

Tafarn yr Heliwr Business Plan

A Community Benefit Society registered under the Co-operative and Community Benefit Societies Act Registration Number: RS007747. Supported by:





Content

Foreword							
Executive Summary							
1	Business Description						
2	The Market and the Strategy to Achieve Success	6					
3	The Competition	11					
4	Marketing Plan	12					
5	Developing the Building and Business						
6	Management and Running the Business						
7	Sustainability and Financial Forecasts	23					
8	Key Risks	35					
Appendices Appendix 1 Tafarn yr Heliwr Cyf. Rules Appendix 2 Tenancy Assumptions Appendix 3 Profit and Loss Account Projections and Cash Flow							

Director's Foreword

Tafarn yr Heliwr, in the heart of Nefyn, was once a thriving pub all year round. It attracted people from across the Llŷn Peninsula.

But the pub had been shut for years. Although it had been for sale since 2016, no buyer had come forward.

In January 2018, a group of local people decided that something needed to be done.

They held a public meeting to discuss their proposal to turn the Sportsman into a community pub. More than 80 people turned up - and all of them were behind the idea.

A community benefit society was formed to raise money to buy, restore and reopen the Sportsman.

We held fundraising nights, information stalls, and question and answer sessions.

And in just two months, more than 450 investors had bought over £82,000 worth of community shares to help us buy the Sportsman, and secure its future as a community pub.

Our aim is simple. We believe the community of Nefyn deserves to have its pub back, and needs to see its High Street busy and lively once again.

Tafarn yr Heliwr will:

- Offer secure voluntary, training, and employment opportunities and create more chances for people to live, work and learn in Nefyn.
- Protect and promote the Welsh language and share and celebrate Nefyn's rich maritime history.
- Act as a catalyst to regenerate Nefyn's High Street by bringing more people into the town centre, working to attract new businesses into empty workshops and units, and investing in the town's development.
- **Combat social isolation and encourage community** spirit by creating an all-day, open door, informal hub in the heart of the town centre for all community groups, ages, and walks of life.
- Strengthen Nefyn's economy by reinvesting all profits back into making Nefyn a better place to live and work and by using local businesses as part of our supply chain.
- Create a more connected Nefyn by offering a fully Wifi-enabled working space and sharing and celebrating the Sportsman's story with a wider audience.
- **Foster collaboration** between Nefyn's food and drink businesses by opening a new market for their produce and offering a new platform for their brand.
- **Capitalise on the tourism** industry by establishing Nefyn town centre as a specific destination for visitors and offering affordable, high-quality, 'hostel-style' accommodation.

TAFARN YR HELIWR CYF. BUSINESS PLAN

- Reduce waste by encouraging a local supply chain, cutting down on wasted journeys and fossil fuel use, recycling materials, and using local skills and labour.
- **Share knowledge** about the local landscape and environment, connecting locals and visitors with opportunities to explore the Coastal Path and access activities that benefit health and wellbeing.
- Promote Nefyn as a Welsh cultural hub by holding events to showcase the area's growing and diverse music and arts scene.

Elin Angharad Davies Secretary, Tafarn yr Heliwr committee

This project has received funding through the Welsh Government Rural Communities - Rural Development Programme 2014-2020, which is funded by the European Agricultural Fund for Rural Development and the Welsh

Government. It's also part funded by the Nuclear Decommissioning Authority (NDA) and Gwynedd Council.

Tafarn yr Heliwr is also supported by Llŷn Area of Outstanding Natural Beauty, Cartrefi Cymunedol Gwynedd housing association and the Wales Co-operative Centre.







Executive Summary

This project reflects a community vision for Nefyn. By 2025, the aim is to create a sustainable community hub for services that will offer:

- reasonable visitor accommodation;
- light meals, drinks and coffee;
- a place to hold events and social evenings offering a comfortable and welcoming place to local community groups and local people of all ages;
- a modern and homely building that will be at the core of Nefyn, the people and the community;
- a space to celebrate Welsh and share local history and culture.

The medium for realising the vision is a community benefit society to own and run the business. For about six months an Establishment Group has been assessing how much of a market exists for such a service and what is the interest locally and beyond to support such an enterprise. Tafarn yr Heliwr Cyf. has been registered and established as a Society for community benefit since the beginning of April 2018.

