**Community Hub for Llanbedr DC**

**Feasibility Study**



Joining the Conversion……

To make Llanbedr DC even better

Outline Business Plan and Operational model, for the development of a Community Hub within The Griffin Inn

September 2017

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1. executive summary

This business plan presents a really exciting proposal for the operation of The Griffin Inn; an opportunity to enhance the perception of Llanbedr DC as a thriving village with the community at its heart. It is a chance for Llanbedr DC to make a difference to its own destiny, forming a Community Enterprise to manage The Griffin Inn as a Pub and a most importantly as a Community Hub. The Inn’s activities will be diverse, creating a mixed use facility for community events, tourist information, a café (with good coffee and home baked cake), 4\* accommodation and small “essential” shop. It will be a Heart of the village that is not ONLY for profit, but also for the well being of the villagers.

It would be difficult for the hall, the church or the school to be a community hub. The hall, too busy; the school too remote, inaccessible most times; church not the correct facilities. So the Inn was an ideal place for a community hub

A t the beginning of the project a sizeable survey has been conducted within the village, with a 42% response rate. 82% of those asked said that the Inn was important to the village, with the vast majority seeing the importance of a Hub that fulfilled many needs. The villagers cited it as being important as focal point for communication and community integration. There were many ideas for events and activities that would be important to the area. (See **Appendix A**)

* **The vision is to create a central focal point for village life which will act as a catalyst to reignite a sense of community in Llanbedr DC. Over the past few years the village has lost its village shop, its post office, and the village school has been under threat of closure.**
* **The Inn will be welcoming with a good sense of place which will address rural isolation in the village for young and old. It will be a place for community events and day to day hospitality, plus it will extend a warm welcome to those who will bring economic benefit into the wider area i.e. cyclists, walkers and day trippers.**
* **The importance of a pub in a village as an integral part of the community cannot be over emphasized for the sense of village well-being, vibrancy and the economic benefit to an expanding housing stock – all key elements that have been apparent in other villages where community enterprises thrive.**
* **Communication was an important issue brought to the for in the survey of the village. A good budget on media would ensure that The Inn could be a hub for all important news in the village**

The Griffin Inn has been a thriving pub in the past. It is a Grade II listed building, built in the mid-19th Century clustered with the church and lodge house. It has had great periods of success and was once famously owned by an Opera Singer and people would come from far and wide to stay in the late 1970’s. However, over the last five years it has declined under multiple tenants and has suffered from a lack of investment in the building, in marketing and in business development.

In February 2017, owners Robinsons Brewery decided to sell the pub. Initially it seemed to be an attractive prospect for potential developers and investors as it is a substantial property with 1 acre of land. However, early interest did not bring in offers at the level desired by the Brewery and those that thought planning consent for change of use would be possible were disappointed by the Denbighshire County Council Planning Department. Also the cost of upgrading would be substantial and individual investors have no proof (no financial information is being released by the Brewery) that investment could easily be clawed back.

**Options were present at the beginning of this project:-**

* A purchaser unknown to the village, taking the Griffin forward as a new concern. In this case, the community council could share survey information which was completed at the beginning of the project. This would help the new owner by giving them an indication of what their local potential customers were looking for in a village Inn. The business planning model, at the discretion of the council, could also be shared – the new owner may or may not have the community needs at its heart
* Options were indicated at the Interim Report Stage that the Community Council could seek financial support and purchase the Inn totally under a community purchase scheme. (see attached (Appendix B) information shared was with council however at the time there was little appetite for borrowing for purchase on top of redevelopment. Robinsons also indicated that they would be unhappy for delays in finance application and at the time there seemed many potential purchasers, and implying a speedy result was their preference. If the Council were to seek formal funding, they would be able to use the bulk of this report as a template with a few changes from lease to loan payments
* A purchaser known and resident to the village could come forward with whom the Community Council could work and share a vision. The purchaser would lease the Inn to a Community Management Company who would be concerned with its daily operations. This was the option favoured by the council representatives, as it could be a quicker resolution to the purchase. The outline plan within this report has been developed with this option in mind.

Bringing the Griffin Inn into Community Management will ensure the success and sustainability of the business by enabling the community to develop the facilities to meet their needs, rather than serving the higher financial margins of a brewery. Community Management will ensure co-operation between various strands in the community ie Hall, school and church and the Inn will provide important support to small businesses in the locality, particularly food producers and micro-breweries. The Griffin will also become a Free House and will therefore have the freedom to sell multiple brands – which will improve its attractiveness to consumers.

To enable the Griffin to be run by the community, a village resident proposes to buy the Inn and then lease to the community organisation on a long lease. This will allow the village management group to concentrate on the costs and development of a refurbished community hub, rather than also being concerned with the initial capital input.

This Outline Business plan works on the premise that a Community Benefit Society (CBS or Society) will be formed as a legal entity. The CBS Board will oversee the management of the Inn, and report back to the village and directly to its membership.

It is anticipated that the lease term will be around 12 years with a minimum rent-free period of 9 months (subject to negotiation between the Society and the landlord). This will give time to renovate the premises plus several months to build an income for staffing and stock for the future operation.

Capital to upgrade the building and garden and cover initial management costs will be raised through a mix of community share offer, a possible community council loan and grant aid (RDP, Visit Wales and Lottery)

Shares will be a nominal sum of £1. Purchase of a single share will confer ‘membership’ of the Society, giving members control over the business through the election (annually) of a Board of Directors and voting rights on significant issues at regular meetings. All members will have an equal vote, regardless of the size of their shareholding. Members have “limited liability” and would usually only lose the amount they have invested in shares if the Society becomes bankrupt. One or more time-limited community share offers will be made to raise the capital needed to cover renovation and start-up costs. The minimum investment in shares will be set at £250 and the maximum investment at £10,000. (These levels will be agreed by the management committee)

One of the clear indications from the Survey was that people wanted to be supportive, but felt that the décor and atmosphere needed updating – and good food preparation was essential. It is estimated at this point that the necessary works to the pub would cost in the region of £150,000 and will cover upgrading the rooms upstairs, refitting the kitchen and remodeling the ground floor. Some of this could be covered by Grant Aid ie Visit Wales, but would need to be underpinned by employment creation. This figure may be adjusted over time as it does not account for in kind work that may be offered by local businesses ie civil engineering and building – many of whom are based in the village.

Recognizing the community demographics and skills, the Café and Accommodation offering should come under the management of the Society. (It would be important for the drawing down of grants that the Community manage part of the Inn’s facilities.)

However, the “Pub” and “Restaurant” services will be offered for tender to companies already operating in this area. There will be clear conditions on the operation of these parts of the business to ensure that the Tenderers meet the requirements of the community. This has been a highly effective methodology in other community enterprises in the UK. (Research Institute Report – “what works – successful community pubs” see Appendix D). As this is the model suggested, the financial projects held in this proposal do not cover any cash flow issues to do with wet sales or restaurant sales.

The projected cashflow shows a small profit, after all costs including employment costs – this allows for the proposed inclusion of the Post Office and Shop within the Inn being a benefit to the community at “cost” rather than income generation

The aim will be to open The Griffin Inn after carrying out essential refurbishment and redecoration, the creation of a café and possibly the relocation of the bar area and restaurant, as customers will want a clear statement that things have changed. It is important in an area where word of mouth advertising is king that a memorable first impression will make a difference to The Inn’s success – however a consistency of quality and standards must be maintained thereafter as the rumour mill will soon destroy any reputation.

A marketing strategy is presented which will increase usage by local people, visitors staying in the area, and day-trippers. A risk analysis has been conducted. The high-impact risks would be failure to raise the requisite capital for the renovation, not covering monthly costs, insufficient usage, or increases in operating costs.

2. project development

**2.1 Background**

Llanbedr Dyffryn Clwyd (Llanbedr DC) is a small rural village in the foothills of the Clwydian Range Area of Outstanding National Beauty (AONB) approximately 2 miles north east of Ruthin, Denbighshire, on the main A494 trunk road to Chester. Like many rural villages in Wales, Llanbedr DC has experienced a gradual decline in local services over the past few years. The closure of the shop and post office, the school under threat and the closure of the Griffin public house by owners Robinson’s Breweries in January 2017 saw community cohesion dwindling further and the Community Council decided to step in to investigate how it could re-introduce basic rural services, including the much-valued Griffin Inn, and attempt to breathe some life back into the village.

In May 2017 the Community Council was successful in obtaining funding from Rural Development Agency Cadwyn Clwyd though the Welsh Government Rural Communities – Rural Development Programme 2014-2020 in order to commission a community consultation and options appraisal on the lack of basic services in Llanbedr DC, a feasibility study to look at the potential of the village and a business case for a facility to increase community and business engagement and involvement.

The study sought to:

* Assess local demand by carrying out an in-depth community consultation to include local residents, community groups, businesses and other stakeholders/potential stakeholders.
* Look at existing provisions within the village and identify gaps
* Carry out an options appraisal based on the results of the consultation exercise and present an Interim Assessment Report to identify potential ways forward.
* Assess the feasibility of the preferred options and from the direction identified, produce an outline 3-year business plan considering legal status; capital, income & expenditure; operational income and expenditure to include staffing, insurances, resources; marketing – potential of phemed events; partnerships with other organisations; competition and risk.

After a competitive tendering process, the contract was awarded to Julie Masters of Julie Masters Consultancy and Amanda Brewer of The Brewer Group.

The study has been managed by a small Steering Group comprising Tim Baker and Lyn Evans of Llanbedr DC Community Council and Helen Williams of Cadwyn Clwyd.

The study has involved:

* Extensive site appraisal and field work
* desktop research, background reading, case studies and questionnaire surveys
* Wide ranging consultations including one to one meetings, community engagement events, client working sessions etc.
* Assessing how the project could be take forward.

This has not been a traditional feasibility study. Following community consultation, it became clear that the Griffin pub was the primary focus of community interest and because Robinsons Breweries sought to sell the Griffin at the earliest opportunity, the study has involved practical advice and support to assist the client towards a realistic strategy for purchase, occupation and management, in particular to devise a realistic project development plan, cost plan, phasing plan and profit and loss projection. The findings are encapsulated in the report.

**2.2 Context**

Following the presentation of the Interim Assessment Report, Options Appraisal and Action Plan which reviewed the results of extensive interviews, questionnaires and stakeholder meetings and made recommendations on next steps, (See **Appendix B**) the Steering Group concluded that the development of a Community Hub for Llanbedr DC within The Griffin Inn was the best option for the village and the outline business plan has been developed on this basis.

The Community Hub is intended to house local facilities including a public house, restaurant, a cafe and a small shop for essentials. A post office outreach will also be considered in partnership with the main Ruthin post office. The Hub will also offer bed and breakfast accommodation to visitors to this part of Denbighshire as it is so close to Offas Dyke, in the heart of the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty, and the Gateway to the Vale of Clwyd.

The Community Hub is intended to be pivotal in actively ensuring good communications and connections in the village, helping to safeguard community integrity and provide a welcoming focal point for the larger outdoor community who love our rurality, the Foothill of Offas Dyke and the Clwydian Range.

**2.3 Local Consultation**

A survey was compiled that considered many aspects of the village including workplace population, household structure and communications networks; attitudes to The Griffin Inn and relationship with The School, Village Hall and The Church. The Full details attached in **Appendix A**

Data Wales details the districts Llanbedr DC & Llangynhafal as follows:

* 30 Jun 2015 - There are 1,459 people living in the rural location
* The area is ranked 1,663 in the Welsh Index of Multiple Deprivation (WIMD) 2014. (WIMD is a measure of multiple deprivation at small area level. Each district in Wales has been given a score and ranked in order of deprivation. A rank of 1 would be the most deprived in Wales, and a rank of 1909, would be the least deprived)

Showing that Llanbedr DC is an area believed to have little problems with deprivation.

**2.3.1 Llanbedr DC Survey results**

* 85% of responding residents felt than The Griffin was important or very important to the village
* 70% of respondents thought the Griffin should be a hub for the village, incorporating a café, restaurant, shop post office

The survey shows that the demise of the pub was because of inconsistency of food quality, the atmosphere and décor, the unfriendliness of the staff, plus some issues with beer quality.

Many people are keen to be a part of the Inn development but there is a realization that only a small group of people could, at this moment, actively volunteer on a regular basis. The older population is unable to commit, and the younger population is either working with little spare time or often has smaller children which makes volunteering difficult. The initial work for upgrading should be easily achieved given the number of people volunteering to do one off practical jobs, however, the sustainability of regular volunteer staff is uncertain.

|  |  |
| --- | --- |
| % of people 0 - 15  years (30 Jun 2015 | 13.6 |
| % of people 16 - 64  years (30 Jun 2015) | 57.1 |
| % of people 65+  years (30 Jun 2015) | 29.3 |

**Llanbedr DC Population Statistics**

It will be a task for the new management to encourage more engagement/volunteering from the working population 16-64 years as well as drawing them in as customers.

The survey showed that out of 143 respondents, 74 people would volunteer – slightly over 50% - so it is hoped that those willing to share their skills will come forward regularly. There were 28 volunteers for bar work and 26 for gardening, which could be a healthy bank of volunteers initially. As the Inn becomes more popular it may well bring more people in from the outskirts of the village, or from other villages to join the volunteering experience – this has been the experience of other local community establishments.

**2.3.2 The Current Position - Developing a Sustainable Business**

Llanbedr DC is quite a sprawling village with no clear centre. There are several clusters of population that are more like spokes radiating from the pub.

There is an aging population, which is a mixed blessing: – positive in terms of available time if recently retired and often the population has a reasonable pension (good spending potential). Negative as they have family (children and grandchildren) ties, often further afield, and have already formed local relationships which mean that a Hub is less necessary.

Both a strength and a weakness for the Inn is its location directly adjoining a major Trunk road that divides the pub from its village customers over the other side of the road. On the plus side, this could be a draw for visitors as there is easy access from Cheshire and Manchester.

