. We propose to make this company our preferred supplier which would unlock around **£30,000** of investment in the petrol forecourt and company at no cost to ourselves.

### **7.3.5 Other Services**

Other services offered on-site are likely to be operated for community purposes rather than for profit, although some activities may have the potential to generate some limited income. In the longer term such activity could include the 'llety' accommodation.

## **7.4 Financial Projections**

The business will aim to operate to at least Basic level by Year 2, building to 'Realistic' Level by Year 3 and 4. In Year 1, we anticipate that the refurbishment work will restrict trading; we have therefore made an assumption of 75% of basic turnover. The turnover figures are considered to be realistic. The basic level of turnover for the shop and cafe is at a similar level to figures available from previous trading at the site and are based on our extensive community consultation. Profit margins have been established by extensive market research including with another community-operated facility, and specialist advice from a committee member who has extensive experience of owning and operating a successful shop and café.

It is important to emphasise that our business although providing a broadly similar offer will be operating using a significantly different business model to the previous trading on site. It has not been possible to obtain cash flow information for previous occupants given the complex trading history on site, with units let and sub-let, and occasionally run as one business. What gives us confidence is that our business model dramatically reduces or removes several costs that existed for previous traders:

- Commercial rent will not be due if site is purchased (although there will be a mortgage/loan repayment) – a saving of £1,000 per month on the previous business;
- Staffing costs will be more than halved through use of volunteers in shop and café;
- A greener, more energy efficient building will lead to a reduction in utility costs.

Our profit and loss projections include contingencies for repair works, corporation tax and VAT liability, leaving a realistic profit projection. Our cash flow data has been scrutinised by a voluntary financial adviser who believes it to be robust and achievable. Our VAT assumptions have been made in consultation with a specialist VAT adviser from PJE Chartered Accountants. We are assuming for our VAT calculations the following:

- Shop – 15% average VAT on purchased and sold goods
- Café – 20% on sold goods and 10% on purchased goods
- Petrol – 20% on purchased and sold goods.

## NOTES AND ASSUMPTIONS USED IN OUR CASH FLOW PROJECTIONS

### Year 1: April 2014 to March 2015

- Able to offer a very limited shop/café offer during the refurbishment period, equivalent to 50% of our usual 'basic' turnover level.
- In this period, we will not be operating the petrol station given that it will require testing and bedding down, and possible investment, before becoming fully operational
- Employ a FT Project/Site Manager at £30k per annum (including on costs) and PT chef
- We have allowed for, and potentially overestimated, probable corporation tax liability
- **Residual profit for reserves/reinvestment estimated at £3,642**

### Year 2: April 2015 to March 2016

- Able to offer a full shop/café/petrol offer following the refurbishment period, but, given that all trading elements will be 'bedding down' that this will be at our 'basic' level of turnover;
- Employ a FT Project/Site Manager at £30k per annum (including on costs), a FT chef for the café (£20k), plus one additional member of staff, e.g. an assistant shop manager; £10k).
- Small grants distributed to the community at end of year of £1k.
- **Residual profit for reserves/reinvestment estimated at £6,910**

### Year 3: April 2016 to March 2017

- Able to offer a full shop/café/petrol offer following the refurbishment period, and will have improved to our 'realistic' level of turnover;
- Employ a FT Site Manager at £30k per annum (including on costs), a FT chef for the café (£20k), one additional member of staff (e.g. assistant shop manager; £10k) and 1 PT seasonal café assistant (£5k);
- Small grants distributed to community at end of year of £2k.
- **Residual profit for reserves/reinvestment estimated at £9,702**

### Year 4: April 2017 to March 2016

- Able to offer a full shop/café/petrol offer following the refurbishment period, and will maintain our 'realistic' level of turnover;
- Employ a FT Site Manager at £30k per annum (including on costs), a FT chef for the café (£20k), one additional member of staff (e.g. assistant shop manager; £10k) and 1 PT seasonal café assistant (£5k);
- Small grants distributed to community at end of year of £2k.
- **Residual profit for reserves/reinvestment estimated at £11,630**



## 8 Project Costs

### 8.1 Capital Costs

Our preferred option while not the most costly will necessitate some capital investment. The purchase itself is a significant initial investment and the group will primarily be seeking funding from the Big Lottery Fund (BLF) Wales for a large percentage of the purchase costs. These fall within the eligibility criteria of the BLF, as do the community objectives of the enterprise.

The property is on the market for £375,000 (already reduced from £495,000 at summer 2010). The company has commissioned an independent valuer who attached a £280,000 valuation to it. Our strategy to date has been to use this figure in our financial projections for the project. If possible we will seek to secure the property at below this figure, and, mindful for the fact that public money will be used to fund the project, will not offer a sum in excess of this figure.