This business plan explains how it intends to realise the start of the enterprise. The enterprise will be a major challenge as there is a need for significant support from the community and beyond to buy and improve the building. The Society has already attracted £82,000 from investors and the ideal goal is to raise at least £18,000 via additional shares in due course, to provide a solid foundation for the Society and to unlock other sources of financial support.

The business plan describes the location and the reason for choosing the location, the work that needs to be done to provide the appropriate facilities, and the cost and timetable for completing the development. The plan also provides an outline of how we can see the business developing and growing over the first five years. It presents forecasts of the income and costs for running the enterprise. The model is based on generating income (through the sale of drinks, food and accommodation mainly) and turnover of around £217,000 gross by 2024/25. It is anticipated that the main costs will be the cost of purchases (46%) and staffing (29%) with the enterprise offering employment to two full-time and 3 part-time and seasonal staff. This equates to 4 full-time equivalent staff. The model is also dependent on the contribution of volunteer time to help with the management of the enterprise. It also describes the risks involved in the enterprise – as with any enterprise.

Based on the research and assumptions about the revenue earned and the costs faced, the Board believes that the business will be sustainable from 2022/23 onwards. In the first four years, there will be a need to develop the enterprise step by step in order to reach a sustainable phase. Based on our assumptions and prospects, we predict that the enterprise will start showing an operative surplus from 2020/21 onwards and that the Society will make adequate surplus to consider paying interest to shareholders from 2022/23. The Society would be able to break even up to the position where income at peak periods of the year is 15% lower than anticipated.

1. Business Description

Background

Who is behind the enterprise and why?

- Tafarn yr Heliwr or the "Sportsman" is a historic pub with evidence of the Stagecoach stopping there as far back as 1863. As late as the beginning of this century it was a lively and successful pub with customers from far and wide coming to play pool, darts and to socialise after a football game or quiz. It was also a fantastic social space for many great live bands. The pub closed its doors in 2014.
- 2. In January 2018, following a discussion by a group of the town's residents, a Public Meeting was held to discuss the possibility of re-opening the pub. Over 80 people came to the meeting and enthusiastically discussed the issue. A committee was formed and many people shared their ideas and offered help.
- 3. Following that meeting, it was decided to create a legal entity in the form of a community benefit society. Tafarn yr Heliwr Cyfyngedig Society was registered in March 2018 with 50 shareholders.
- 4. On May 7th 2018 a Share Offer was launched with the aim of attracting financial support to secure a pub with extensive community ownership by the closing date on June 30th eight weeks later. Following a campaign that made extensive use of the media and social media, £82,000 was raised within eight weeks. More than 450 people have invested in the enterprise in total, with a minimum of 50 shares @ £1 each.
- 5. A price of £85,000 was agreed for the building, and the purchase completed and contracts exchanged in November 2018. It is planned to undertake the initial work during the winter, to adapt parts of the ground floor to open as a pub, and then repair and improve the four bedrooms on the first floor during Winter 2019/20. The intention is to open the accommodation element by Spring 2020.

The Vision

- 6. By 2025, the aim is to create a sustainable social hub or centre for services which will offer:
 - reasonable visitor accommodation;
 - light meals, drinks and coffee;
 - a place to hold events;
 - social evenings for people of all ages;
 - a welcoming and comfortable place for local community groups;
 - a homely and contemporary building that will be central to Nefyn, the people and the community;
 - a space to celebrate Welsh and share local history and culture.

Business Summary

7. The business case is based on providing a pub service offering food and drink along with accommodation in four bedrooms with sleeping space for up to 14 people throughout the

year. Based on a number of careful assumptions - and a comparison with the performance of other rural pubs - we will aim to increase the (gross) sales of food and drink to around £183,000 per annum by the end of 2024/25. This will represent about 85% of the gross income of the business.