To develop a sustainable business in this village is seen to be challenging. However, there are good examples to learn from in the area and many organizations to mentor and assist. The group that will lead the project will be able to call on the skills of third sector development agencies such as Pub is the Hub, The Plunket Foundation, The Wales Co-operative Centre and The Development Trust Association. There are now over 70 community pubs in the UK to learn from, and 3 within 15 miles of the area.

Llanbedr DC has always had the reputation of being a dormitory village, where people live because of its closeness for work to towns such as Chester, Liverpool and Manchester whilst living in a beautiful rural spot. It is known for having an elderly population, as many people who came with their children 30 years ago still live in the village. 54% of respondents to the survey have lived in the Village for over 15 years, are often retired but with a reasonable pension for expenditure. Many retired people entertain home-coming children and grandchildren and are looking for places to eat which are convenient and family friendly. The Raven in Llanarmon yn Ial (community Pub) relies on approx 30% of its local population for its sustainability. Within Llanbedr DC, 85% of respondents said that the Inn was important to the village - 58% of responses showed that people eat and drink out in other hostelries 1-2 times per week, cost was not a significant deterrent, good quality and good value was. For the Griffin Inn’s sustainability, it would be important to draw those customers in.

Local people want to be supportive, even though they have not been particularly so in the past due to previous landlords not meeting their needs. The larger Town of Ruthin is less than 2 miles away with a population of around 5000 people in total and there are approximately 15,000 in the area around Llanbedr who could be drawn locally to the Pub. But there was a clear message that the food, atmosphere and décor needs to be improved.

An important draw would be an integrated Café with good quality coffee, (in the survey there were more comments about coffee than alcohol) and access to child friendly play area.

In the village survey, there were signs that a younger group are moving into the village, as some people have been downsizing from their larger family home. This further underpins longer term sustainability. 46% of those answering the Survey have been in Llanbedr for under 15 years, many wanting to support the Griffin but not necessarily being able to volunteer because of family and work commitments.

There is very little unemployment in the village. Working age people are normally professionals and self-employed. The local survey indicates that financial constraints do not stop people from going out to eat and drink. 58% of respondents to the survey say that they eat and drink in local establishments 1-2 times per week.

There is also a healthy influx of visitors to the area, which is growing. Denbighshire showed an increase in tourism including tourism day visits and staying visitors to nearly 6 million in 2016, increasing by 1.7% from 2015 and 23% compared to 10 years ago. (STEAM 2016) The economic impact of tourism was also up 3.2% to £450 million in Denbighshire in 2016 and 2500+ people visit the Beauty Spot Moel Famau, above Llanbedr DC each year.

The Llanbedr area is known for its cycling and walking with some UK renowned routes going past the Inn. Neither walkers nor cyclists are big spenders, however, there is a spin off as cyclists return with families and with the growing market for marathons on the mountains, people are looking for accommodation pre and post events.

Within the Inn there are 4 good sized bedrooms for rental and another floor for either development or accommodation for management. All need updating probably to a 4\* level which should attract grant aid from Visit Wales and availability is scarce in the immediate area so demand is expected to be high. (The Raven in Llanrmon yn Ial which is further off the beaten track has an occupancy rate of 70% for its three letting bedrooms)

**2.3.3 The Future**

* Pleasingly the survey showed that people within the village were really interested in the future of the Inn…often adding statements and even paragraphs about where the pub had not got it right, and the types of facilities and events that would make it appealing. If the community were involved in its development and funding, the bond between villagers and Inn would be even greater.
* There will be need for a legal structure through which the project will operate with a management committee/board of directors appointed by members. (see business model below)
* An innovative operational structure would look at how to subcontract some parts of the business but still maintain an income that covered outgoings and provided a much-needed hub to the village.
* The Raven, Llanarmon yn Ial (community pub) has a turnover of £250K and is not quite as well placed for access, as the Griffin, but has built up a sound reputation for good food with a fabulous atmosphere – we are fortunate to have their lessons to learn from.
* It will be important to work alongside other parts of the community. The Inn would buy locally rather than going for cheaper quick delivery services, so that they are enhancing the local economy.
* There are several local micro breweries that are looking for outlets.
* There could be a café, a shop for essentials (used in the pub kitchen) and a part time post office
* The school is keen to use the pub for not only general PTA meetings but also events.
* The Church stimulates custom through the weddings and funerals
* There are several initiatives where pubs work together ie Route 76, Hireathog - there are several enterprising opportunities that could be available –
* Other ideas mentioned by the community include: self-employed drop in zone, soft playcentre for children, theatre groups, Welsh Culture evenings, singing, wedding pre-drinks, funeral wakes, school fundraising events, cinema evenings and pensioner lunches.
* The acre of land within the curtilage of the Pub lends itself to Glamping accommodation for the young professional or the young professional family, who like the outdoors and are seeking something a little different. The AONB are currently working on an initiative to gain Dark Skies status for the area – which if successful, will attract more visitors who will want to go to Moel Famau at night to experience the fabulous starlight.
* There would be a tourist information point at the Inn and staff would be fully versed in the surrounding attractions – tapping into the various groups that offer visits to attractions in the area
* The Local Development Plan has provision for another 60 houses in Llanbedr, which will swell the potential custom of the Inn, if it is carefully managed

3. vision, aims and objectives

**3.1 Project Aims and Objectives**

**A: To provide a flexible, multi‐purpose community facility that enables participation in social, cultural and leisure activities by the whole community**

* To provide a community facility in the village to offer somewhere to go and something to do, which will address the issues of rural and social isolation and be a central place to find out what’s happening locally. This will be as important in the day time as in the evening. This extends to not only social leisure time interaction but also to the important social nature of volunteering – being a valued cog in the community wheel.
* To facilitate access to services - shopping on line, recommending local gardeners/handyman, taxi services etc, especially for older people and those who may be less mobile.
* To ensure that the community has the events that it wants – from Eisteddfod to Cinema screening

**B: To protect essential services for the village**

* To provide a location for the development of other services which have been lost to the village, for example the post office, shop, delivery point etc.
* To support local producers in the area to help maintain a vibrant local economy and generate jobs.
* To consider siting a bus stop close the entrance to the pub – which at the moment is a ridiculously long way from the hub of the village.

**C: A facility that is sustainable for the future.**

* To provide a flexible venue that can be used for various activities and by more than one user group at a time, to enable a diverse range of income generating activities
* To provide an attractive space that local residents, groups and businesses are keen to access, increasing the earned income potential of the building
* Working with other organisations in the area i.e. AONB and Clwydian Range Tourism Group, Visit Wales etc, to benefit from promotion and funding
* Providing a communications hub where people will be able to get to know the village news in whatever form they need – including information about the school, church and hall

4. the project proposals

The vision for The Griffin Inn is for it to become a focal point of the community through the provision of various services which are:

* + A traditional local village pub serving real ale and importantly ale brewed from local Micro Breweries, ie Cwrw Ial, Hafod (community taste gauged!), and sensibly priced wholesome food bought and grown locally.
  + The provision of food and facilities for the whole family. People want the Inn to embrace the community
  + Themed nights to help harness the talents in the village, including music and folk nights, book nights, themed food nights, guest speakers, theatre etc.
  + A facility for the local community and passing visitor trade as well as a means of support for other local businesses by providing added reasons to stay and enjoy Llanbedr and the AONB.
  + A place to meet / daytime café for village residents who currently do not have anywhere within easy walking distance to meet and chat. This is particularly important for residents who do not have access to a car and so cannot access the other relatively local cafes, or a place to catch up before and after the school run…or just catch up with friends.
  + Internet access for many people, but especially for self employed who want more interaction
  + Much needed accommodation in the area by the rental of the Bed and Breakfast accommodation. This would also offer regular income to the business.
  + As a resource for visitors. The building will not only to meet the needs of local people, but also embrace the multitude of travelers who currently pass through the village. The Inn is situated on a main road in a beautiful part of Denbighshire, close to Moel Famau on the Offa’s Dyke trail, and on some well know cycle routes.
  + As a place to stay. The AONB, Mountain Bike Wales, Clwydian Range Tourism Group, Visit Wales – all have websites and social media sites for advertising places to eat and sleep, at minimal advertising cost. The Griffin could capitalise on this by offering secure bike friendly parking. There are parts of the property that could be used for secure cycle storage (which the AONB would consider for funding) and there are renowned cycling routes nearby.
  + Offering good quality but reasonably priced food and providing a welcoming and attractive venue for walkers, horse riders and cyclists will soon start to build up a good outdoor clientele for the Inn by word of mouth, which would not be as dependant on the seasonal tourist trade as these pursuits are carried on very much year-round.
  + As a resource for regeneration of the village. Adding vibrancy to the village will make it more attractive to potential buyers of residential property.

**4.1 Business Proposals**

After considering the options (see **Appendix C**) The Village needs to appoint a management team to determine the best legal frame work to move the project forward. This document makes a number of assumptions and as such will form a basis to monitor progress against.

It is looking very likely that The Griffin Inn will be sold to a sympathetic local resident who is willing to lease the property to a community enterprise for approximately 12 years and operate it as a community hub subject to the negotiation of terms and conditions.

The legal structure that has found favour with many successful community pubs recently is the Community Benefit Society and for the purposes of the business plan, we have assumed that this is the legal structure the Llanbedr DC community will adopt. Through this type of structure there can be a community share issue to raise funds to complete all the necessary refurbishment work as well as the ability to take up a community council or other loan, match fund grants and generate members of the Society.

The benefits:

* People will feel more committed to the facilities offered by the hub as members
* People may be able to gain preferential tax relief on any shares into a community project
* Setting up a Community Benefit Society will allow the Inn to attract grant aid
* Purchasing shares may provide a modest annual return to the investors by way of interest payable to members

After a full Village meeting people will be invited to put themselves forward for management of the Inn for the first year. These people will become the Founder members who form the Community Benefit Society and become its first Board of Directors. The Founder Members will have the ability to co-opt a limited number of other members onto the Board for their skills during the foundation year as well as appointing external advisors. At the first Annual General Meeting (AGM) and at each AGM thereafter, the Board will be elected from and by the membership of the Community Benefit Society.

Membership is conferred when an individual buys a single share in the pub, usually for a nominal sum of £1. Shareholders only have one vote regardless of the size of their shareholding, so the Society is democratic.

**4.2 Community Shares**

As a means of raising the required capital, shares in the project will be issued by the

Community Benefit Society which leases and runs the Pub by way of a time-limited Community Share Issue. Community Shares are unique to co-operative and community benefit legislation as unlike shares on the stock market, they are withdrawable subject to terms and conditions which protect the Society’s financial security, but cannot transferred between people, so cannot increase in value by trading. (It should be noted that shares can decrease in value if the Society is experiencing financial difficulties.)

For the purposes of this business plan, the cost of each share is assumed to be £1, but for practical purposes, the minimum amount which can be invested in a community share issue is proposed to be set at £250 with a maximum investment per member of

£10.000. Owning a share automatically entitles a Member to have a say in how the community society is managed and each Member would only have one vote no matter how many shares they own.

The membership will elect a Board of Directors that will, amongst other things, advise the members on what they think the annual level of interest on shares should be set at subject to the Society meeting its financial targets. A tie-in period of 3 years before withdrawal of shares can be considered is recommended in order to maintain the level of capital. After that there will be a period of notice required prior to any withdrawal. The Directors will have discretion in exceptional circumstances to allow shares to be withdrawn sooner. As a Community Benefit Society, the facility would be run for the benefit of the community not for its Members, and Member’s investment is expected to generate a significant “social return” in addition to a modest financial return.

The strength of the community pub model is that it is continually shaped by the community it serves, so that its services are always fresh and relevant. It is suggested that the views of Members should be sought at regular general meetings timetabled four times throughout the year. The Board of Directors would be directly elected by the members of the Community Benefit Society and any Member would be eligible to stand for election. Members and the wider community should also be encouraged to make their suggestions via email or post cards that would be posted through a comments box located in the post office/ café area. These would be addressed by the Board of Directors at regular management meetings. This would ensure that the views of the whole community can be fed into the business and would help to make sure that provisions evolve with changing needs of the village.

**4.3 Marketing Our Community Shares**

Support for marketing and managing a community share issue is readily available from the Plunkett Foundation and Community Shares Wales who are experienced in this method of risk capital generation. The share offer will be aimed at all members of the community in Llanbedr DC and to the wider Vale community. It is recommended that leaflets should be sent to every house in the village with details of where to find the full share brochure and the application form. Copies of the share brochure will be available on request. The share issue should be advertised widely on social media via Facebook and Twitter and the new Community Benefit Society should aim to target people from the wider Denbighshire area by requesting re-tweets from CAMRA, local broadcasters and local celebrities. As many independent shops in the area as possible should be encouraged to have a supply of the share brochures.

**4.4 Grants and Fundraising**

Will be applied for from Visit Wales, AONB, Heritage Lottery and Lottery

5. building and renovation

The Griffin Inn is a Grade II listed building and as such any major alterations or repairs will require listed building consent and may need to be replaced on a like for like basis. Early consultation with the Local Authority Conservation Officer in relation to any proposed work is strongly recommended.

* *Kitchen:* The kitchen needs completely refitting, including a high quality extraction unit. An excellent kitchen fitter has volunteered his time so the cost is limited to materials and equipment.
* *Cafe area*. Part of the pub needs to be refurbished and partitioned off for use as an all-day cafe with a post office counter.
* *Bar and restaurant area*: The bar and restaurant may be reconfigured. Pub is the Hub and local pub renovators are on hand to discuss changes Vs cost
* *Repairs*: General routine maintenance work is required. (e.g. gutters to be cleared). New doors fitted – Painting
* There is some structural work needed internally due to fire damage.
* The exterior will need tidying - especially the side access, which needs clearing to make the rear garden and patio more accessible.
* The front wall needs to be extended to the front door as a safety barrier to the front access. With a more substantial entrance/exit further away from the property there will be a safer option for crossing and more time for potential visitors to decide and pull into the entrance.
* The tree in front of the Inn needs to be removed. Although attractive, it blocks the whole visual impact of the Inn when travelling from Ruthin Town
* The gardens will need landscaping.
* The whole building will need furnishing and decorating.
* The bed and breakfast accommodation will need updating, will be funded by grant aid and/or the share offer as funds allow.