In addition to the costs of purchase and refurbishment there will be associated costs of around £20,000 to develop our full application and design.

We have identified a project budget of approximately **£600,000** (not including the Stage 1 Project Development Costs) in order to develop our preferred option, to include the purchase price and refurbishment works.

**Note these project costs (and the cash flow projections) excludes the approximate £30,000 direct investment in the petrol station we are likely to secure from our supplier Oil4Wales.**

A breakdown of our proposed capital costs can be found below. All costs are exclusive of VAT.

#### (i) Project Development and Pre-Purchase Costs

Architectural and Design Services (to develop project to BLF Round 2)	£7,900	BLF Capital Development Grant (CDG)	Applying Dec 2012

Quantity Surveyor Fees	£1,200	BLF Capital Development Grant (CDG)	Applying Dec 2012
Structural Engineer Input	£750	BLF Capital Development Grant (CDG)	Applying Dec 2012
Asbestos Survey (estimated)	£500	BLF Capital Development Grant (CDG)	Applying Dec 2012
Petrol Surveys	£2,500	BLF Capital Development Grant (CDG)	Applying Dec 2012
Possible Ecology Survey (tbc by planning authority)	£1,000	BLF Capital Development Grant (CDG)	Applying Dec 2012

Possible General Contamination Report (tbc by planning authority)	£2,000	BLF Capital Development Grant (CDG)	Applying Dec 2012
Contingency (further surveys)	£4,150	BLF Capital Development Grant (CDG)	Applying Dec 2012
<b>Total</b>	<b>£20,000</b>	<b>BLF Capital Development Grant (CDG)</b>	<b>Applying Dec 2012</b>

**(ii) Purchase, Refurbishment and Equipment**

Property Purchase (inc Stamp Duty) (final price subject to negotiation)	£288,400	BLF Grant (£288,400)	Applying 2013

Legal Fees (Certificate of Title £500, Legal Charge £1000, Legal Opinion £500) – based on BLF information	£2,000	BLF Grant (£2,000)	Applying 2013
Refurbishment , fixtures, fittings – Based on detailed quotation from Dilwyn Roberts Cyf (Appendix 1)	£311,587 .33	BLF Grant (£139,587.33) <ul style="list-style-type: none"> <li>• Other Grant Support (including Wales Rural retail Programme) (£55,000)</li> <li>• Loan or Mortgage – potentially WCVA / Co-Op Bank (£100,000)</li> <li>• Local Fundraising (£17,000)</li> </ul>	Applying 2013  Applying 2013  Applying 2013. Eligibility checked.  Ongoing 2012-14

A comprehensive breakdown of costs relating to the refurbishment programme can be found at Appendix 1.

## 8.2 Revenue Costs

As detailed earlier we will require at least two paid members of staff to operate the business effectively. Our aim by Year 3 is for both posts to be fully self-funding from trading activity. In the initial two years, and taking into account the highly complex redevelopment project that will be taking place, we are seeking grant funding for a dedicated project/site manager to manage the transformation of the site and establish the business. We have costed this at an annual salary of £25k plus on-costs of 20% giving a total cost of £30k per annum. We are therefore applying to the BLF to cover these costs of £60,000 for Years 1 and 2. This we believe will be sufficient to attract a motivated individual with some previous property, project and retail experience. He/she will be supported by a café manager at a lower salary of around £20k plus on-costs. We are not seeking project funding for this post and costs will be met from trading income. From a survey of other community shop we believe these to be reasonable and realistic salary levels for the local area, but they will be kept under continuous review.

## 8.3 Future Phases of Project

In earlier sections of this document we have referred to the potential of the site to offer additional services in the future, subject to funds being available. We hope to be able to deliver this in a timescale of 3 – 5 years post-opening, depending on the performance of the business. This future phase or phases will include, together with very rough costings:

- (i) Development of a 'llety' accommodation, possibly in the current workshop building (£50,000)
- (ii) External landscaping and outdoor cafe area (£20,000)
- (iii) Small childrens' playground (£10,000)

## 8.4 Value for Money

In developing a sustainable and realistic project proposal we have taken into account and benchmarked other projects. It is important to establish that we are delivering value for money in terms of the investment and the desired outcomes and such benchmarking is one way to establish this.

Like-for-like comparisons are very difficult to make given that each community facility varies in its scale, range of services, customer base, and whether it has been purchased. The following projects give an idea of grants provided by the Big Lottery Fund and other projects (note this does not equate to total budget), similar in scale to Cwmni Cymunedol Cletwr's application to the People and Places scheme. Given the wide target audience and range of services, this comparative study indicates that the Cletwr project would offer excellent VfM.