- 8. We will also aim to sell about 450 accommodation nights to around 1200 people per year by 2024/25. These sales will be shared between groups, families and individuals who want to experience the environment and heritage of Nefyn and the rest of the Peninsula. We anticipate that around 27% of the nights will cater for groups and the rest for families, couples and individuals. By the end of 2024/25 it is anticipated that gross income will be just under £32,000 or 14% of gross income from this source. Between them, we aim for a gross sale of around £170,000 by the end of 2021/22 and about £217,600 by the end of 2024/25.
- 9. A Manager will be employed to oversee the day-to-day running of the enterprise. Duties will include responsibility for all aspects of running the pub, including appropriate building maintenance, marketing the pub to potential audiences, overseeng and processing orders, and welcoming and serving customers and guests. As the accommodation will offer an attractive but fairly simple style of sleeping rooms, and encourages guests to eat out, it is not anticipated that evening and early morning supervision will be required.
- 10. In addition to the Manager, up to 3 full-time equivalent (FTE) posts will be employed to serve and cook food and drink.
- 11. The Manager will also receive support from a team of volunteers from the Society at busy times. The intention is to employ an external company to clean the building, including the accommodation rooms. The project will therefore offer work to others in the local economy through its purchases, including cleaning and washing, food and drink. It is estimated that this will create at least 0.5 FTE in the local economy.
- 12. It is anticipated that operating costs of running the business at the predicted level from 2023/24 will allow an operational surplus, with the rate of that surplus averaging between 13% and 15%.
- 13. As well as repaying capital and interest on other loans annually, this will allow the business to consider starting to pay interest to shareholders from 2023/24 onwards.
- 14. HMRC has told Tafarn Yr Heliwr that it is eligible for the Seed Enterprise Investment Scheme (SEIS). Under the SEIS scheme, shareholders could be entitled to 50% relief on any amount they invest, to be taken off income tax liability for current or previous year.
- 15. To qualify for SEIS, a minimum three-year shareholding applies and shares must be paid for in full at the time of purchase.
- 16. If Tafarn yr Heliwr raise more than £150,000 through shares, the following shares would be eligible for the separate Enterprise Investment Scheme (EIS), which offers 30% tax relief. The Society are carefully tracking the amount raised so that all potential investors over £150,000 are informed in advance of the reduction in tax relief due to the difference in schemes.

Legal Structure

17. A Community Benefit Society registered under the Co-operative and Community Benefit Societies Act 2014 will manage the business (see the constitution in Appendix 1). This

structure was chosen as it reflects the group's aspirations and vision - values of community ownership and local management in establishing and developing a sustainable business.

Financial Summary

18. Table 1 below summarises the range of possibilities of how to proceed with the project, depending on the cost of the purchase and improvements.

TABLE 1 PROJECT SUMMARY

COSTS OF SETTING UP

Requirements	Cost (£)
Purchase and Renovation Part 1	285,00 0
Renovations Part 2	100,00 0
Equipment and Furniture	70,000
Professional Fees	8000
TOTAL	463,00 0

TO BE FUNDED THROUGH

Source	Min.
Community shares	82,000
Small Grants & fundraising	33,000
Major Grants	350,00 0
TOTAL	465,00 0

- 19. The first Table shows the estimates provided by our professional advisors of the likely cost of the Project (including VAT).
- 20. The second Table gives our opinion on the financial parameters that are relevant to the realisation of the Project. It shows the scenarios that are possible depending on how much the share offers collect and the minimum required for the project to be viable.

- 21. The Business Plan is based on the minimum share investment of £82,000 being collected by June 30th 2018. However, the more capital the Society can attract through shares, then the less capital the Society may will need to obtain through more expensive loans.
- 22. The cap placed on the amount to be collected through shares is £200,000, although this is not a realistic expection of the amount to be raised.
- 23. The Society have already achieved some success in securing funding to initiate this project. They have raised a total of £108,773 to pay for the building, surveys, a business plan and architects' fees.
- 24. They have also been successful in the first stage of applying for a grant from the Welsh Government's Community Facilities Programme to cover the costs of the pub renovation, a new boiler and solar panels.
- 25. The Society are applying for grants and loans to cover the costs of the bunkhouse renovation, revenue costs, and staff from the National Lottery's 'People and Places' fund and the Wales Council for Voluntary Action's Community Asset Development Fund or Social Business Growth Fund, and the Prince's Countryside Fund.
- 26. The Society are exploring all grant funding options with the aim of renovating the entire building and fund initial operating capital costs without the need to take on loans or increase overheads.
- 27. But the Society also recognise the possibility of different scenarios.