6. competitors

|  |  |  |  |
| --- | --- | --- | --- |
| **Main Competitors** | | | |
| Name | Three Pigeons | Wetherspoons | Sugar Plum Tea Rooms |
| Retail style | Rural Village pub | Cheap beer and food | Kitsch, country cute, |
| Location and distance from the Griffin | 3 miles | 2 miles | 2 miles |
| Who are their customers? | Villagers, people who want good rural pub, older style. Students | Youngsters, out for the night, People wanting a reasonably priced meal/night out in Town. | Ladies that lunch; family get together; ladies meetings |
| What do they offer to attract customers? | Good atmosphere, local, Good food, value for money, take part in events. Close to the college. | Speedy delivery  Inexpensive  Lot of room/opportunity to sit in groups  Good range of food | Good coffee, home made food, nice ambiance, pleasant staff, “impressive” snacks ie milk shake, cakes |
| Will you try to attract their customers? If so, how? | Yes some of our village go there, try and regain them.  Nice atmosphere.  Outside area – closer to the pub and more accessible  Good beer – local  Good food - local | Yes – reasonable prices with local food. Good atmosphere slightly more personal. Outside space | Yes- as pleasant staff, quicker service, slightly cheaper. More convenient location |
| Price of a pint of standard lager? |  |  |  |
| Price of an evening meal? | £12 | £8 (includes a drink often) | N/A  Lunch time £12 |
| Opening hours? | Mostly 12-10.30pm (Mon close) | 7-11.30 every day | 10-4.30 every day |
| How do you rate this competition out of ten? Reasons why? | 7 / 10  Already got a good reputation – good food Hospitable | 7/ 10  Very good value, centrally situated. Busy and noisy. | 8 / 10 –  Has a very Good repeat business, and uses all social media to best effect |

7. marketing plan

**7.1 Introduction**

The marketing plan for The Griffin Inn is based on three fundamental aims:

**1.** To increase the number of customers using the facilities (building the customer base)

**2.** To increase the frequency with which customers use the facilities (building customer loyalty)

**3.** To increase the value of each visit made (building customer value)

The target market segments that the Griffin should hope to attract through its marketing proposals are: Local people, including families, young people and older people – both from Llanbedr and the wider Ruthin area; tourists, those staying in holiday accommodation locally; visitors of local families; day visitors to the area, including walkers and cyclists.

**7.2 Increasing the Number of Customers**

The first part of the marketing strategy relies on raising awareness of the new Community Hub and the facilities on offer. This can be done through an extensive outward facing marketing campaign incorporating all forms of media including:

**7.2.1 Print Media**

Articles in the run up to the launch of the new facility will be placed in local print media, - Free Press and Daily Post. There are some good stories to tell about past owners including an Opera Star!

It will be important to emphasise the future “Free House” standing of the Inn and its relationship with local micro breweries

The aim of the marketing campaign will be to create awareness and interest in the facilities, by focusing attention on the community aspect of the project.

The ultimate goal of the activities will be to convert readers from a general awareness to active interest in visiting.

Other opportunities to be explored will include running articles in special interest publications, using the AONB, Visit Wales and the Denbighshire County Council tourism officers to support the Inn. Hub management should look particularly for walkers, cyclists and outdoor specialist markets ie marathons. There is also a need to promote the series of walks or bike rides already mapped in the area.

By becoming a member, the Inn can be advertised in many sites ie AONB, Mountain bike Wales, Visit Wales, Clwydian Range Tourism Group.

A social media campaign will also cement awareness amongst potentially a different demographic to the printed word, generating awareness and interest amongst a younger, and more geographically diverse audience. Website articles should be used, along with twitter feed, facebook group, specific marketing to special interest groups such as cyclists and walkers, and marketing emails directly to those who have expressed an interest in being kept informed about the project. It will be important to start the Social media campaign early in the development of the Inn….as people love to see the before and after results on Social Media…the renovations will lend themselves to the visual impact of Instagram and other social media outlets – A blog would be a great way to get the story to the outside world

**7.2.2 TripAdvisor and other Online Travel Forums**

Advise Trip Advisor to make it clear that the Inn and cafe are a completely new business venture. Maintaining a watching brief on review websites such as TripAdvisor will enable the Hub management to respond to any negative reviews / comments quickly and directly, showing the wider potential customer base that we are engaged and committed to improving services.

**7.2.3 Increasing the Frequency of Visits**

Creating a welcoming atmosphere, having attracted customers initially through the door, the main marketing tool should be to create a lasting impression and build a positive reputation to encourage repeat visits. It will be important that any volunteers are well trained and understand the importance of making each customer feel special…and that coming into a community Inn can be a special experience.

Hub Management should ensure that customers are served promptly, with a friendly manner and any complaints should be dealt with to reach a satisfactory outcome for the customer.

• A regularly changing food menu and drinks offer will also help to retain customer interest, attracting repeat visits on an ongoing basis.

• Events & Activities: A series of activities and events aimed at engaging all sections of the local community, and visitors, will be developed. As the Inn grows, larger one-off events can be developed, such as collaborative events with other pubs; film showings; specialty food evenings and beer festivals. The events will complement other local events such as the village show, Christmas Carol/ Christmas tree light up Service, The school Christmas fayre etc.

**7.2.4 Increasing the Value of Each Visit**

By Increasing the facilities available under one roof through co-locating a number of services and facilities, Hub Management can aim to attract a wider audience to the facility, increasing the value of revenue generated from each visitor. For example, those that may not otherwise visit a pub may be encouraged to do so by first visiting as a customer of the cafe, then converting into a customer for food at the Inn, through a better understanding of the facilities on offer.

**7.2.5 Increasing the Time Spent at the Inn**

This will be a twofold win – as community engagement will be enhanced for those who need company……but also if customers spend longer their spend may increase to aid the viability of the Inn. Self Employed people may be persuaded to have a daily stay rate to include food, coffee and tea.

Good Wi-Fi connections can also encourage visitors to stay longer, particularly those who do not have access to this elsewhere e.g. tourist visitors. Ultimately, creating a comfortable and pleasant environment, that meets the needs of the customer, will encourage longer, more valuable visits. Newspapers and secondhand books can be used to encourage longer dwell times, and games and toys can help to create a child- friendly environment, retaining family visitors for longer.

8. management and operation

**8.1 The Community Benefit Society**

The Steering Group should consider forming a Community Benefit Society (CBS or Society) to manage and operate the pub. This is a legal model which emphasises the social benefit of the project, whilst giving directors the protection of limited liability. It guarantees an “asset lock” that ensures the assets of the society will be used for the benefit of the community. Although they can be used for generating revenue to cover outgoings, including paying personnel, assets cannot be disposed of for private profit. Model CBS Rules have been approved by the Financial Services Authority and are available from various support agencies. It is recommended that the Steering Group approaches the Wales Co-operative Centre for assistance.

**8.2 Management & Operation of the Community Hub**

The strategic management of the venue will be overseen by the Society which will have been set up specifically for this purpose. The intention would be to establish a broad Society membership drawn from across the local community through the purchase of Membership and Community Shares. The Members (shareholders) will elect a Board of Directors at its Annual General Meeting – for the first year they will be the Founder Members of the Society and Members co-opted for their specific skills.

**8.3 Day to day operation**

The suggested operational model involves dividing the business, with the cafe and bed and breakfast run as a separate entity from the pub and restaurant. Community consultation has revealed that there is demand in the village for a day time facility, which is family friendly and provides services for young parents and older members of the community. The Society should consult with Ruthin Post Office to see how a satellite post office service could be offered. The café could open from 9 am until 5 pm Monday to Saturday and 10 am to 4 pm on a Sunday. The café could sell breakfasts, light lunches and tea time meals and a variety of locally made cakes and healthy snacks. The bed and breakfast accommodation would be affordable and would include breakfast in the café or facilities in the bedroom for people who wish to make an early start.

The café and bed and breakfast facility would be managed by a salaried manager appointed by the Board of Directors. The manager will be responsible for the day-to-day organisation of the café. There will be a pool of volunteers to provide cover and relief and also part time employees, including: cleaners for changeovers at the bed and breakfast facility; waiting staff and kitchen staff for the café during busy periods. Bookings for the bed and breakfast would be taken through an agency.

The aim is for the café and restaurant to complement each other rather than compete with one another. The café would provide breakfast and coffee before the pub is open and the café would close just as evening trade for the restaurant picks up. The café would provide light lunches and teatime meals: soups, sandwiches, toasties, toast, tea cakes, pastries and cakes. It is expected that the restaurant would provide good quality, locally sourced and competitively priced hot meals.

**8.4 Management of the pub/restaurant**

Looking at Llanbedr DC’s capacity as a community, the age demographics do not lend themselves to managing the pub/restaurant on top of all the work involved in managing the above aspects of the business. The majority of the population is too old for the rigors of daily serving or do not have the flexibility with young families. It is therefore recommended that this activity should be contracted out to a tenant. A tender would be advertised which had clear details of how the tenant would manage the day-to-day operations of this side of the business. It would be clear that community engagement in terms of events, skills training and providing community volunteering opportunities would be paramount. The attraction for the tenant is that the Society would support them by initially keeping the lease payments as low as possible and they will benefit directly the more profitable the business is. After a capped ceiling, there would be a sharing of the profits. The tenant will therefore have every incentive to ensure that this part of the business thrives and grows. The Society is advised to invite tenants who wish to run this side of the business to submit their business proposals to them, and select the tenant who best meets the following criteria:

1. They must demonstrate how they will provide a venue for village events and support local cultural and sporting activities.
2. They must demonstrate how they intend to build up the business and in particular, how they will provide good quality, locally produced, competitively priced food
3. They will need to embrace the fact that The Griffin Inn is a Free House, and provide good quality, locally brewed beers.
4. They will need to convince the Society that they that they will provide a warm, welcoming and family friendly atmosphere in the pub.

**5.** They will need to provide evidence of their marketing plan.

**6.** They will need to convince the Society that they will work harmoniously with the Board and volunteers and listen to their advice and suggestions. The Society is advised to offer a 3-year rolling lease to the tenant and to closely monitor the tenant’s financial performance. An “open book” policy should be put in place, run through a mutually appointed accountant. This will enable the Society to have full confidence in the financial reports with which it is provided. If the tenant’s business were to fail there would be no legal access to the Society’s assets.

9. financial forecasts

**9.1 Introduction**

**Previous owners:**  The Brewery selling the Inn is not sharing any figures with potential purchasers, but as many of the previous tenants are still in the area we have managed to gain some information from approximately 5 years ago. It is well known that over the last 5 years a number of unsuccessful landlords have allowed the Inn to be non-viable through under investment and inconsistent customer service.

One of the last successful tenants now has a Free House in another village – his information During the time at The Griffin :

*“The turnover was around £5K per week with a good food offering with good pub food .  Split was 70% wet sales 30% food but the margins were much higher on the food 70% on the food 40% margins on the drink because of the price that Robinsons sold in at. ie San Miguel 11 galls = £195 from Robinsons =£100 for free houses*

*He would do 60 covers Sunday, 45 Saturday, 30-80 Friday.*

*He paid £15K pa rent.....but no improvement money from Robinsons”*

I have used these figures for the basis for the cash flow – however most experts say that the income will increase when the Inn is a Free House, as this will attract more people than a brewery owned pub.

* 1. **Income & Expenditure Assumptions**

**Estimated accommodation income:** A double bedroom with en-suite is on average £75 per room/ £37.50 per person per night, with supplements for single occupancy and maybe for 1 night stays. A 4\* accommodation room is most likely to attract a slight premium. Based on 40% occupancy, the income would be £10,902 per annum per room with 4 room = £43,680. (NB The Raven at Llanarmon yn Ial has an occupancy rate of 70%)

**Post Office income:** needs to be researched – may just be an attraction to bring spin off purchases rather than an income in its own right.

**Café:** We have assumed the cafe will provide an average spend of £4 ex VAT.

**Staffing:** Staff costs are based on employing one full time and one part time member of staff to manage the café and bed and breakfast facility and using a pool of volunteers to run the café during busy periods and to cover breaks. NI & pension costs for staffing are assumed at normal rates

**Rent**: The Board can either agree a set rent in advance, or ask the prospective tenants to come up with a rental scheme within the tendering process. The first two years rent needs to give the tenant both security and an opportunity to reap the benefit from increased sales, thereby giving them every incentive to develop the business.

Following the end of year two, a formula for reviewing the rent will be agreed with the tenant prior to their entering into a further tenancy agreement. This formula will ensure that the tenant has sufficient incentive to grow the business. Tenants are typically expected to pay rents that are equivalent to 15% of the turnover of the business. It is our intention to set a rent level which provides sufficient income to allow the Society to pay a modest amount of interest to our members and low enough to attract an experienced tenant to start up a new business. This will give the Society sufficient funds to build up some reserves.

**Capital requirements:** The Inn needs to raise the capital for renovations only. This can be done through a share offer. The Inn will be owned by a village purchaser who will lease the Inn to the Society at a return of around 10% (subject to negotiation between the Society and the landlord) but with an initial rent-free period of 9 months.

The pub building, as a closed down business with no goodwill, is estimated to be worth no more than £250,000 in its current condition.