Project and Location	Overall / Main Capital Grant (approx)	Range of Services	Target Audience
Pensarn Community Centre, Abergele	£500,000	Cafe, community centre	Mainly local people
West Wemyss, Fife	£485,000	Village shop, cafe, meeting rooms	Mainly local people, some tourism
<b>Cletwr Community Services</b>	<b>£450,000</b>	<b>Village shop, cafe, petrol facilities, community space, heritage area</b>	<b>Local people, commuters, significant tourism potential</b>

Talgarth Mill, Powys	£435,000	Cafe, shop, working mill	Local people, tourists
Barge Inn, Wiltshire	£424,000	Pub, village shop, arts space	Mainly local people
Cwm Trannon, Powys	£400,000	Shop, very small cafe, petrol	Mainly local, little passing traffic/tourism
Ballygally, Antrim	£406,000	Shop, community space	Mainly local people

## **9. Marketing and Communication**

Marketing activity will have two distinct phases – raising awareness of the project prior to opening, and marketing of the services and products once opened. We are committed to carrying out all of our marketing and communication activity in both Welsh and English, reflecting the bilingual nature of our community.

### **(i) Initial Marketing**

Our aims are to raise awareness of:

- the projects aims in the community and beyond
- The projected benefits of the community business
- The need for support from the local community to back the project

Following a public meeting and the establishment of a working group, we have utilised traditional and non-traditional means to get our message across to local people about the project. Leaflets were distributed and an email group was created for regular bulletins. We have also conducted a community questionnaire, where we personally delivered and collected from over 200 homes, giving an excellent opportunity to engage with individuals. We have established a website and Facebook page for people to find out more about the project, keep informed, contribute views and become involved.

The re-opening of the shop through the Siop Cynfelyn project will also act as an excellent way to keep the project in the public eye and keep community momentum and support. Siop Cynfelyn will be a venue where we can display information and hold events to keep people updated about the wider project.

### **(ii) Post-opening**

Once the project has been realised, the marketing objectives become the promotion of the services offered. The marketing planned includes:

- Signage: given the location it will be vital to tempt people to stop via an attractive, welcoming signage and exterior;
- Brand Image - a bilingual brand identity will be developed which will be used on all promotional material, communications and the website;
- Launch Event - an event will be arranged to promote the opening of the new store and invite people to view the refurbished premises;
- Bilingual website and social media to promote the site and provide information on opening hours, events and promotions.
- We will work with local newspapers and radio stations to extend our message even further
- Marketing will be tailored to the particular audience being targeted. Primarily we will advertise locally but also investigate, in the summer months, advertising in publications and websites specifically for tourists.

### **(iii) Wider advocacy and promotion**

We will as part of our marketing seek to reach as wide and as influential audience as possible. We are passionate not only about our own project but about community facilities and social enterprises more generally.

- We will work with the Plunkett Foundation to co-promote the sector as far as possible.
- We will aim to engage local and national policy and opinion formers. We already have strong links to the local Assembly Member and several parties in Wales are supportive of the social enterprise sector.

## 10. Monitoring and Evaluation

To track whether our outcomes are being achieved, we will use a wide variety of quantitative and qualitative methods all of which have been chosen specifically with each outcome and group of people in mind.

In terms of economic and social contributions, as the services are currently closed the current baseline position is zero. The methods used to monitor our outcomes will include:

1. Encouraging visitors to complete questionnaires during the course of the project.
  - a. For local people these will record information on people's views of how the community has changed following the re-opening of the services.
  - b. For visitors to the area we will ask for views on the information provided, such as tourism information, and whether this has helped shape their perception of the local area.
2. For those more directly participating in the project we will carry out more intensive consultation to track how the project has improved their skills and lives.
3. We will also collect management information on volunteer participation, work placements, attendance at community events, local suppliers (this will be defined as coming from companies based within a 25 or 50 mile radius).

We will also collect informal feedback through a Visitors Book / comments cards.

Participation in these and the questionnaires will be encouraged by offers of prize draws and other offers. To ensure that the evaluation process is as inclusive as possible, we will encourage people to take part/contribute anonymously if desired. All such activity will give people the choice to participate in Welsh or English.

In order to check whether the above methods are the most appropriate ways to collect information we will consult with our members and volunteer base.

The appointed Project / Site Manager will be responsible for ensuring that project outcomes are monitored in a robust and timely manner. To ensure that monitoring processes are adhered to we will hold a monitoring and evaluation session with all relevant stakeholders prior to the Centre's official opening. This will underline the importance to all stakeholders of the monitoring and evaluation process to the success of our project and our chances of getting further funding. We will allocate a small budget in Year 1 for internal monitoring and evaluation activities, around £500, and at the end of Year 2 will allocate a higher sum (up to £2,000) to contract external specialists to evaluate the success of the project and inform future development.