1. The Market and the Strategy to Achieve Success

28. The aim of Tafarn yr Heliwr Cyf. is to create a destination for those who want a welcome and convenient, comfortable, Welsh and reasonable accommodation to experience the language, culture and heritage and other attractions in Nefyn and its surroundings. We have identified that there is a developing but unmet market for walkers, cyclists and other outdoor activities who want reasonable accommodation on their visit to the Llŷn Peninsula. A significant number of local people also believe that there is no such appropriate meeting place in the town.

29. The main markets targeted are:

- Local people and groups who want a Welsh pub ethos to meet and socialise;
- Walkers who need comfortable but reasonable accommodation on their journey along the Llŷn part of the Wales Trail;
- Other visitors who want shelter, food and drink on their visit to Nefyn;

Nefyn's features

- 30. Nefyn is a small town and community on the northern coast of the Llŷn Peninsula in Gwynedd, with a population of around 1,370. A mile down the road to the west is Morfa Nefyn and Porthdinllaen, on the banks of Caernarfon Bay. To the east of Nefyn, on the road towards Caernarfon, are the villages of Pistyll and Llithfaen, the hills of Yr Eifl and the Nant Gwrtheyrn Language and Heritage Centre.
- 31. Apart from Nefyn itself, the Nefyn community includes the villages of Morfa Nefyn and Edern and in total the normal residential population of the community is around 2,500. It is one of the strongholds of the Welsh language with 76% of the residents able to speak the language.
- 32. The total number of households is 618 with the average household size of being 2.2, something similar to the average for the County and Wales as a whole. Just over a third (36%) are one-person households with half of these one-person pensioner households. Around 20% of households rent their houses from a social landlord, which is high compared to the average for Gwynedd and Wales. 17% are non-resident households (most therefore are second homes) compared to the Welsh average of 6.0%.
- 33. The largest four sectors of employment are construction (17.1%), retail and wholesale (16.1%), health and social work (13.5%) and accommodation and food services (10.6%).
- 34. 81% of the population is in good or very good health. Although the average household income is relatively low according to the Index of Multiple Deprivation, Nefyn compares favourably with most other wards in Wales.
- 35. Nefyn is a popular destination with visitors because it has a sandy beach and good water activities facilities. The A497 road ends in the town centre.

Specific Market Sectors

Local People and Groups

36. There is a general perception that the pubs sector is deteriorating with approximately one pub a week closing in Wales. The main reason for this is a combination of a reduction in alcohol

- consumption, retailers' competition as people choose to stay home to drink, and rising costs (e.g. taxes and salaries). However, some within the industry are optimistic, and say that the key to success within the sector is changing with the times.
- 37. Recent analysis by one of the industry's leading publications, MCA¹, also suggests that the closure of chain pubs (with a manager or tenant) is responsible for the reduction in the number of pubs the figures suggest that the number of independent and free pubs is increasing and is likely to increase 2020. Figure 1 below analyses the market by type of pub:

FIGURE 1 CHANGES IN THE PUBS MARKET

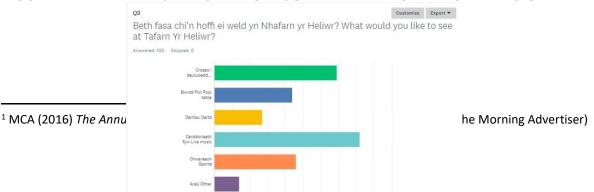




Source: The Morning Advertiser, 23 June 2016 (accessed www.morning-advertiser.co.uk 14/06/18)

- 38. Part of the argument is to understand what role the pub can play to address the demand within the community and the need to be much more open to what that function can be.
- 39. In order to obtain the views of the community, we organised an Online Survey. This was done in two phases with 100 responding to the First Phase and 90 responding to the Second Phase. The percentages of responses are fairly consistent across both phases. The feedback shows that there is support for the idea of a "community hub" (over 95% of those who responded strongly supported or supported this idea).
- 40. In terms of function and services, Figure 2 shows the type of facilities or provision that respondents would like to see.