It is assumed that the initial start-up costs will be in the region of £150,000, with bedroom and fitted bars. Quotes would be obtained from an experienced pub fitter who will provide options and estimates for redesign. The first floor accommodation is in a reasonable condition but needs updating so hopefully some work could be by volunteers. Visit Wales grants may cover this refurbishment and pay for service furniture, kitchen and utensils up to a level of 50% with the understanding that there will be employment. The garden needs some work as does the access around the side of the building for disabled/pushchair access as well as for cycling storage and potentially extra parking. Some of the grounds can be turned over to camping. AONB grant aid may cover showers for camping and cycle washdown/storage area.

The following is a breakdown of costs:-

**Café - total budget £20,000**

Repairs and Joinery costs. £10,000

Decoration including flooring £6,000

Furniture £7000

Equipment £7000

**Pub and Restaurant area including kitchen- total budget £44,000**

Repairs and Joinery including partition wall: £6,000

Furniture £8,000

Decoration £10,000

Kitchen equipment £20,000

**General repairs and exterior decoration £10,000**

**Accommodation renovations - £20,000**

**Outdoor work - £10,000**

It is suggested that the Societyuses volunteer labour and skills as much as possible to stay within budget.

The following projections are based on selling £150,000 of shares

**The Griffin Inn**

**Basic Profit and Loss Account**

**year 1 year 2**

**Cafe sales:** 35,000 50,000

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Cost of sales | | 10,500   |  | | --- | | 10500 | | 27000 | | 1000 | | 300 | | 3000 | | 600 | | 600 | | 996 | | 1008 | | 3996 | | 15000 | |
| Wages | | 27,000 | 29000 | |
| Rates | | 3,000 | 5000 | |
| Water | | 300 | 400 | |
| Light & Heat | | 3000 | 3500 | |
| Phone | | 600 | 600 | |
| Insurance | | 600 | 650 | |
| Depreciation | | 3,000 | 3000 | |
| Bookkeeping/accounting | | 1000 | 1200 | |
| Advertising/social media | | 4000 | 4000 | |
| Leasehold (6mnth holiday) | | 16800 | 24000 | |
| Legal costs | | 1000 |  | |
|  |  | | |  |

**Total expenses: £71,800 £86350**

**B&B (40% capacity) £43,680 (55%) £60,060**

**Rental for Inn and Food £20,000 £24000**

**Total business profit: £98,680 £134,060**

**Income -Expenditure £26880 £47,710**

Profits would be used for reinvestment to ensure our customers have the best possible experience

**Cash Flow Forecasts**

This first year cash flow forecast in based on raising £150,000 from a share offer.

The café income in months one, two and three is based on café sales of only 18 covers per day increasing gradually through the year. This would be achieved by publicity, word of mouth and building a good customer base. It is hoped that events could be hosted in or from the café which would also attract customers, such as mother and baby sessions, pensioners’ luncheon clubs, book clubs and walking groups. Salaries are based on one full time member of staff and one part time. Volunteer staff will be used for 2-3 hour shifts per day and during busy periods teenagers will be encouraged to take up part time work at minimum wage.

**Income and Expenditure Forecasts**

See attached **Appendix F**

10. risk analysis

**10.1 The Griffin SWOT Analysis**

|  |  |
| --- | --- |
| **SWOT Analysis** | |
| **Strengths** – identify characteristics of the business that give it an advantage over others. | **Weaknesses** – identify all issues that need addressing. |
| * There is a Buzz about the pub being community owned. * Some work will be done by volunteers – less costs * Many people in the village want something that will succeed and the fact that it will be a Free house focusing on good local food * The accommodation and the potential that offers for income – there are limited rooms available at the top levels in Ruthin area * The Land – potential for an outdoor play area and Glamping * Working with Visit Wales AONB and DCC * On a main thoroughfare/good location * Appointing a tenant Licensee will bring an immediate skill into the Inn plus rental value * 60 extra houses in the area | * Mobilizing a whole village to move in the right direction * Setting up a Management Group – to be willing to set the project up * Dispelling the old perceived poor image of the pub * Doing the initial work to make the Pub different. * Finding enough trained staff * Competition from other Pubs in the area and in the Town |
| **Opportunities** – identify elements that the business could exploit to its advantage. | **Threats** – identify elements in the external environment that pose risks to the business. |
| * working with Visit Wales, AONB, CRTG to take advantage of local initiatives * Build up a new customer base of walkers, cyclists local brewery enthusiasts * People of the village wanting to help and make it a success * Funding available * Business support for Community projects * Build up a reputation from scratch with a new tenant * Glamping & camping * Several styles of hospitality under one roof – good tourism knowledge * Continual innovation from community members | * Unforeseen costs or increases of costs * Not attracting enough customers * Not being able to raise the finance * Not meeting expectations and negative information going around the small community * Not being able to make a profit * Not finding enough people to push ahead with the scheme * Not finding the right chef * Not being able to meet the lease rental * Withdrawal of community shareholding |

Meeting these risks:

• If lower than expected share capital is raised the venture will have to refocus its efforts and re-profile the projections contained in this business plan

• The Community Benefit Society model means that the project should have support from the community and will mitigate the risk of failing to attract sufficient customers.

• Many of the Society’s members will be members of the community and consultation with the potential users has been positive and will continue to be undertaken.

• There is significant expertise in the village community and some people have come forward already. Key skills can therefore be covered in the Steering Group

• Unforeseen increases in operating costs could occur in the medium - long term, however as the business builds a customer base, revenues should improve. It will be possible to review the rent of the pub/restaurant in year 3 if that side of the business is thriving.

• Should there be a sudden departure of the tenant the rent charged is competitively low and a replacement should be found quickly. In the interim a wide membership of the Society would be able to manage the pub side of the business

• In the event of a sudden departure of the manager of the café there would be a pool of part time staff and volunteers. The Society’s Mangement would ensure that at least one other member of café staff was sufficiently trained to continue running the facility in the absence of a manager.

**10.2 Conclusion**

The essential capital expenditure relates to the works necessary to refit the premises and create the cafe. However, until a project team has been appointed and detailed estimates prepared, this remains an estimate. Any capital expenditure beyond the amount necessary to begin trading can be programmed to take place as resources permit which is, in turn, dependent on trading conditions.

Should Society members wish to leave and withdraw their community shares after the end of the three-year moratorium period, the experience of other community pub schemes has been that these withdrawals have been made-good by new member share investments. A second share offer after three years to allow new members of the community to join the Society is always an option and then the community can continue a development program.

Appendix A

Survey - Join the Conversation Generally

Q1 Ers pa bryd ydych chi’n byw yn y pentref? How long have you lived in the Village

Answered: 137 Skipped: 3

100%

80%

60%

40%

20%

0%

15+ years15+

mlynedd

1-5 years 1-5 mlynedd

5-15 years 5-15 mlynedd

Less than 1 yearLlai na blwyddyn

|  |  |
| --- | --- |
| Answer Choices | Responses |
| 15+ years15+ mlynedd | 53.28% 73 |
| 1-5 years 1-5 mlynedd | 18.25% 25 |
| 5-15 years 5-15 mlynedd | 17.52% 24 |
| Less than 1 yearLlai na blwyddyn | 10.95% 15 |
| Total | 137 |

Q2 Ble yn y pentref ydych chi’n byw? Where do you live in the

Village

Answered: 140 Skipped: 0

Just on the edge of the...

Heart of the

VillageYn y...

Remote from the Village...

N/A

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Just on the edge of the VillageAr gyrion y pentref | 54.29% 76 |
| Heart of the VillageYn y canol | 31.43% 44 |
| Remote from the Village centreYmhell o ganol y pentref | 12.86% 18 |
| N/A | 1.43% 2 |
| Total | 140 |

Q3 O bobl sy’n byw yn eich tŷ chi a beth yw eu hoedran?- ticiwch, os gwelwch yn dda How many people live in your house hold and what are their ages - please tick

Answered: 139 Skipped: 1

100

80

60

40

20

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 0 |  | | | | | | | |
|  | Age 0-5 | Age 6-16 | Age 17- | Age | Age | Age |  | N/A |
|  | 0-5oed | 6-16 oed | 25 17-27 | 25-65 | 65-75 | 75+75+ |  |  |
|  |  |  | oed | 25-65 oed | 65-75 oed | oed |  |  |

1 2 3 4 5+

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5+ | Total Respondents |
| Age 0-5 0-5oed | 55.56%  10 | 38.89%  7 | 5.56%  1 | 0.00%  0 | 0.00%  0 | 18 |
| Age 6-16 6-16 oed | 71.43%  15 | 19.05%  4 | 9.52%  2 | 0.00%  0 | 0.00%  0 | 21 |
| Age 17- 25 17-27 oed | 64.29%  9 | 35.71%  5 | 0.00%  0 | 0.00%  0 | 0.00%  0 | 14 |
| Age 25-65 25-65 oed | 25.00%  21 | 71.43%  60 | 1.19%  1 | 1.19%  1 | 1.19%  1 | 84 |
| Age 65-75 65-75 oed | 53.49%  23 | 48.84%  21 | 0.00%  0 | 0.00%  0 | 0.00%  0 | 43 |
| Age 75+75+ oed | 68.00%  17 | 28.00%  7 | 4.00%  1 | 0.00%  0 | 0.00%  0 | 25 |
| N/A | 66.67%  2 | 0.00%  0 | 0.00%  0 | 0.00%  0 | 33.33%  1 | 3 |

Q4 Os oes gennych blant, i ba ysgol aethon nhw? If you have

Children - where are they Educated?

Answered: 134 Skipped: 6

N/A Llanbedr DC

Penbarras

Other

Education...

University....T

hey come hom...

Other Ruthin

Primary...

University..... They DONT co...

FE CollegeColeg...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| N/A | 70.90% 95 |
| Llanbedr DC | 8.96% 12 |
| Penbarras | 7.46% 10 |
| Other Education Establishments. Sefydliadau Addysg Eraill | 7.46% 10 |
| University....They come home during the HolidaysPrifysgol....Dod adref yn ystod y gwyliau | 5.22% 7 |
| Other Ruthin Primary SchoolsYsgol gynradd arall yn Rhuthun | 4.48% 6 |
| University.....They DONT come home during the HolidaysPrifysgol..... DIM yn dod adref yn ystod y gwyliau | 2.24% 3 |
| FE CollegeColeg addysg bellach | 0.75% 1 |
| Total Respondents: 134 |  |

Q5 Sut ydych chi’n derbyn newyddion am beth sy’n digwydd yng nghymuned Llanbedr? How do you get News about what is happening in Llanbedr community?

Answered: 139 Skipped: 1

Any comments please. Unrh...

Through The

Link...

I dont really know what go...

FacebookAr

Facebook

Through

Neighbours G...

I dont really want to know...

FreePressFreePr ess

NoticeboardsAr hysbysfyrddau

School

NewsletterCy...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Any comments please. Unrhyw sylw, os gwelwch yn dda? | 53.96%  75 |
| Through The Link NewsletterDrwy gylchlythyr The Link | 20.14%  28 |
| I dont really know what goes on? - and would like to know moreTydwi ddim yn gwybod yn iawn beth sy’n digwydd, ond hoffwn fod yn gwybod | 7.91% 11 |
| FacebookAr Facebook | 6.47% 9 |
| Through Neighbours Gan gymdogion | 5.76% 8 |
| I dont really want to know what is going on? Does gen i ddim awydd gwybod beth sy’n digwydd | 2.88% 4 |
| FreePressFreePress | 2.16% 3 |
| NoticeboardsAr hysbysfyrddau | 0.72% 1 |
| School NewsletterCylchlythyr o’r ysgol | 0.00% 0 |
| Total | 139 |

Q6 Nad ydynt yn dilyn cwrs mewn Coleg addysg bellach: Oes ganddyn nhw swydd ai peidio? Ydyn nhw’n gweithio’n lleol? Gellwch dicio mwy nag un ateb... Adults not in FT Education? - what is the occupation status of each adult, and do they work locally? Multi answers allowed...

Answered: 135 Skipped: 5

100

80

60

40

20

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 0 |  | | | | | | | | | |
|  | Full |  | Part |  | Self | Unemploy | CarerGof | RetiredW | Stay at | N/A |
|  | Time |  | Time |  | Employme | edYn | alwr | edi | home |  |

employme

Employme ntHunain

ddi-

ymddeol

Mum/DadT

ntGwe...

ntGwe...

gyflo...

wait h

ad/Ma...

Please tick - Ticiwch

1st Adult working Locally/At HomeOedolyn 1af yn gweithio’n Lleol/Gartref

2nd Adult working Locally/At HomeAil oedolyn yn gweithio’n Lleol/Gartref

1st Adult working awayOedolyn 1af yn gweithio i ffwrdd

2nd Adult working away Ail oedolyn yn gweithio i ffwrdd

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Please tick  - Ticiwch | 1st Adult working Locally/At HomeOedolyn 1af yn gweithio’n Lleol/Gartref | 2nd Adult working Locally/At HomeAil oedolyn yn  gweithio’n Lleol/Gartref | 1st Adult working awayOedolyn  1af yn gweithio i ffwrdd | 2nd Adult working away Ail oedolyn yn gweithio i ffwrdd | Total  Respondents |
| Full Time employmentGweithio llawn amser | 19.15%  9 | 61.70%  29 | 31.91%  15 | 25.53%  12 | 10.64%  5 | 47 |
| Part Time EmploymentGweithio rhan amser | 18.52%  5 | 25.93%  7 | 48.15%  13 | 3.70%  1 | 11.11%  3 | 27 |
| Self EmploymentHunain gyflogedig | 27.78%  5 | 55.56%  10 | 33.33%  6 | 16.67%  3 | 0.00%  0 | 18 |
| UnemployedYn ddi- waith | 50.00%  1 | 0.00%  0 | 50.00%  1 | 0.00%  0 | 0.00%  0 | 2 |
| CarerGofalwr | 66.67%  4 | 50.00%  3 | 0.00%  0 | 0.00%  0 | 0.00%  0 | 6 |
| RetiredWedi ymddeol | 89.71%  61 | 8.82%  6 | 5.88%  4 | 0.00%  0 | 0.00%  0 | 68 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Stay at home Mum/DadTad/Mam yn aros gartref | 28.57%  2 | 0.00%  0 | 71.43%  5 | 0.00%  0 | 0.00%  0 | 7 |
| N/A | 100.00%  3 | 0.00%  0 | 0.00%  0 | 0.00%  0 | 0.00%  0 | 3 |

Q7 Beth yw'r dull gorau i roi'r wybodaeth ddiweddaraf i chi? What is the best method to keep you informed?