The take-up of services will be monitored by the Project/Site Manager to ensure that appropriate activities are being offered, and if user consultation and questionnaires suggest alternative services, these will be put in place, as soon as possible

The individual indicators mentioned above will form the base of our information, and reports will be produced at regular intervals during the year to ensure and evaluate how effectively we are meeting our desired outcomes. At the end of Year 1 of the project we will conduct an internal formative and summative evaluation of the project to inform activity in future years. This will be compiled into an annual evaluation report for both internal and external consumption.

Of course, feedback on stock selection and catering offer will form a continuous monitoring process and we will aim to respond as much as possible to local people's needs. We will also utilise the Plunkett Foundation's 'Health Checks' system which provides support to monitor retail performance of community shops.

Some of the key points that the annual evaluation will address are as follows:

- To what extent has the re-opening of the services achieved the project outcomes?
- What are the key findings in terms of success and failure?
- What impact is the project having?
- What were our particular achievements?
- Were there any unexpected outcomes?
- Was our business and project planning accurate and robust?
- What lessons have we learned, and what would we do differently?
- Where will the project go from here?
- Recommendations for further improvements/phases of the project.

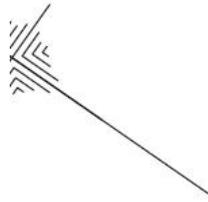
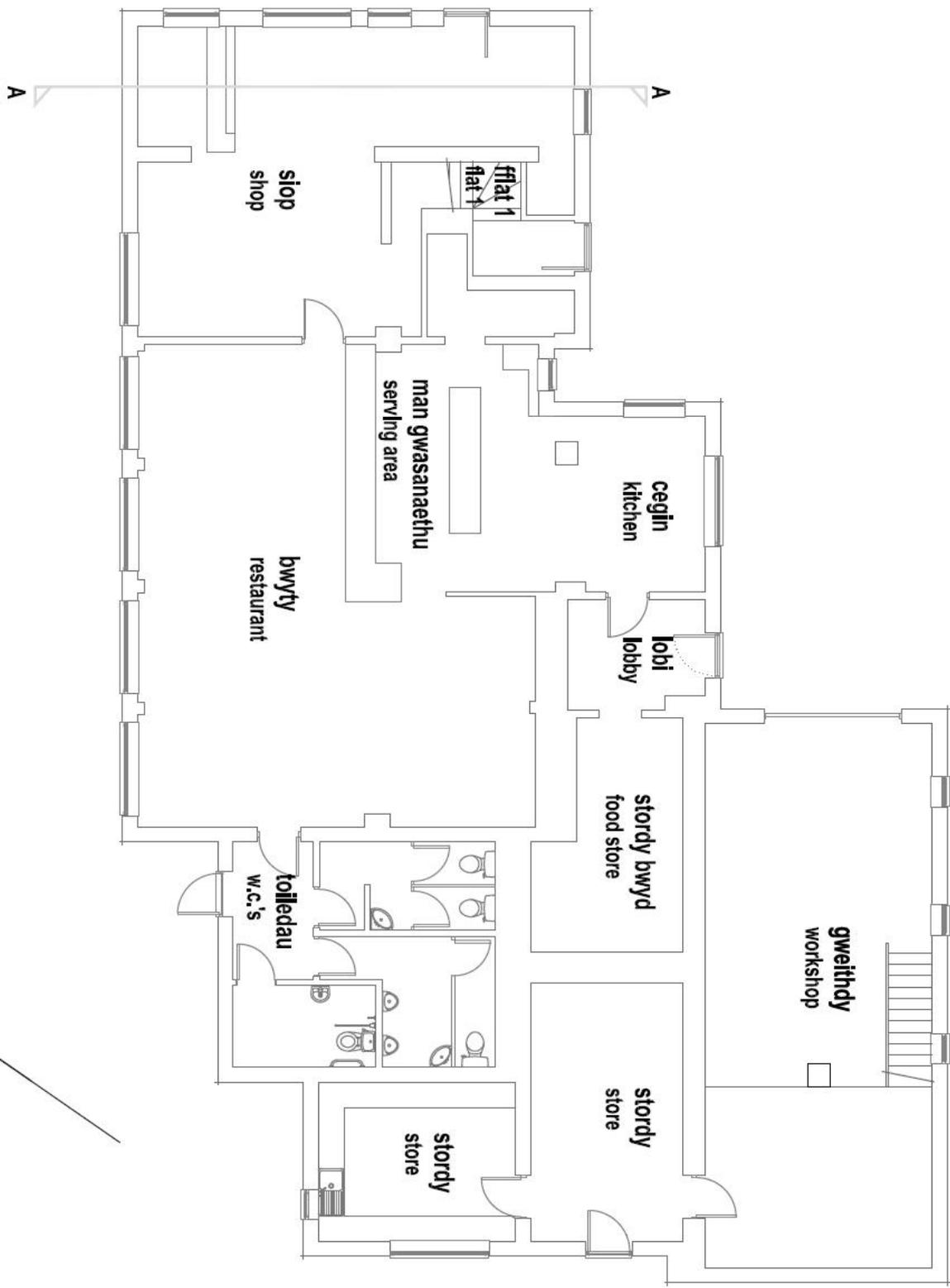
The evaluation will form part of an annual event to celebrate the project to which the local community and all other stakeholders will be invited to celebrate their role in our success.