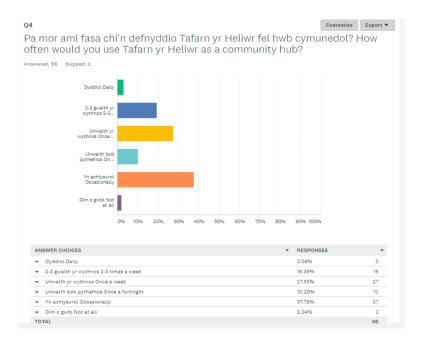
FIGURE 2 WHAT KIND OF FACILITIES WOULD NEFYN RESIDENTS LIKE TO SEE



7

- 41. The Second Phase response was something similar, with Live Music as a first choice, welcoming place for families second, and sports third.
- 42. Other ideas mentioned include a bunkhouse, restaurant, emphasis on local produce and staff able to speak Welsh.
- 43. The results of the following question suggest that there would be a readiness to support the initiative practically. Figure 3 provides answers to the question how often in a week the respondents would be willing to use the Community Hub.

FIGURE 3 FREQUENCY OF VISITS TO THE PUB



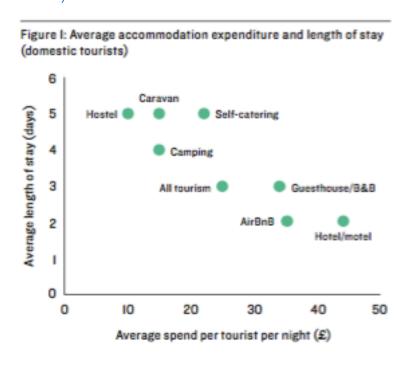
Accommodation

- 44. The intention of Tafarn yr Heliwr accommodation is to provide accommodation that is a cross between guest house or bed and breakfast (double/twin rooms) but also with bunk rooms similar to a hostel.
- 45. Latest statistics suggest that such accommodation is growing. The Wales Visitors Occupancy Survey (April 2016 March 2017)² summarises the prospective performance of the relevant sectors as follows.

² Welsh Government (May, 2017) Visitors Occupancy Survey (April 2016 – March 2017)

- "Guest house/ bed and breakfast occupancy over the 12 months ending March 2017 was 40%, a 2% increase over the same period in 2016;
- The hostel bed occupancy for the 12 months ending March 2017 rose by 2% to 51%, compared to the occupancy rates for the same period in 2016."
- 46. The report also suggests that the performance of the hostel sector in North Wales was even better at 52%.
- 47. Figure 4 below reproduces a figure from the statistics of Great Britain Tourism which shows the average expenditure and length of stay for domestic tourism.

FIGURE 4 AVERAGE EXPENDITURE ON ACCOMMODATION BY LENGTH OF STAY (GREAT BRITAIN)



Source: The GB Tourist Statistics (2015)

Source: reproduced from Lichfield (2017) Rural Estates: Economic Benefits of Rural Tourism

- 48. The figures suggest that the average length of stay in a hostel is five days but that the average night spend is relatively low. However, the average length of stay in Guest House/Bed & Breakfast is lower for three days, but average spending is comparatively higher at around £34 per night.
- 49. Nefyn lies on the Wales Coastal Path. Although there are no specific statistics for the use of the path in Nefyn, the statistics in Natural Resources Wales' Economic Impact Report suggest that 40 million visitors have used the path across Wales.
- 50. Visitor numbers statistics for Gwynedd (STEAM 2015) show that 17.3 million staying nights (visitors x nights) have been recorded with visitors staying for an average of 5 nights.

51	. In addition, according to the same document, there are more staying nights in Gwynedd than any one of the other local authorities in Wales, as well as more spending per head by staying visitors.

2. The Competition

Pubs

52. The following places compete with Tafarn yr Heliwr as a "pub" business:

Within the town

- Nanhoron Arms (Rear Bar)
- Bar Cwrw Llŷn
- Y Clwb Cyfansoddiadol
- 53. Outside the town and environs
 - Bryncynan (Groeslon Bryncynan)
 - Tŷ Coch (Porthdinllaen);
 - Ship Inn (Edern)

Accommodation

- 54. As a prominent visitor destination, there are a large number of places to stay in Nefyn across the whole range of providers. At one end of the spectrum there are quality hotels such as the Woodlands, Edern and the Nanhoron Arms, Nefyn. At the other end, there are many bed and breakfast providers and caravan sites. Between these two points, there are a number of small hotels/guest houses and a large number of self-catering establishments and, of course, touring caravan parks and campsites.
- 55. Nefyn is approximately 20 miles from Caernarfon and 15 miles from Aberdaron and is therefore a convenient location to stay along the Welsh Coastal Path between Caernarfon and Uwchmynydd.