Answered: 138 Skipped: 2

EmailE-bost

Facebook

FlierTaflen wybodaeth

The Link

TelephoneDros y ffôn

Other (please specify) Ara...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| EmailE-bost | 39.86% 55 |
| Facebook | 8.70% 12 |
| FlierTaflen wybodaeth | 2.17% 3 |
| The Link | 16.67% 23 |
| TelephoneDros y ffôn | 0.72% 1 |
| Other (please specify) Arall (nodwch os gwelwch yn dda ) | 31.88% 44 |
| Total | 138 |

Q8 Fyddai unrhyw un yn eich cartref chi’n hoffi gwaith neu brofiad gwaith?Are there people in your house hold who would like work/work experience?

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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Answered: 122 Skipped: 18

NoNa fyddai

Part time PaidRhan amser gyda chyflog

|  |  |  |  |
| --- | --- | --- | --- |
|  | Part time VoluntaryGwirfoddol Rhan amser | Part time PaidRhan amser gyda chyflog | Total Respondents |
| NoNa fyddai | 100.00%  100 | 91.00%  91 | 100 |
| YesByddai | 60.87%  14 | 56.52%  13 | 23 |

Survey - Join the Conversation about The Griffin Inn

Q1 Oeddech chi’n arfer mynd i’r GriffinDid you frequent The

Griffin

Answered: 150 Skipped: 5

Occasionally for a drink ...

Occasionally to Eat O bry...

Rarely/Dim yn aml

Often to drink Yn aml ...

Often to Eat Yn aml am bryd ...

Only for special event.

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Occasionally for a drink O bryd i'w gilydd am ddiod | 41.33% 62 |
| Occasionally to Eat O bryd i'w gilydd am bryd o fwyd | 36.67% 55 |
| Rarely/Dim yn aml | 33.33% 50 |
| Often to drinkYn aml am ddiod | 9.33% 14 |
| Often to EatYn aml am bryd o fwyd | 9.33% 14 |
| Only for special events Dim ond ar achlysuron arbennig | 7.33% 11 |
| Total Respondents: 150 |  |

Q2 Beth ydych chi'n meddwl oedd y rhwystrau mwyaf i lwyddiant y Griffin? What do you think the biggest barriers to The Griffin's success have been?

Answered: 134 Skipped: 21

The Food Y bwyd

The Décor

Yr addurniadau

The Atmosphere

Yr...

Management Ytîm rheoli

The Road Y

ffordd fawr

The Beer Y cwrw

Links with the community Cys...

The Staff Staff

Opening

Hours Yr oria...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| The Food Y bwyd | 56.72% 76 |
| The Décor Yr addurniadau | 42.54% 57 |
| The Atmosphere Yr awyrgylch | 36.57% 49 |
| Management Y tîm rheoli | 29.85% 40 |
| The Road Y ffordd fawr | 26.12% 35 |
| The Beer Y cwrw | 22.39% 30 |
| Links with the community Cysylltiadau gyda’r gymuned | 19.40% 26 |
| The Staff Y Staff | 11.19% 15 |
| Opening Hours Yr oriau agor | 6.72% 9 |
| Total Respondents: 134 |  |

Q3 Fyddech chi’n fwy tebygol o fynd i’r Griffin petasai’n ganolbwynt cymuned yn hytrach na’n dafarn? Gellwch dicio mwy nag un blwch.Would you use The Griffin if it were a Hub rather than just a Pub? You can tick more than one.

Answered: 150 Skipped: 5

local food:

cynnyrch lleol

Free House

(Beer)Dŷ Rhy...

Cafe: Caffi small shop:

siop fechan

Better decor:

addurniadau ...

Special

Evening:...

Post Office: Swyddfa Bost

Family friendly...

Delivery drop off: cael eu...

School events:

digwyddiadau...

Better Wifi: Wifi gwell

Other suggestions?...

No I wouldn’t

Na fyddwn

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| local food: cynnyrch lleol | 65.33% 98 |
| Free House (Beer)Dŷ Rhydd (Cwrw) | 56.00% 84 |
| Cafe: Caffi | 54.67% 82 |
| small shop: siop fechan | 54.67% 82 |
| better decor: addurniadau yn well | 50.67% 76 |

|  |  |
| --- | --- |
| Special Evening: digwyddiadau arbennig | 50.00% 75 |
| Post Office: Swyddfa Bost | 44.67% 67 |
| family friendly garden: gardd ar gyfer y teulu | 41.33% 62 |
| delivery drop off: cael eu gadael | 39.33% 59 |
| School events: digwyddiadau â’r Ysgol | 36.67% 55 |
| Better Wifi: Wifi gwell | 24.00% 36 |
| Other suggestions? Urhyw awgrymiadau? | 19.33% 29 |
| No I wouldnt Na fyddwn | 2.67% 4 |
| Total Respondents: 150 |  |

Q4 Ydych chi’n mynd i gaffis neu dafarndai eraill yn lleol? Do you go to other Cafe or Pubs in the area?

Answered: 155 Skipped: 0

Comments please? Do y...

Yes for a meal occassionall...

Yes for a meal once a month...

Yes for a meal once or twic...

Yes for a drink 1-2 ti...

Yes for an occasional...

Yes for drink

1 per monthY...

No NeverNag ydw, byth.

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Comments please? Do you go to other clubs in the area?Unrhyw sylw? Ydych chi’n mynd i glybiau eraill yn lleol? | 29.03% 45 |
| Yes for a meal occassionallyYdw am bryd o fwyd pob hyn a hyn | 27.74% 43 |
| Yes for a meal once a month Ydw am fwyd unwaith y mis | 12.26% 19 |
| Yes for a meal once or twice a weekYdw am bryd o fwyd 1-2 waith yr wythnos | 10.32% 16 |
| Yes for a drink 1-2 times per weekYdw am ddiod 1-2 waith yr wythnos | 9.03% 14 |
| Yes for an occasional drinkYdw am ddiod yn achlysurol | 5.16% 8 |
| Yes for drink 1 per monthYdw am ddiod unwaith y mis | 3.23% 5 |
| No NeverNag ydw, byth. | 3.23% 5 |
| Total | 155 |

Q5 Beth sy’n eich rhwystro rhag mynd i gaffi neu dafarnWhat limits your visits to Cafe or Pubs?

Answered: 79 Skipped: 76

Expense Cost

Transport

Cludiant

Children

Friendly...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Expense Cost | 53.16% 42 |
| Transport Cludiant | 35.44% 28 |
| Children Friendly VenuesLle addas ar gyfer plant | 27.85% 22 |
| Total Respondents: 79 |  |

Q6 Pa sefydliadau bwyd / diod ydych chi’n ymweld â hwy yn lleol?

What food/drink establishments do you visit in the area?

Answered: 148 Skipped: 7

Sugar Plum Tea

Room,...

Wetherspoons,

...

Myddleton

Arms,...

The White

Horse,...

The Golden

Lion,...

Springs, LlanrhaeadrS...

0 1 2 3 4 5 6 7 8 9 10

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Frequently - weeklyYn aml/wythnosol | Often - MonthlyYn aml/misol | Occasionally 2 x per yearWeithiau (dwywaith y flwyddyn) | NeverByth | Total | Weighted  Average |
| Sugar Plum Tea Room, RhewlSugar Plum Tea Room, Rhewl | 1.41%  2 | 11.97%  17 | 42.25%  60 | 44.37%  63 | 142 | 3.30 |
| Wetherspoons, RuthinWetherspoons, Rhuthun | 15.86%  23 | 24.14%  35 | 40.00%  58 | 20.00%  29 | 145 | 2.64 |
| Myddleton Arms, RuthinMyddleton Arms, Rhuthun | 2.16%  3 | 5.04%  7 | 37.41%  52 | 55.40%  77 | 139 | 3.46 |
| The White Horse, HendrerwyddY Ceffyl Gwyn, Hendrerwydd | 2.13%  3 | 9.22%  13 | 42.55%  60 | 46.10%  65 | 141 | 3.33 |
| The Golden Lion, LlangynhafalY Llew Aur, Llangynhafal | 3.68%  5 | 5.88%  8 | 18.38%  25 | 72.06%  98 | 136 | 3.59 |
| Springs, LlanrhaeadrSprings, Llanrhaeadr | 1.46%  2 | 4.38%  6 | 32.85%  45 | 61.31%  84 | 137 | 3.54 |

Q7 Pa mor bwysig yn eich barn chi yw’r Griffin i’r pentref? How

Important do you think The Griffin is to the Village?

Answered: 154 Skipped: 1

Very importantPwy...

Fairly

ImportantEit...

Don't Know Dim yn gwybod

Not important at allDim yn...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Very important Pwysig iawn | 55.19% 85 |
| Fairly Important Eithaf pwysig | 31.17% 48 |
| Don't Know Dim yn gwybod | 8.44% 13 |
| Not important at allDim yn bwysig o gwbl | 5.19% 8 |
| Total | 154 |

Q8 Yn eich barn chi, ddylai’r Griffin barhau fel tafarn neu ddylem ni ei ddefnyddio mewn ffordd arall hefyd? Do you think the Pub should remain as a Pub or should it be put to some other use?

Answered: 152 Skipped: 3

Become a

Community...

Other (please specify) Nod...

Remain as a privately ow...

Cycling

Hostel Hostel...

Private

Accommodation...

Social

Housing Tai...

Another

Commercial...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Become a Community HubCanolbwynt i’r pentref | 49.34% 75 |
| Other (please specify) Nodwch unrhyw syniad arall, os gwelwch yn dda. | 23.68% 36 |
| Remain as a privately owned PubTafarn dan ofal preifat | 21.71% 33 |
| Cycling Hostel Hostel ar gyfer beicwyr | 3.29% 5 |
| Private Accommodation Llety preifat | 1.32% 2 |
| Social Housing Tai cymdeithasol | 0.66% 1 |
| Another Commercial Operation Rhyw ddatblygiad masnachol arall | 0.00% 0 |
| Total | 152 |

Q9 Petasai’r gymuned yn penderfynu rhedeg y Dafarn, fyddech chi’n gallu gwirfoddoli i’n helpu drwy wneud unrhyw un o’r canlynol? If the Pubwent into Community Management. Would you be able to volunteer help in?

Answered: 143 Skipped: 12

No I wouldn’t be interested...

Any other skills?

Bar work Gweithio...

Gardening

Garddi o

Painting and

Decorating Pa...

Kitchen

Yn y gegin

Cleaning Glanhau

Publicity

Cyhoeddusrwydd

Event

Management Tr...

Marketing

Marchn ata

Management

Yn y tîm rheoli

Website Safle We

Accounting

Cyfrifon

Electrical Gwait h trydan

Legal Cyfreithiol

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| No I wouldn’t be interested in volunteering Na does gen i ddim diddordeb | 48.25% 69 |

|  |  |
| --- | --- |
| Any other skills? Unrhyw sgiliau eraill? | 21.68% 31 |
| Bar work Gweithio yn y bar | 19.58% 28 |
| Gardening Garddio | 18.18% 26 |
| Painting and Decorating Paentio ac addurno | 11.89% 17 |
| Kitchen Yn y gegin | 11.19% 16 |
| Cleaning Glanhau | 8.39% 12 |
| Publicity Cyhoeddusrwydd | 8.39% 12 |
| Event Management Trefnu gweithgareddau | 6.99% 10 |
| Marketing Marchnata | 5.59% 8 |
| Management Yn y tîm rheoli | 4.90% 7 |
| Website Safle We | 2.10% 3 |
| Accounting Cyfrifon | 1.40% 2 |
| Electrical Gwaith trydan | 0.70% 1 |
| Legal Cyfreithiol | 0.00% 0 |
| Total Respondents: 143 |  |

Survey - Join the Conversation about Llanbedr School/Hall/church

Q1 Ydych chi’n mynychu digwyddiadau yn Llanbedr? Do you ever attend Ysgol Llanbedr School events?

Answered: 123 Skipped: 3

Yes I have children in ...

Yes occassionall...

Yes When events are i...

No neverNag ydw, byth

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Yes I have children in the school Ydw, mae gen i blant yn yr Ysgol | 6.50% 8 |
| Yes occasionally Ydw weithiau | 10.57% 13 |
| Yes When events are in the Church or as part of a community eventYdw pan mae yna rywbeth yn yr Eglwys neu ar gyfer digwyddiad cymunedol | 15.45% 19 |
| No never Nag ydw, byth | 67.48%  83 |
| Total | 123 |

Q2 Fyddech chi’n hoffi cymryd rhan yn amlach yng ngweithgareddau beunyddiol yr ysgol?Would you like to be more involved with the day to day activities in the school?

Answered: 118 Skipped: 8

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Yes/Byddwn | No/Na fyddwn | Total | Weighted Average |
| Helping with reading in the school Helpu’r plant i ddarllen yn yr ysgol | 8.93%  10 | 91.07%  102 | 112 | 1.91 |
| Helping with gardening in the school Helpu gyda garddio yn yr ysgol | 7.89%  9 | 92.11%  105 | 114 | 1.92 |
| Telling about a bygone era Siarad am yr oes a fu | 6.19%  7 | 93.81%  106 | 113 | 1.94 |

Q3 Ydych chi’n gwybod am unrhyw grŵp arall fyddai’n gallu defnyddio adnoddau’r Ysgol – tu allan i oriau ysgol, wrth gwrs?Do you know of any other groups that could use the school facilities - out of hours?