### Monitoring and Evaluation of Outcomes and Indicators

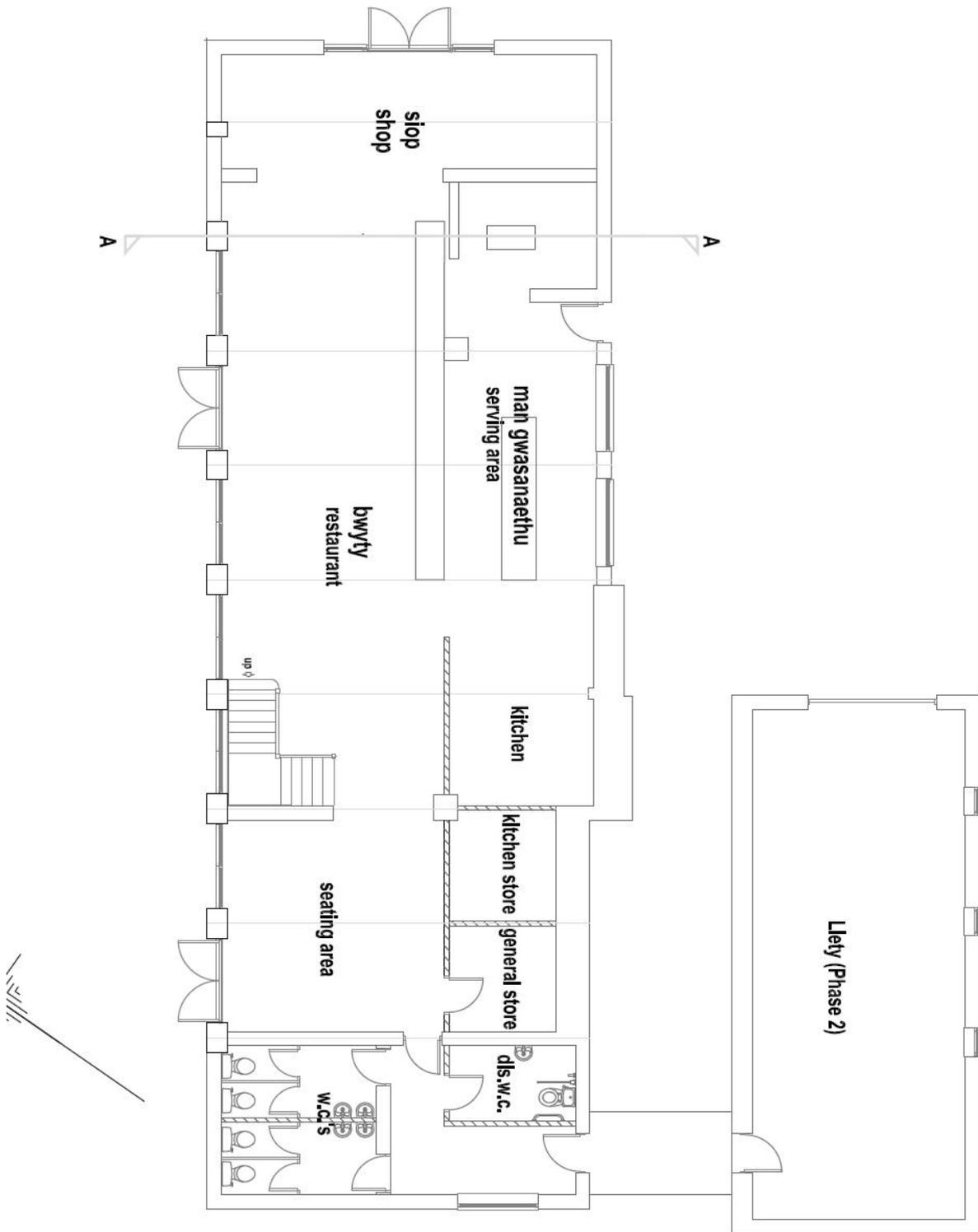
1. An improved local economy through better employment prospects and a better-supported local food production sector;	<ul style="list-style-type: none"> <li>• Jobs Created</li> <li>• Number of local suppliers used</li> </ul>	Management Information	Collected annually by Project/Site Manager	N/A
2. Increased self-confidence and skills amongst people from the community of all ages, through volunteering and placement opportunities;	<ul style="list-style-type: none"> <li>• Number of regular volunteers</li> <li>• Number of work placements</li> <li>• Number of participants reporting improved self-confidence and skills</li> </ul>	<ul style="list-style-type: none"> <li>• Management Information</li> <li>• Annual Volunteer Survey</li> <li>• Placement feedback</li> </ul>	Data collected continuously and summarised annually by Project/Site Manager	All volunteers All placements
3. A revitalised and more cohesive community which has a social and economic focal point; and	<ul style="list-style-type: none"> <li>• Funding provided to local community projects from trading profit (Year 2 onwards)</li> <li>• The number of people who feel more involved in the community</li> <li>• The number of people who view the community as a better place to live as a result of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Community Feedback and Annual Community Survey</li> <li>• Management Information</li> </ul>	Data collected continuously and summarised annually by the Project/Site Manager	Users of service from local community