3. Marketing Plan

- 56. The main aims of the Marketing Plan are:
 - Ensure or improve a turnover of £200,000 by the end of 2022/23
 - Ensure or improve an average occupancy target for persons staying by 1,198, and the number of staying nights by 450 by 2022/23.
- 57. All marketing plans will be established on the "5P" principle Product/Place/
 Promotion/Price/People and we can see below how to use this principle to market a product or service. In this context, another "P" was added (in Welsh, Profiad or Experience)
- 58. The Five "P's" Not all of the "P" elements are equal in terms of importance and therefore it is very important to put the marketing emphasis through the "P" that is most effective to reach the market. For example, if your garage is the only one that sells fuel within 20 miles, what brings people there is the Place. The product, i.e. the fuel brand, the price or the quality of the service does not make a lot of difference, so to market the garage the place must be emphasised "this is your local garage, closest to you in a fuel crisis".
- 59. In addition, the specific sectors or parts of the market that need to be targeted with different methods must be understood and analysed for the effectiveness of transmitting the message.

Product

- 60. The product must be defined initially, and there are basically two products:
 - The pub (refreshments and food);
 - The accommodation:
- 61. It may be considered that there is a third product, the multi-purpose room, but the Society's intention at this time is to hire that room for free, in the hope that this will attract an additional turnover to the pub.
- 62. Place— The main advantage of the pub is the central location in Nefyn and the convenient access for local people and visitors.
- 63. Promotion The simple fact that new business is being created with new services is a great opportunity to attract attention and interest and this should be used to create local and national media stories at the start of the project.
- 64. In addition, the enterprise's community and collaborative structure adds value to the business and is an additional opportunity to promote it.
- 65. Price The prices presumed in the business plan are based on the cost of drinks, food and lodging in similar establishments.
- 66. People Tafarn yr Heliwr is a Community Business owned and managed primarily by local people, therefore, it is important to emphasise the element of community ownership. The

- quality and attitudes of paid staff and Directors and members will also be key to creating the right image of the resource, with Welsh being given a prominent place.
- 67. Experience The vision for the business is heavily slanted towards introducing the guests to a Welsh language experience, and as such this will be a very important element of the marketing plan.

Marketing Strategy and Sectors

- 68. The marketing strategy will generally include the following:
 - Free PR in the local press by inviting correspondents to visit the new resource. An interesting aspect of the scheme is that the local community has been involved in planning the business and this feature can be used in press releases to highlight the community's ownership of resources. Radio Wales and the commercial stations are constantly searching for local stories for their magazine programmes, and we have already seen that the BBC Wales television service, BBC Wales and ITV Wales are willing to discuss community developments in their news programmes.
 - The focus is mainly on feeding stories to social media, weekly, daily newspapers and the local papur bro, Llanw Llŷn, to raise awareness of the enterprise and its resources. These will also be the targets for advertising the business.
 - The official opening will be an opportunity to attract attention, and local celebrities and national figures will be invited to the opening.
 - Most of the marketing will take place during the development phase to maximize the use of resources when they are ready.
 - TyH will make extensive use of the web including social media namely Twitter,
 Facebook and Instagram.
- 69. Specific market sectors will be targeted using the above methods; the sectors and methods of accessing them can be described as follows in Table 1:

TABLE 1 MARKETING METHODS

Sector	Marketing Methods
The general population for public relations and raising and maintaining interest	Reports and press releases regularly - target Welsh and Welsh-language organisations.
Prospective guests	General advertisements in the Welsh language press and media and collaboration with Welsh and Welsh-

language organisations in Wales and
beyond.