Answered: 2 Skipped: 124

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Using the Astroturf Defnyddio’r Astroturf | 100.00% 2 |
| Using the Field Defnyddio’r Cae | 0.00% 0 |
| Total Respondents: 2 |  |

Q4 Pryd ydych chi’n mynd i Neuadd y Pentref? Ticiwch mwy nag un ateb os yw'n berthnasol When do you go to the Village Hall?

Tick more than one if applicable

Answered: 124 Skipped: 2

I regularly attend a gro...

Occasionally: Weithiau ar...

For Community

Meetings; Ar...

I never go: Byth yn mynd...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| I regularly attend a group activity:Rwy’n mynd yno’n rheolaidd ar gyfer gweithgaredd grŵp | 17.74% 22 |
| Occasionally: Weithiau ar gyfer | 65.32% 81 |
| For Community Meetings; Ar gyfer cyfarfodydd cymunedol | 20.16% 25 |
| I never go: Byth yn mynd yno | 27.42% 34 |
| Total Respondents: 124 |  |

Q5 Pa weithgareddau ydych chi’n hoffi? Ticiwch unrhyw rai sydd o bwys i chi a’ch teulu.What activities do you enjoy? Please tick as many as are important to you and your family.

Answered: 122 Skipped: 4

Walking; Cerdded

Reading: Darllen

Gardening: Garddio

Traveling

:Teithio

Socialising: Cymdeithasu

Theatre: theatr

DIY Craft

/sewing/knit...

Entertaining the Children...

Road Cycling: Beicio ar y...

Other (please specify) Ara...

Singing: Canu

Mountain

Biking: Beic...

Horse ridingMarcho...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

|  |  |
| --- | --- |
| Answer Choices | Responses |
| Walking; Cerdded | 72.95% 89 |
| Reading: Darllen | 55.74% 68 |
| Gardening: Garddio | 50.82% 62 |
| Traveling :Teithio | 47.54% 58 |

|  |  |
| --- | --- |
| Socialising: Cymdeithasu | 45.08% 55 |
| Theatre: theatr | 36.07% 44 |
| DIY | 27.87% 34 |
| Craft /sewing/knitting: Crefftau/gwnïo/gwau | 24.59% 30 |
| Entertaining the Children: Difyrru plant | 22.13% 27 |
| Road Cycling: Beicio ar y ffordd | 18.85% 23 |
| Other (please specify) Arall (nodwch os gwelwch yn dda ) | 18.03% 22 |
| Singing: Canu | 17.21% 21 |
| Mountain Biking: Beicio mynydd | 9.84% 12 |
| Horse ridingMarchogaeth | 6.56% 8 |
| Total Respondents: 122 |  |

appendix B

**Interim Report on survey findings and Action Plan**

**Overview**

**Page**

1. Discussion with the school with identified survey highlights 2

* Points for consideration.

1. Discussion with the Church with identified survey highlights 4

* Points for consideration

1. Discussion with the Village Hall with identified survey highlights 5

* Points for consideration

1. Discussion with AONB 6

* Points for consideration

1. The Griffin with identified survey highlights 6

* Points for consideration

1. Further Survey results 8

* Highlights

1. Appendix 10

Financial and Company structure options (attached file)

Julie masters

Amanda Brewer

**Overview**

In the first week in June we were awarded the contract for a Community Hub for Llanbedr DC, Feasibility Study.

During the last 6 weeks we have put in place interviews and surveys to try and establish “where we are now” – as a community and “where would we like to be” as a community.

We developed a survey that looked at the :-

* Demographics of the village including ages, length of time living here and communications
* The Griffin Pub as a potential self financing Village Hub
* The other facilities in the Village that could make it a cohesive village

350 surveys were put out to villagers and 155 were returned – representing a 42% return

After our initial Survey work we had a village review of our initial findings for people to further comment on the work that we were doing xx people attended

We have also visited and received some guidance from, a Community Pub close by in Llanarmon yn Ial, Pub is the Hub and Wales Co Operative Centre

This review looks at the raw information we have gained and makes some comments with action points

NB all % mentioned are as a % of the respondents – not a % of the total village – but figures may be extrapolated to present similar trends

Final survey information is available, as an attachment in Pdf form

1. **The School**

**1.1 Closure**

* The School has had a closure notice on it for approximately 4 years. DCC decided that it should close as it did not have sufficient pupils to make it viable.
* A campaign was launched to fight the closure, with villagers being asked to support the school. This they overwhelmingly did and closure was overturned by Welsh Government – only to have DCC close the school again. Once more villagers backed the school.
* The Welsh Government was approached more than 18 months ago for a review of the closure, but to date, no decision has been made to reprieve the school.
  1. **Positives**

Despite the threat of closure, there have been many positives:

* school pupil numbers are nearly at capacity
* the Education Minister is keen to support Rural Schools and their position in communities
* The school had a good Estyn Report.
* The school has a close relationship with the Church in Llanbedr DC, as it is a Church Funded school.
  1. **Survey results and Statistics**
* Many children attending the school do not come from the village. Out of 48 children in main school, 12 are from village families. There are 10 children in Munchkins childcare, who should feed through into the main school next year. The results from our own survey identify 50 children aged 16 and under which includes 25 children under 5. Parents choose the school because of its village position, its small size and its good results.
* The survey shows a number of children attend Penbarras, choosing Welsh language education, with some children attending other Ruthin schools, some parents feared Llanbedr school would close when they moved to the area and did not want to disrupt their children’s education. The school is a Church School with Welsh spoken as a second language.
* Survey results show that 47% of residents have lived in Llanbedr for less than 15 years (29% under 5 years) This means there has been some movement in the housing market, even though many houses in Llanbedr are very highly priced. There are several houses on the market of family size and there are plans within the UDP to build a further 60 houses – with planning for up to 11 houses on Llanbedr Hall estate. Pupil numbers are therefore likely to rise rather than fall, if the school is able to offer local parents what they are looking for.
* The school want to carve a niche for itself using its “green” facilities and credentials to attract parents who have the same ethics and prefer an intimate environment rather than a super school for their children. There is an agenda of integrating the Welsh language into the curriculum.
* The school does try as much as possible to engage with Community activities. i.e Singing at Christmas lights, Old people’s supper. It also runs events to which the community are invited, however, there is often little take up other than from family or friends of pupils. In fact nearly 70% of people surveyed have had no interaction with the school at all. This may be because the school is quite remote from the village itself which does not help integration.
* As the School building itself is quite small, and because of its relationship with the Church, special events are often held at the Church, or occasionally at the Village Hall – because of the popularity of the Hall to outside groups it is not always easy to hire when required.
  1. **Considerations**
* A weekly newsletter is circulated to all parents and this often mentions village news. Villagers have been very supportive of the school, so circulating the newsletter to the wider community would be a good way to show the village as a whole what the children have been doing, without compromising child safeguarding issues. It could also add to communications and make the School feel more involved in the vibrant village community, which has been difficult up to now because of its geographical remoteness to the village centre.
* The school identified that there were several events that could be held in The Griffin ie The Christmas Lights, (as it is often cut short because of further bookings) Fundraising events and PTA/Governor meetings. Having school events that were closer to the heart of the village could also encourage more interaction
* 9 respondents to the survey said that they would be willing to go into school to support the teachers to read/garden/tell of bygone times/art/sport.

The school needs general maintenance community support in terms of outdoor work ie fencing/painting etc. A community action force for the pub could potentially provide support for the school as well.

1. **The Church**

**2.1 General Observations**

* Grade II Listed St Peter’s church has recently been awarded a Heritage Lottery Grant for repairs to the roof, as there is great danger of water damage to the interior.
* Llanbedr is one of 13 churches in the Mission Area of Dyffryn Clwyd which includes St Peter’s Church, Ruthin.
* The Church Committee is very small and is stretched with the responsibilities of trying to maintain the building, services, and other church matters.
* Recently there has been some survey work done to ask people about their attitude to plans for opening up the church to wider use, as the Hall is sometimes not available for general meetings. The plans for the church include a toilet, a small kitchen, and a meeting room at the back of the church
* Last year there were 10 funerals and 3 weddings at the church
* The Church provides “The Link” as a quarterly newsletter. 95% of the respondents to the Village survey mentioned The Link as one of the key publications for knowing what goes on in the Village.
  1. **Considerations**
* The Link is a vital communication for many villagers and is delivered to almost all houses. Publishing it is an onerous task, hence the reason it only comes out quarterly, by which time news is often out of date. There is no other efficient way of contacting villagers at present, but having regard to the popularity of The Link, the Community Council may wish to consider “The Missing Link”, a small flier for intervening months, together with further support for The Link publication and central delivery points for the newsletters for some outlying homes.
* The Church is not formally included in any of the Visit Wales information or “Church Routes” for walkers. The Church Committee should be supported to put the Church on the walkers’ map. This may help fundraising and may have a spin off for accommodation providers.
* There is a practice now for funerals for the Funeral first to go to the crematorium and then come back to the church for the service – as this means that family and mourners have more time to talk and grieve without being moved on. This would be particularly important for The Griffin if it were to open again.

1. **The Hall**

**3.1 General Observations**

* The hall has been particularly successful over the past years in attracting new, mainly private, business and has many evening and daytime bookings. It is an attractive, clean and well-maintained resource. It also has a healthy bank balance.
* There are some community activities, ie Village Flower Show and the recently started monthly village coffee mornings, however on the whole the village community doesn’t interact very much with things going on in the Hall – only 17% go regularly, 27% never go and the rest of the village attend when there are special events.
  1. **Considerations**
* Whether the Griffin, the Hall and the church can work together better so that if a booking is turned away from the Hall it may be accommodated in another area.

1. **The AONB**

**4.1 General Observations**

* The AONB is keen to support the village and has done so in the past with woodland work for the school, and a community miles project
* There is a dedicated Cycle Officer who is keen to ensure that cycling is supported in the area and there are some off road cycling tracks around the Clwydian range near the village, however, there is also significant competition from the Llandegla Mountain Biking Centre. There may be some local spin out opportunities if cyclists are looking for new areas and sometimes when Llandegla holds large events, there is a need for Cycle Friendly accommodation. i.e they run an event day each year – this year there were 600 visitors and accommodation had to be sought in Llangollen.
* At present the road cycling is predominantly a day visitor tourism offering, as most people come from Liverpool, the Wirral and Cheshire. This would bring in a small amount of interest/income, as cyclist want very little food and would want to travel through fairly quickly so that they don’t get cold. However, there is a spin off opportunity as often cyclists bring families back to areas that they have found interesting for a later visit. There is also a market for cycling clubs who are doing group visits. The Llanbedr area is of interest as it has several of the top challenges in the country.
* The AONB would be interested in supporting cycle specific facilities i.e. a cycle washing and lock up area.

1. **The Griffin**

**5.1 General Observations**

* **Q1.** The survey shows that people rarely/occasionally visited the pub in past years, which foretells its demise – lack of trade would mean a non-viable business.
* **Q2.** Although anecdotally the pub’s demise was because of ownership by Robinsons, the survey results don’t necessarily bear this out. The standard of food, the atmosphere and the decor seem to be more important challenges to the success of the Pub, not exclusively the beer. The road is also a challenge but not as important as the other issues mentioned above
* **Q3.** Respondents are looking for better food that is good, wholesome and local – and consistently of good quality (not a quick microwave meal). A cafe is seen as important for daytime socialising.
* **Q4**. Responses are given extra importance in Q4. We see that many of our respondents go regularly (from 1x2 times per week to 1x per month) to other establishments in the area, for drinking and eating. In total 90/155, representing 58% of the respondents, go to places that range from Wetherspoons to 3 Pigeons (often mentioned)
* **Q5**. Many people skipped Q5 (barriers to going out). It seems generally there are few barriers with many not worried about expense per se, although those who did answer considered expense to be the main barrier. Several people mentioned that time was a barrier to getting out more.
* **Q6.** There was a good spread of people going to local hostelries in the area, with several others mentioned. It therefore seems people are quite happy to spend on entertainment.
* **Q7**. shows that over 85% of respondents feel that The Griffin is important to Llanbedr Village
* **Q8**. showed that most people felt the Pub should become a community Hub with nearly 70% of respondents agreeing (comments were from people who felt that a Hub and a private pub were an equally good option) with 36% being happy with a private pub.
* **Q9.** shows an almost 50/50 split on whether people would use their skills to support the pub on a voluntary basis, including the initial pub set up. This is probably indicative of village demographics and an aging population who cannot see themselves helping, however, these people may well purchase from/use the hub. At the other end of the spectrum there are people with young children who are unable to find the time to volunteer at the moment. Many people seem to be interested in helping but do not want a regular long term commitment.
* In the General Survey Questions 14 people said that they would be willing to do volunteer work and 28 said that they would consider bar work in the Griffin, with many more seemingly volunteering for a programme of cleaning. These figures need to be treated with care as people will often find themselves unable to commit even though they are keen to.
  1. **Considerations**
* The survey response was just over 40% of the village households – this is high in terms of normal consultation expectations, and information and trends can be extrapolated from the findings:
* There is an overwhelming desire to have the pub as a community Hub, with several additions to normal pub activity i.e. cafe and a small shop. These will need resources and volunteers
* The longer the Pub stays shut the more it is missed, but there is a clear desire to make it distance itself from the old fashioned look and feel of the recent past, particularly its reputation as a place with an inconsistent food menu.
* The food offering needs to be value for money and good quality, in a nicely decorated establishment with a good atmosphere.
* The Raven in Llanarmon yn Ial suggests it has approximately 30% local support. There seems to be a larger basis of support in Llanbedr, with a greater number of people already used to spending money on hospitality, however, there is more competition in the Llanbedr area as Ruthin is only 2 miles away. On the plus side closer proximity to Ruthin means that there is a larger nearby population that may be encouraged out of the area with the right offering and atmosphere.
* People have put themselves forward to work for the community project, but there is a calculated risk to be taken. Is this enough support or not?
* There are several niche areas which could provide key markets for the Pub:
* Cafe Culture – older and younger, with child friendly activities in the garden
* Self Employed (small number in the village) – area to work sociably with drinks and lunch
* School spin off events, plus regular Governors and PTA meetings
* Funerals
* Wedding pre drinks
* Ruthin town families that want a child friendly and dog friendly out door area where people can drink and eat
* Overspill accommodation for outdoor activities or visits to family and friends
* There are enough volunteers in the first instance to move the community pub forward but there will have to be a strong Executive team to manage and deliver the key issues of up-grading, fund raising, legal entity, insurances, licensing, rota, health and safety, food standards, employee rights, purchasing, customer care, accommodation, etc etc
* Attached are details of the type of ownership and management models that could be available to the community if it wanted to look at a community hub.