<p>4. A better appreciation of the community and wider area's culture, language, and tourist offer for visitors to the area.</p>	<ul style="list-style-type: none"> <li>• Number of people accessing information</li> <li>• Improved awareness and appreciation of natural and cultural heritage of area</li> </ul>	<p>Visitor Feedback and Annual Visitor Survey</p>	<p>Data collected continuously and summarised annually by the Project/Site Manager</p>	<p>Users of service from outside the area</p>
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**Appendix 1A: Current Ground Floor layout**



# Appendix 1B: Option 4 Proposed Ground Floor layout



## Appendix 2A: Capital Cost Breakdown for Option 4 (chosen option)





**Appendix 2B – Capital Development Costs based on quotation from Dilwyn Roberts  
Cyf and Phoenix Forecourts**

**NOTE: VERBAL QUOTE RECEIVED FOM PHOENIX FORECOURTS FOR INSPECTIONS: £2500**  
**Appendix 3: List of Advisers/Professional Expertise Consulted**

Professional Advisers: Property	Steve Berry	Artists Valley Architects
	James Drew, Matthew Tench	Dilwyn Roberts Architects
	Hefin Lewis	Henllan Property Services (Surveyor & Valuer)
Professional Advisers: Retail	Sarah Mayell	Plunkett Foundation
	Grant Peisley	Plunkett Fuondation
Professional Advisers: Governance	Mike Williams	Wales Co-Operative Centre
Professional Advisers: Legal	Nia Jones-Steele	Morris & Bates

Professional Advisers: Finance, VAT & Accountancy	Simon Longworth, Donald Patterson	PJE Associates
	Charlotte Hobbs	Hobbs Accountancy
Professional Advisers: Petrol	Colin Owens	Oil4Wales
	Carl Benjamin	Phoenix Forecourt Services
	Edward Dumbrill	Ceredigion Environmental Health Officer
Professional Advisers: Catering	Jo Pearce	Coleg Ceredigion
	Mike Smerdon	Former catering professional
Professional Advisers: Other	Nick Venti	Cambrian Mountains Initiative Project Officer

	James Mellans	Elliott ex-Fleet temporary accommodation
Funding Advisers	John Davies/Kate Watkin	Wales Rural Retail Programme
	Richard Roberts	Better Bids, Wales Council for Voluntary Action (WCVA)
	Teleri Davies	Ceredigion Council for Voluntary Organisations (CAVO)
	Gwenfair Owen, Michelle Davies, Nerys Thomas	Cynnal y Cardi
	Maria Wilding	Ceredigion Social Enterprise Growth Fund (CSEG)
	Meinir Davies	Ceredigion Community Development Grants
	Kate Watkins	Wales Rural Retail Programme

Tourism Advisors	Ann Whelan	Coastal Access Project Officer, Countryside Council for Wales
	Claire Goodman	Wales Coast Path Officer
	Emyr Davies	Dyfi Osprey Centre
	Mike Bailey	Ynyslas National Nature Reserve
Other Community Projects	Jack Newland, James Grafton	Cwm Trannon Community Shop
	Ann Ffrancon, Marian Delyth	Blaenplwyf Community Shop
	Catrin Jones	Aberystwyth Menter a Busnes and previous manager of the Cletwr
	Cris Thomas	Cwm Arian Community Resource Centre, Hermon

	The Manager	Llanfrothen Community Shop & café, Gwynedd
	The Manager	Brockweir Community Shop & Café, Wye Valley
	The Manager	Feckenham Shop, Worcestershire
	The Manager	Alfreck Community Shop & cafe