Branding

- 70. In order for the brand to succeed it is necessary for the image conveyed by the brand to have an effect on the targeted person and to create some form of emotional contact. It is easier to do this with a product (e.g. car) than a concept or experience (relaxation or healthy life). It is even harder to create a successful brand by talking about experience that is unfamiliar to the general market, such as culture and language.
- 71. In the context of Tafarn yr Heliwr, the challenge of creating the emotional link is to some extent easier because the market has already 'bought in' emotionally to supporting a Welsh business.
- 72. Tafarn yr Heliwr has a special "USP" (Unique Selling Proposition), that is:
 - Welsh atmosphere and market
 - · Located in the centre of Nefyn

5 Developing the Building and Business

73. The building consists of three floors with a total area of approximately 215 square metres. The space is used as follows:

Basement

Cellar

Ground Floor

- L-shaped bar 3.9m * 5.1m (19 m. sg);
- Lounge 3.8m *5m (18 m. Sg.);
- Rear bar 6.3m * 3.0m (18m. Sg.)
- Sports room 4.1m * 4.95m (20m sg.)
- Kitchen 4m * 3m (12 msg.)
- Ladies toilets
- Gents toilets

First floor

- Bathroom
- Toilet
- Kitchen
- Lounge/ Bedroom
- Bedroom

Second floor

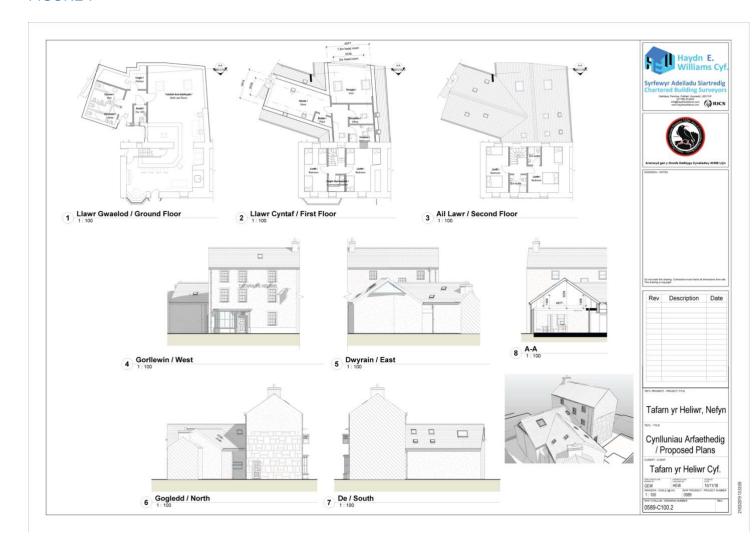
- Kitchen
- Shower room
- Bedroom
- Bedroom
- Lounge

74. Figures 6 & 7 overleaf show the plans underlying the business plan:

FIGURE 6



FIGURE 7



- 75. On the basis of a Surveyor's³ estimates, we estimate the cost of purchasing and adapting and furnishing the first part of the building, together with professional costs (excluding VAT), to be £335,000.
- 76. The total capital investment to realise the enterprise as a whole will be £385,000 (excluding VAT).
- 77. Significant capital is required to realise the First Phase of the plan as a whole. The second part of Table 2 below shows the sources of funding obtained in principle through a combination of shares and subsidies:

TABLE 2 INVESTMENT SOURCES COSTS OF SETTING UP

Requirements	Cost (£) Max.	2018/19(£	2019/20(£)
Purchase and Renovation Part 1	285,000	85,000	200,000
Renovations Part 2	100,000	0	100,000
Equipment and Furniture	70,000	0	70,000
Professional Fees	8,000	4,000	4,000
TOTAL	463,000	89,000	374,000

TO BE FUNDED THROUGH

Source	Income Max.	2018/19(£	2019/20(£)
Community Shares	85,000	85,000	0
Tafarn yr Heliwr funds	5,000	5,000	0
Small Grants	25,000	25,000	0
Major Grants	370,000	200,000	170,000
TOTAL	485,000	315,000	170,000

18

6. Management and Running the Business

Introduction

69. This section describes the current arrangements and plans proposed for the management and operation of Tafarn yr Heliwr Cyf.