* It is possible that a benefactor maybe found in the village who will purchase the Pub and lease it to the community.

1. **The Survey Highlights**

Please find full details attached.

**6.1** **Points of interest in the Survey**

Many people were keen to add comments to their surveys. This shows considerable enthusiasm for “having a say”.

* 1. **Communications**
* Q5 – It was interesting to see how many people rely on the Link for their village information. Although the comment section is largest in % this section shows people using a variety of ways to gain information a mix of mainly Link, facebook, neighbours, Free Press and the occasional School newsletter.
* Overwhelmingly The Link is where people gain information about the village. Out of 139 responses 98 people mentioned the link – (currently only quarterly publication)

Out of 139 answers only 29 gain information from facebook.

* Q7 - People would like more information in the main – and chose email as the best way of contact. 138 responded, some highlighting a mixture of contacts, but in total 74 chose email as best form of contact. In total 33 chose Facebook as the best form of contact, and 47 The link.

Several people mentioned the need for a flier or a more regular newsletter.

* 1. **Considerations**

* The Link is a Church organised publication which has been extremely well distributed and consistently produced, but is difficult to maintain and is only produced quarterly. There is a need for more support for the Link and more regular shorter snippets of news to engage the community.
* Facebook Llanbedr DC is the social media face of the Village. People do use it but the information is limited, and administration is not shared extensively throughout the village. Information is patchy and ad hoc. Facebook has 300+ followers, but information is not necessarily inclusive. (unless there is a lost dog!) It seems a pity to split the information source by having another Facebook page for the show committee. Maybe there should be an integrated community facebook page with administrators from each of the organisations in the village.
* We will produce a database of emails and ask permission to share with the community council so that they can consider an electronic flier at regular intervals.

**6.4 Interests**

* Walking was by far the most popular interest...but strongly followed by reading/gardening/travelling and interestingly Theatre had a large following. There were several extra suggestions of interests and things that a Hub may involve ie Films, Opera/classical music, folk music

**6.5 Considerations**

* This list gives a good guidance to the type of events that may well provide a base of attraction for villager to visit the Griffin – A literary festival; A theatre experience; A re-enactment; A film night
  1. **Changes in Llanbedr**
* Many people skipped this question – implying and sometimes stating nothing needed to be changed
* Several people mentioned the lack of playing area for children
* Several people mentioned and the speed /amount of traffic through the village, together with the unsafe walking area that have no public footpath.

**Consideration**

* The Griffin could have an accessible play area as part of the community hub
* There are discussions with Highways to try and make the changes to road scheme and make the pub more accessible to the whole of the community

B.2

**Comments from the Survey/consultation day - summarises the village feelings**

* Great to see the community desire for the Griffin to re-open and be a village Hub
* Could be a great space for gathering if it was updated and welcoming
* Love the community ideas for making the pub a hub
* Good to see the positive Steps
* I like the fact that it is an old traditional pub!
* The pub has over the years been variable, from good well managed with good atmosphere to extremely poor. Internal layout not conducive to a social friendly atmosphere
* Sticky tables!
* You expect the food to be better than you make at home when you pay for it
* Insufficient local support
* Situated on bad bend- passing trade passed before stopping; Over the years food has been inconsistent; beer expensive
* Brewery rates too high - difficult for Landlords to make a profit
* Dog friendly in bar area
* The main road is often made a scapegoat but really it's an asset, safety and access to the pub just needed improvement eg by closing up the northern most entrance point. Main issues are closeness to Rhuthin, changes in social habits and in LLanbedr's demographics plus consequences of long term housing policies and disappearance of low cost/affordable/social housing from the village which has totally transformed the dynamics of the village
* The pub was stuck in the past , no development of their product to meet modern expectations and a lack of imagination and diversification
* Difficult as a single female. A place that offers a range of reasons to be there would be easier to walk in to on my own
* Children’s play area/soft play area. Place for mums to meet/get out
* There are a number of alone/lonely people, they would welcome a coffee room so they could meet with armchairs and coffee tables.
* develop campsite for walkers and cycling; B&B; micro brewery; Film nights
* Library/sale of local produce/hub for local business start ups/bank cash point/use by MP's AM's councillors for surgeries/charity collection point/recycling banks/gateway opportunities for Moel Famau/Offas Dyke/Clwydian Range etc plus archaeology/museum/local history hub etc./Community allotments? Stopover for hikers/cyclists/Dof E? Use of green energy-model for the future etc?
* Early morning breakfast
* Where can you go for coffee after 4pm!!
* It is vital that the Inn is opened again so that there is somewhere where villagers can get to meet each other, and not suffer from loneliness

b.3

**Company Status Options (information shared at the Open days)**

**Pub operating company Robinsons are selling the freehold interest in the Griffin. They will not consider leasing to the community, so the only option is to buy, or for someone to buy the pub and then lease it to the community – the Community will still have to form a company to manage the affairs of the Pub.**

# WHAT OPTIONS DOES LLANBEDR HAVE IF IT WANTS TO RUN THE PUB AS A LEGAL ENTITY?

There are six options most commonly used by communities:

**Community Interest Company**

**Enterprise Investment Scheme**

**Co-operative Societies and Community Benefit Societies**

**Shared Private Purchase as a Community Asset**

**Public Works Loan Board**

**Company Limited by Guarantee**

# Community Interest Company

A Community Interest Company (CIC) is designed for social enterprises that want to use their profits and assets for the public good.

A CIC is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.

Those who may want to set up a CIC are expected to be philanthropic entrepreneurs who are looking to work for community benefit with the relative freedom of the non-charitable company form to identify and adapt to circumstances but with a clear assurance of not-for-profit distribution status.

* Companies are registered at Companies House in the same way as a normal company with the same incorporation documents but supplemented by a Community Interest Statement.
* May be public company (plc), private company or company limited by guarantee
* Pay corporation tax in the same way as other companies (plus donations are allowable as a ‘charge’).
* Cannot apply to HM Revenue & Customs for Gift Aid Status.
* Must register and pay VAT in the usual way.
* CICs do have shareholders, but there is a dividend cap. The aim is to strike a balance between encouraging people to invest in CICs and the principle that the assets and profits of a CIC should be devoted to the benefit of the community.
* Shareholding rules are the same as for other limited companies

# Enterprise Investment Scheme

This scheme has proved to be an effective way to purchase pubs given the tax advantages available. Investors get together and form a Private Limited Company which buys the pub.

There are a number of rules that have to be followed for the investors to qualify for the current 30% tax relief including:

* The investment must be held for a minimum period of three years.
* If there are letting rooms included the income from letting must be no more than 10-15% of total takings.
* No investor can hold more than 30% of the shares.
* No investor can derive an income directly from the business.
* The pub must operate under management during the initial three years.

There are examples where communities have acquired their local initially through the work of four or five families who have underwritten the purchase price. A private company may not offer shares or debentures to the public but it can increase its capital by allotting new shares to existing or prospective shareholders in return for payment.

# Co-operative Societies and Community Benefit Societies

A new society registering must choose which type of society to register as. It must be carrying on a business or trade, have at least three members (two if they are both registered societies), provide rules that comply with the Co-operative and Community Benefit Societies Act 2014 and use an appropriate name.

Advantages of registering for societies include corporate body status and limited liability.

# Co-operative Society

Co-operative Societies are formed primarily to benefit their own members, who will participate in the primary business of the society. It will normally have to fulfil the following conditions:-

* A common economic, social or cultural need amongst the members with usually open membership.
* The business will be run for the mutual benefit of the members, with benefits primarily arising from their participation.
* Control of the society lies with its members with the principle of ‘one member’ one vote’ applying.
* Interest on share and loan capital must not be more than a rate necessary to obtain and retain sufficient capital to run the business.
* Profits may be distributed to members as a bonus or dividend based on the level of transactions with the society.

# Community Benefit Society

Key points of a Community Benefit Society are:-

* The business is run primarily for the benefit of people who are not members of the society and be in the interests of the community at large.
* It is usual to issue nominal share capital, say £1 share per member. Where additional share capital is issued or members make loans to the society, any interest paid must not be more than a reasonable rate.
* Profits or assets must not be distributed to the members, but used to further the objects of the society. Assets may not be distributed to its members on dissolution but transferred, for example, to another body with similar objects.
* A society with exclusively charitable purposes for the public benefit is an ‘exempt charity’. It cannot register with the Charity Commission, but is otherwise subject to charity law.

# Shared/Private Purchase as a Community Asset

# This is where a small group of local residents purchase the pub often as a Private Limited Company and then engage with the community to make the business a community asset - in effect, the small purchasing group become the benevolent landlords for the community who form a separate legal entity such as a CIC or community benefit society to rent or lease the pub.

The benevolent purchasers could also hold the asset on behalf of the community while they raise the necessary capital to purchase the freehold and carry out improvements.

# Public Works Loan Board (PWLB)

This option enables a community council to access a loan to buy a pub and pay for any related improvements required at the time of purchase. The pub will then become an asset of the council and will be subject to the rules and conditions of ownership of that local authority.

This means that the business can be run by the community council directly or rented/leased to an independent operator or community controlled legal entity under a suitable contract such as a lease and the rent used to repay the loan

Before borrowing from the PWLB the Community Council must prove its competence to borrow and will require formal borrowing approval from Welsh Ministers. There is no upper or lower limit on borrowing and the maximum loan repayment period available to community and town councils is 50 years. The UK Debt Management Office website - [www.dmo.gov.uk](http://www.dmo.gov.uk) – has a section on lending to community councils, which gives full details of the current rates of interest for Public Works Loans, and offers a calculator for estimated repayment costs over different repayment periods.

The formal application to borrow must be accompanied by a business plan to show that the loan is repayable from the proceeds of the business and the application will require documented evidence that open meetings have been carried out to gain local residents’ approval and support. From this, a working group can be created to work on the financial appraisal, business plan and application process. The community council cannot apply without the overall support of the residents in the community.

# Companies Limited by Guarantee

Companies Limited by Guarantee are widely used for community projects. They usually operate as ‘not-for-profit’ companies. That is they do not distribute their profits to their members and either retain the profits within the company or use them for some other purpose.

The main reason for a community pub to be a Company Limited by Guarantee is to protect the people running the company from personal liability for the company’s debts. If the company is not registered as a limited company then the people running it can be made personally liable for its unpaid debts. Thus the liability is limited to the amount of the guarantee set out in the company’s articles, which is typically set at £1.

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 etc. A major difference is that it does not have a share capital or any shareholders, but members who control it.

These companies are not formed with share capital, but are registered at Companies House.

75% of Community Interest Companies are Companies Limited by Guarantee.

The tax treatment is exactly the same as a company limited by shares. They will be treated by HM Revenue & Customs as liable to pay corporation tax on their profits as necessary and register and account for VAT.

appendix c

# LEGAL STRUCTURE AND OWNERSHIP

# Legal Structure

At some stage in the life of any new organisation, usually post feasibility study and pre-trading, a decision must be made on the most suitable legal form and governing documents to deliver its aims and objectives. Choosing the right legal structure and selecting the right operational model goes a long way towards making any organisation run more effectively and these are identified as two of the key success factors in the Power To Change Trust June 2017 Report “What works: Successful Community Pubs” which was commissioned to conduct exploratory research examining the factors that have contributed to the development of successful community pubs in the UK.