#### Appendix 4: Summary of Community Consultation

##### Tre'r-Ddol/Craig y Penrhyn:

Returned Tre'rddol/Craig y Penrhyn 84 out of 112 delivered. **75.0%**  
 Out of 84 returned 81 positively support the **SHOP** reopening. **96.4%**  
 Out of 84 returned 51 positively support the **CAFE** reopening. **60.7%**  
 Out of 84 returned 69 positively support the **PETROL ST** reopening. **82.1%**

Total predicted spend for above community: **£ 1314/week SHOP**  
**£ 156/week CAFE**  
**£ 2544/week PETROL ST**

<u>Predicted usage:</u>	<b>SHOP</b>	<b>CAFE</b>	<b>PETROL ST</b>
Once a week or more:	85.7%	8.3%	42.9%
Less than once a week:	11.9%	44.1%	45.2%
Never/No Answer:	2.4%	47.6%	11.9%

##### Tre-Taliesin/Llangynfelyn:

Returned Tre-Taliesin/Llangynfelyn 70 out of 131 delivered. **53.4%**  
 Out of 70 returned 65 positively support the **SHOP** reopening. **92.9%**  
 Out of 70 returned 49 positively support the **CAFE** reopening. **70.0%**  
 Out of 70 returned 57 positively support the **PETROL ST** reopening. **81.4%**

Total predicted spend for above community: **£ 841/week SHOP**  
**£ 175/week CAFE**  
**£ 1433/week PETROL ST**

<u>Predicted usage:</u>	<b>SHOP</b>	<b>CAFE</b>	<b>PETROL ST</b>
Once a week or more:	85.7%	8.6%	40.0%

Less than once a week:	8.6%	50.0%	42.9%
Never/No Answer:	5.7%	41.4%	17.1%

### **A+B. Whole Community of Llangynfelyn:**

Returned whole Community of Llangynfelyn of 154 out of 243 delivered. **63.4%**  
 Out of 154 returned 146 positively support the **SHOP** reopening. **92.9%**  
 Out of 154 returned 100 positively support the **CAFE** reopening. **64.9%**  
 Out of 154 returned 126 positively support the **PETROL ST** reopening. **81.8%**

Total predicted spend for above community: **£ 2155/week SHOP**  
**£ 331/week CAFE**  
**£ 3977/week PETROL ST**

<u>Predicted usage:</u>	<b>SHOP</b>	<b>CAFE</b>	<b>PETROL ST</b>
Once a week or more:	85.7%	8.4%	41.6%
Less than once a week:	10.4%	46.8%	44.1%
Never/No Answer:	3.9%	44.8%	14.3%

### **Wider community Eglwys Fach/ Furnace/ Ynyslas :**

Returned Wider community Eglwys Fach/ Furnace/ Ynyslas 29 out of 120 (approx.) delivered. **24.2%**  
 Out of 29 returned 26 positively support the **SHOP** reopening. **89.7%**  
 Out of 29 returned 18 positively support the **CAFE** reopening. **62.1%**  
 Out of 29 returned 23 positively support the **PETROL ST** reopening. **79.3%**

Total predicted spend for above community: **£ 293/week SHOP**  
**£ 77/week CAFE**  
**£ 978/week PETROL ST**

<u>Predicted usage:</u>	<b>SHOP</b>	<b>CAFE</b>	<b>PETROL ST</b>
Once a week or more:	65.5%	6.9%	48.3%
Less than once a week:	27.6%	41.4%	44.8%
Never/No Answer:	6.9%	51.7%	6.9%

### **A+B+C. TOTAL FOR ALL RETURNED QUESTIONAIRES:**

Out of 183 returned 172 positively support the **SHOP** reopening. **94.0%**  
 Out of 183 returned 118 positively support the **CAFE** reopening. **64.5%**  
 Out of 183 returned 149 positively support the **PETROL ST** reopening. **81.4%**

Total predicted spend : **£ 2,448/week SHOP**  
**£ 407/week CAFE**  
**£ 4,954/week PETROL ST**

<u>Predicted usage:</u>	<b>SHOP</b>	<b>CAFE</b>	<b>PETROL ST</b>
Once a week or more:	82.5%	8.2%	42.6%
Less than once a week:	13.1%	45.9%	44.3%
Never/No Answer:	4.4%	45.9%	13.1%

Out of **183** households/returned questionnaires: **78** are willing to give time to the project and **38** may contribute financially in some way.

Demographic (Out of 183 households)

<11:	50
11-18:	48
19- 65:	270
>65:	88

## Appendix 5: Summary of Visitor Consultation

Number of respondents = 125

Q1) How often do you travel along this road & past services? Average per year: 136

Q2) What is the main reason for travelling?