The Plunkett Foundation identifies four legal structures most commonly used for community pubs:

* Community Benefit Society
* Co-operative Society
* Community Interest Company
* Company Limited by Guarantee

The key features, pros and cons of each legal structure are set out in the table below:

|  |  |  |  |
| --- | --- | --- | --- |
| Legal Structure | Key Features | Pros | Cons |
| **Community Interest Company (CIC)** | * CICs can be private companies limited by guarantee or by shares, or a public limited company. * They can adopt the co-operative, not for profit or general commercial company model. * There are number of obligations that a CIC must meet and continue to meet in addition to those imposed on an ordinary company: * Must satisfy a community interest test (looks at the underlying motivation of the company in terms of what it will do, who it will help and how, if it makes a profit, or surplus, what the company will do with it) * Must adopt certain statutory clauses in its constitution (asset lock and preventing the CIC falling under control of non-members) * Must deliver an annual community interest company report with its accounts. * A CIC limited by shares may pay dividend, if agreed by a resolution of its members but dividends payable to private shareholders (non-asset locked bodies) will be subject to a dividend cap. | * Distinct brand for social enterprises * Embraces democratic ownership, not for profit and commercial models * Combines freedom of entrepreneurial activity with protection of ‘asset lock’ * Directors can be paid. * light touch CIC regulator * Has a separate legal identity from its members. * Can own property or enter into contracts in its own right. * Can have small or large membership | * Dual regulation from Companies Act and the CIC Regulator, but work seamlessly together. * More responsibility for people involved - become company directors. * Not relevant for non-social enterprises * May be difficult to raise philanthropic donations/grant aid * Cap on dividends (“asset lock”) could depress demand from Investors |
| Legal Structure | Key Features | Pros | Cons |
| **Company Limited by Guarantee (CLG)** | * Company Limited by Guarantee is the most popular form   of incorporation for organisations in the social sector. The governing body in this model is called a ‘Board of Directors’.   * ‘Limited by guarantee’ means that each member’s liability for the company’s debts is limited to an amount written into the governing instrument: often as little as £1 each. * The organisation has separate legal identity and can be liable separately from its members and directors, reducing the risk for members and directors. However, directors can still be liable for negligence and / or fraud. * In return for limited liability the company must register its incorporation with Companies House and regularly provide them with certain information: * Annual accounts; Annual return * Notice of change of directors or secretaries and their particulars * Notice of change of registered office   + Companies can be incorporated with a single member | * + Possesses legal personality separate from members   + Can own property and hold contracts   + Directors can be paid | * + Regulation (from the Companies Act)   + More responsibility for people involved - become company directors   + May be difficult to raise philanthropic donations / grant aid   + Unlike with a CIC, assets are not protected with an asset lock |
| Legal Structure | Key Features | Pros | Cons |
| **Co-operative Society** | * A Co-operative Society exists **primarily for the benefit of its members**. * A Co-operative Society can own property, enter into contracts, issue shares and take out loans. * It has to be registered with and regulated by the Financial Services Authority (“FSA”). The aims of the society and the way it is run must comply with certain conditions in order for the FSA to accept and maintain the registration. * A Co-operative Society must have at least three members. * An elected committee manages the enterprise on behalf of members * Has a separate legal identity from its members | * Good for promoting democratic ownership and control through co- operative structures. * Can own property or enter into contracts in its own right. * Member liability limited to share value which cannot increase * Shares can be withdrawable at the discretion of management committee * Can pay dividends to members from trading profit * One member one vote * Depending on the type of enterprise, can qualify for tax relief on investment | * Less fit for purpose for organisations with hierarchical structures. * Not as well recognised as some of the other legal structures such as Company Limited by Guarantee or Registered Charity. * FSA registration entails formalities (e.g. keeping and filing of accounts) * Choice of limited or Statutory asset lock (may affect grant funding) |
| Legal Structure | Key Features | Pros | Cons |
| **Community Benefit Society** | * Community Benefit Societies are run and owned by their members, but which **operate for the benefit of the community in addition to benefiting the members.** * A Community Benefit Society can own property, enter into contracts, issue shares and take out loans. * It has to be registered with and regulated by the Financial Services Authority (“FSA”). The aims of the society and the way it is run must comply with certain conditions in order for the FSA to accept and maintain the registration. * A Community Benefit Society must have at least three members. * An elected committee manages the enterprise on behalf of members * A Community Benefit Society has a separate legal identity from its members. | * Good for promoting democratic ownership and control through co- operative structures. * Can own property or enter into contracts in its own right. * Member liability limited to share value which cannot increase * Shares can be withdrawable at the discretion of management committee * One member one vote * Depending on the type of enterprise, can qualify for tax relief on investment * Statutory asset lock can make grant funding easier to obtain * Can pay interest to shareholders at a rate to retain sufficient capital * Trade profits can be reinvested or distributed for social or charitable purposes * Most common legal structure used by community pubs | * Less fit for purpose for organisations with hierarchical structures. * Not as well recognised as some of the other legal structures such as Company Limited by Guarantee or Registered Charity. * FSA registration entails formalities (e.g. keeping and filing of accounts) |

The common feature of all community pubs is community ownership. According to CAMRA, there are now more than 70 community pubs across the UK owned and run by the local community. As of August 2017, 52 of these were registered as either Co-operative Societies or Community Benefit Societies.

Plunkett Foundation: Co-operative Pubs a Better Form of Business 2017

# Organisational Type

Many organisations may want to be known as a particular type of organisation, in addition to their legal form. The organisational models associated with the four legal structures above are:

|  |  |
| --- | --- |
| Community Benefit Society | Co-operative |
| Co-operative Society | Co-operative |
| Community Interest Company | Social Enterprise |
| Company Limited by Guarantee | Social Enterprise |

**Co-operative:** An organisation adopting co-operative principles, owned and democratically controlled by its Members. Members are individuals or organisations who share a common interest in supporting a particular geographical community, community asset or community of interest, such a co-operative is a pub that is owned by its members.

Co-operative members often have a close association with the organisation e.g. as its employees and/or as producers or consumers of its products or services.

Co-operative principles include:

* voluntary and open membership;
* equal voting rights for Members (regardless of their shareholding);
* Members participate economically by contributing capital and exercising;
* autonomy and independence; and
* co-operatives work for the sustainable development of their communities.

**Social Enterprise:** Although no formal definition exists, it is commonly accepted that a Social Enterprise is a business trading in goods and/or services with the following key features:

* objectives primarily have a social and/or environmental benefit, as opposed to

maximising Profits for Shareholders and other investors; and

* at least the majority of surpluses (i.e. Profits) are reinvested/retained to further the organisation’s objectives

# Conclusion

According to the “What works: Successful Community Pubs” report, there is no one legal/organisational structure that will guarantee that a community will be successful in running a pub, but some structures are felt to provide more benefits to pubs operating by and for local communities than others, particularly the co-operative model, which has the following advantages:

* enabling large numbers of people to be involved in setting up and running the pub.
* The ability to allow community shares to be issued as this can help the business raise the large sums of finance required to set up and run a pub. *NB. Community Benefit Societies and Co-operative Societies are the only legal structures that can issue community shares which since 2012 have been responsible for raising an average of £172,922 towards set up costs (*Plunkett Foundation*)*

Of the two co-operative models, the Community Benefit Society is by far the most popular and is favoured by the two main sources of advice and support for community enterprises, The Plunkett Foundation and The Wales Co-operative Centre. The key advantages of the Community Benefit Society are:

* They exist to benefit the wider interests of the community rather than its staff, members or management committee as most community groups set up a community pub because they are concerned for those who will be disadvantaged without such a service.
* They promote a larger and more active membership base resulting in:
* A larger number of people having a financial interest in the pub which means they are therefore more likely to use it regularly and ensure that the business continues to reflect the aspirations of the community
* A greater pool of people to draw on for management committee duties or to help run the business when volunteers are needed.
* Shareholders who are felt to be more forgiving compared with those of a commercial business. For example, if service is slower or if the décor is dated.

Given the need to raise large sums of money to refurbish and fit out the interior of the Griffin and the primarily social aims, objectives and motivation of the Llanbedr community, the co-operative Community Benefit Society would seem to be the best fit legal structure and organisational model for the Griffin Steering Group to adopt. Help in choosing the right structure can be obtained from the Wales Co-operative Centre, which has access to Model Rules acceptable to the Financial Conduct Authority and will register the new society on behalf of the Group.

# Ownership

It is important that a community pub chooses the right form of ownership model to meet their needs. Does the community want to own the freehold of the pub, own the leasehold or rent it on a short-term tenancy?

According to the Plunkett Foundation, the majority of communities (74%) own the freehold of the pub building; the remainder (26%) rent or own the leasehold, although the majority of those who rent or lease aspire to own the freehold at some point in the future if the opportunity arises.

Most community pub groups who have leased rather than bought have done so because it was the only option available either because the owner would only offer a lease (e.g. The Raven and Tyn y Capel) or the community found it difficult to raise sufficient capital to buy the pub outright.

In the latter case, some pubs have been purchased by a small group of local residents or a single resident, often through a special purpose vehicle Private Limited Company which then engages with the community to make the business a community asset - in effect, the small purchasing group/single purchaser becomes the benevolent landlords for the community who form a separate legal entity such as a community benefit society to rent or lease the pub.

The benevolent purchasers could also hold the asset on behalf of the community while they raise the necessary capital to purchase the freehold and carry out improvements.

In addition to deciding on tenure of the building, those setting up a community pub have to decide how the pub is run. Should it be tenanted, or managed by paid staff and volunteers? Whatever choice is made, a key factor of success is the pub manager or tenant having the necessary skills and experiences to run a successful pub.

Plunkett Reports the following split between managed and tenanted ownership models for co-operative community pubs, with 28% of all co‑operative pubs benefitting from volunteers in the day to day running of the business:

|  |  |  |
| --- | --- | --- |
| **Tenure** | **Managed** | **Tenanted** |
| **Leasehold** | 100% | 0% |
| **Freehold** | 65% | 35% |

**Tenanted Model**

Tenants are usually appointed with a clear mandate from the management committee on how they want the pub run, but the management committee has little or no day to day input into how the business is conducted. Usually the only income received by the co-operative under a tenanted model is rent.

The Power for Change Trust’s research revealed that community pubs chose the tenanted model for three reasons:

* The benefits gained from the expertise of a tenant experienced in running a pub
* The belief that having a tenant would help raise profits as it would be in the tenant’s personal interest to make a surplus
* The level of commitment and time that might be necessary to support a directly-employed manager – founder members felt they could leave a tenant to get on with the day-to-day running of the pub with little input from the management committee.

**Managed Model**

Running a community pub requires an extensive skill set and a great deal of experience in the pub business and most communities are unable to provide this level of expertise or commitment from within their membership base. To date only 4 co-operative pubs are 100% run by volunteers. Most co-operatives adopting the managed model therefore hire an experienced manager who is responsible for paid staff and volunteers and for delivering the co-operative’s business plan under the close supervision of the management committee and reporting to them on a day to day basis. Under this model the co-operative’s income is derived from trading.

Although hiring a paid manager is the most popular way to run a community pub, those who use the model have reported that it creates a high workload for the management committee and managers felt they lacked sufficient freedom to run the business effectively.

# Conclusion

The Griffin has been on the market since February 2017 with steady interest from potential purchasers but has not sold due to the high asking price, which has recently been reduced by freeholders Robinson’s Brewery to a more realistic £250,000. The brewery will not consider a lease to the community organisation.

It is unlikely that the Llanbedr community can mobilise quickly enough to raise the capital to buy the pub, but early indications are that there is at least one local resident who may be willing to purchase the freehold (but not spend the £200,000 or thereabouts needed for refurbishment) and lease it to a community organisation as a benevolent landlord, thereby giving the pub steering group time to incorporate and raise sufficient capital to refurbish and fit out the pub, plus working capital.

Although there is a great deal of enthusiasm for the purchase of the Griffin within the Llanbedr community and many local people have offered their services as volunteers, the results of the recent survey revealed that there is little appetite among residents, particularly those with relevant skills, serving on a management committee. From an organisational point of view, it would therefore be sensible to opt for the management model which involves the least commitment and time from those willing to become involved at board level. It is therefore recommended that the tenanted model is adopted subject to finding a tenant whose approach is aligned with the community’s vision of having a pub and wider services that meet the needs of the local residents.

Appendix D

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Funding**  **Organisation** | **Amount** | **Match Funding**  **needed** | **Purpose/Criteria** | **Application**  **Window** |
| Prince’s Countryside Fund | Max  £50,000 | no | projects operating in the UK that can have a long-term positive effect on rural communities. | Annually March & October (05/10/17) |
| Rural Community Development Fund (RCDF)  (Cadwyn Clwyd/  Welsh Government) | Max £128  towards  £160k project | 20% | small-scale infrastructure projects to improve community cohesion, improvement or expansion of local basic services like community transport and connectivity, renewable energy projects, village renewal and public amenities in rural areas of Wales. | open for application until 12/10/17  regular funding rounds to 2020 |
| Tourism Amenity  Investment Support  (TAIS)  (Visit Wales) | Max £128  towards  £160k project | 20% | develop quality sustainable tourism facilities, add value to visitor experience, deliver quality, innovation and a sense of place. | next window anticipated to be spring 2018 |
| Micro Small Business Fund  (MSBF)  (Visit Wales) | £25k - £500k | 60% | capital investment projects in the tourism sector in Wales. It can be used either to upgrade existing or create new high-quality product. | Fund open between 2017-2020 |
| Aviva Fund | up to £25k | no | community support  operates like a competition – community votes UK wide for favourite project | open for application until 10/10/17  next window 09/18 to 10/18 |
| BIG Lottery  Awards for All | £10k | no | Grants are available for voluntary and community organisations, schools, community and town councils and health bodies in Wales to help improve local communities and the lives of people most in need. | no closing date |
| Co-operative Loan Fund | up to £85k | no | Loans are available to assist the start-up and development of co-operative enterprises in the UK. | fund open |
| Coalfields Regeneration Trust Micro Business Loan Fund | up to £20k | no | Micro loan investments are available for third sector organisations across Wales that want to expand or start enterprising activity that will generate income and create jobs in communities. Interest rates 10% 5 yr. repayment term |  |

Appendix E

**Diagram of The Griffin Inn community business structure**

M E M B E R S

£1

Vote for board each year

Formal constitution drawn up to form a legal company with limited liability.

(Shareholders) £250-£10000

Appointment from the directors

Tender drawn up by the directors, with key conditions for tenancy

**D i r e c t o r s/ T r u s t e e**

**Public House and Restaurant**

Manager + one

**Accommodation and Cafe**

Managed by the community – run by volunteers

**Action Plan**

Actions can start as soon as the offer has been accepted by Robinsons:-

* Noting the direction of the business plan, keep updated as more accurate information come in.
* Apply for membership of Plunkett Foundation (£70) and Wales Co-operative (£50)
* Hold Village meeting to disseminate information
* Form a management team to start the operational activity of creating a village hub in the Griffin Inn into with the assistance of Plunkett Foundation and Wales Co-perative
* Discuss and decide a legal status – option attached - Community Benefit Society seem to be the most suitable
* Determine accurate costings on the refurbishment of the Inn
* Issue a membership call
* With support from Wales Co Operative and Plunkett – issue a Share Offering in the Village and beyond.
* Detailed Work schedule completed
* Seek sponsors for work scheduled
* Apply for grant aid – ie Visit Wales/AONB
* Consider the various loans available for any shortfall work
* Issue Tender for Wet Sales and Restaurant – with key condition
* Ensure Social Media presence is in place – ensure that messages sent out in existing social media/web site – with links to Church, Hall and school activities
* Integrate more of the school newsletter into the ongoing communications
* Support the Link publication from the church