Q3) Did you ever stop when they were previously open? Y=110 N=12

If no, why? Reasons given were:

no reason to; use Davmor; use own village; already closed; not local; time; haven't been before

If yes, no. of times? Average times a year = 50

Q4) If you did shop previously what was the reason for stopping?

Q5) how much spent on each occasion ? Chart shows average.

Q6: Would you like to see Cletwr services re-opened?

Q7: What would be your main reason's for stopping in future?

Q8: How much do you envisage spending?

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Q9: What other facilities would you like to use when stopping?

Q10: What type of food would you like to eat?

a) Menu Ideas

Other detailed menu ideas

- fish & chips ham, egg & chips, flan, salad, cottage pie steak pie

b) Type of food preferred

Q11: What type of goods would you like to buy in the shop?

Other Shop Comments

- forgotten items
- specialist local produce
- deli type shop home made cakes
- offers on e.g. alcohol
- postcards
- Welsh things e.g. Welsh brew Teabags
- local honey, home made jam
- papers - Papur Pawb, Cambrian News, Western Mail

## Q12: What else would make you stop?

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### Longer Comments – what else would make you stop

#### **To do with café**

- Would like papers available to read in the café
- Like the idea of the Café being a gateway for tourism activities. We are ideally placed here and it would be great to cash in on this opportunity. Some really detailed outside maps to encourage cyclists/motorcyclists etc to check their progress over a cuppa. Projector and big screen – let teenagers come and play X-Box on big screen; enable them to be out in the community
- it would be great to be able to hire the café & kitchen for one off events, parties, feasts etc
- child toddler group/café with painting, ceramics painting ([www.crackpots.co.uk](http://www.crackpots.co.uk))
- creative space for people to draw knit, art materials, papers, magazines
- meeting place for home schooled families

#### **To do with facilities**

- Used the Post Office. Like the idea of the facility for others (I am now unemployed)
- Basic outdoor play stuff visible from windows
- car parts
- diesel less than £1.47 a litre
- hand car wash, US diner

#### **To do with volunteers/ suppliers**

- microbrewery selling kegs of its ale & beer festival
- pick up veg boxes as part of a bulk buy grocery group i.e. a SUMA order group

#### **To do with customer service**

- good quality food at reasonable cost
- good value on everyday items
- open when passing, friendly, clean, reasonable prices
- clearer signs
- practice Welsh
- accessibility - no steps

#### **Events ideas**

- community venue for workshops, meeting, courses
- whist drive
- yoga
- comedy nights
- car boot / fete
- local music, historians, meetings with talk
- dinner nights, dances, internet café, films
- themed food evenings
- special nights in café e.g. curry
- birthday parties
- quiz evening
- toddler group , pizza café monthly theme nights
- music comedy film meetings themed events jukebox

#### **Opening times**

- open weekends & after school
- open until 7
- open out of work hours - evening and Sundays

### Q 13 Any Other Comments

- shop sorely missed
- be nice to see it open and run by the locals
- would use it to keep the facility in the village
- willing to volunteer with organising marketing/events
- great idea for locals to set up services they want and will support. Would try to buy all my petrol here
- Hope this does open in future
- I would definitely like to see the Cletwr services reopened
- Pob lwc
- good luck
- travels past rarely
- would be excellent for Taliesin & Tre'r Ddol
- Edrychaf ymlaen I'r busnes I agor mor fuan ag bosib a phob llwyddiant I'r grwp
- thankyou for today
- good luck - it's great
- Keep going - you're doing great and it will work
- look forward to the opening - thanks for your efforts
- Byddwn yn dod eibioe mwy aml i gynorthwyo'r fenter
- cyfle gwych I fod un o'r lleoliadau Biosffer Dyfi. - rhydwaith newydd gall tynnu ymwelwyr I fewn I gael gwybodaeth
- open now now now!
- hope all goes well - it will be nice to see it open again
- Pob hwyl ar y fenter
- hope cletwr services does open in future & look forward to patronising
- probably wouldn't use often enough to influence you but would support the community café. Good that you're opening it up
- great idea / be very happy to support this project
- great initiative - good luck!
- No petrol within 10 miles either direction - lovely facilities - shame to lose them
- sooner it opens the better
- should be re-opened
- thankyou for the very nice welcome
- Dw I'n fodlon helpu'n wirfoddol
- best of luck
- what a great event
- loved the open day - thank you!
- this is a hugely missed service to the community
- brilliant idea! Lovely cakes/coffee thankyou.
- good luck to you all
- keep shops & petrol stations open
- brilliant community initiative - the P.M.s Big Society
- I think it is a wonderful idea and I wholly support it

### Q 14 Age of visitors responding