Management and Strategic Direction

- 70. The Society's board will be responsible for the management and strategic direction, which will draw its members across the common membership. It will be elected at the AGM, the first of which will be held six months after April 2019. The Management Board will meet once a month at the beginning, and then at least once every quarter when the business has established itself.
- 71. The current Board will run the Society until the first General Meeting of the Society is held. Once the shares have been approved and distributed, and the full membership of the Society is known, members can then offer their names to be elected as a Director in the first General Meeting. There will be up to nine Directors.
- 72. In order to ensure the engagement of members and local people with the Society and ensure that there is a pool of people to create future Boards, the Board will:
 - Produce regular newsletters;
 - Maintain a web presence and on social media

Present Board

73. Current Board members include the four directors and 14 other individuals who offer a wide range of skills and experiences relevant to the tasks of establishing a new enterprise, fundraising, marketing and managing the improvement work. The Directors of the Board are:

Bleddyn Evans, Chair

- 74. Bleddyn was born and raised in Morfa Nefyn. He is married to Bethan and they have three children. They have lived in Nefyn for 18 years. Bleddyn is a self-employed electrician and works daily in his square mile.
- 75. He is a town councillor and has played football for Nefyn and has been involved with the club for years. Bleddyn has collected money for charities in memory of his young son since 2011. The total fundraising campaign is now around £40,000.

Elin Angharad Davies, Society Secretary

76. Elin is from Nefyn where she has lived all her life. She went to Aberystwyth University to study Welsh and complete a Masters and Doctorate degree. She has worked as an editor with the Lolfa press, teaching Welsh to adults in Nant Gwrtheyrn and is now a Workplace Tutor with Learning Welsh North West in Bangor. She is married to Eifion, who is also a member of the Committee. With a number of young people moving from the area, Elin is proud that she has been able to stay home in Nefyn and sees the enterprise as a step forward to give local young people the opportunity to do the same.

Llyr Hughes, Director

77. Llyr was raised in Pen Llŷn and is married with three children. After a period of study and living in Cardiff he has returned to Pen Llŷn to work as a community pharmacist. In 2003 he bought the RJ Jones pharmacy on High Street in Nefyn. He is now part of a local pharmacists' company that owns three pharmacies and a shop selling healthy food in Gwynedd.

Emyr Thomas, Director

- 78. Emyr was born in Morfa Nefyn but has now settled in Edern. After leaving Botwnnog School he joined the Royal Air Force as a police officer for 23 years. In 1995 he started working for Her Majesty's Court and Tribunal Service in North Wales. He has now retired but volunteers as a driver of the O Ddrws i Ddrws community bus service. Emyr feels that a sense of community is important and the re-opening of the Sportsman would be an asset for Nefyn.
- 79. The following also serves as a Board officer:

Llinos Jones, Treasurer

- 80. The daughter of a self-employed welder, Llinos started keeping accounts at the age of twelve. She completed an apprenticeship and received further accountancy training in her work with Griffith, Williams & Co in Pwllheli. She started working at Afonwen Laundry five years ago and she manages the Wages and Pensions Department and is responsible for the salary of 975 staff across 5 UK sites. She lives in Nefyn with her partner and children.
- 81. Once the project is set up, members of the Board will offer themselves to be elected as Directors and encourage and invite other shareholders to nominate additional directors.

Day to Day Management

The Pub

82. A full-time job will be created initially for a manager to be responsible for the day-to-day activities of the business, who will have an overview of both the accommodation and bar/kitchen. In addition, there will be a cook preparing food. These posts will be supported by a serving person for most of the year and by another serving person during the Summer months and Christmas season. These servers will take over the management of day-to-day activities when the manager is on holiday, and their posts supplemented with seasonal/temporary staff.

Accommodation

83. Table 3 reproduces the assumptions made regarding the number of room nights that will be purchased by 2022/2023.

TABLE 3 ROOM BOOKINGS

Month	J	F	М	А	М	J	J	А	S	0	N	D	Tot a
Total bookings	18	24	33	39	46	47	58	64	45	40	26	11	452
% occupancy	20	25 %	33	40	48	50	60	65 9	50 %	40	30	25 %	

- 84. As the Table shows, the monthly figures vary considerably between the peak period in July and August and the winter months (November, December and January). With the existence of this variation, the Board proposes adopting an Annual Hours Contract system with the key management staff. The model is based on 1520 hours per year and it is assumed that it will have to vary between 24 hours over 4 working days during the quiet winter period to up to 54 hours over seven working days in the peak season in the Summer.
- 85. Most visitors are expected to book in advance and to do so online via an agent's website such as Booking.com or the business website or by telephoning the Manager's mobile phone. Most will be couples, families or small groups and will stay for a minimum of two nights.
- 86. Requests for last minute bookings and arrivals after 6pm (and no later than 9pm) will need to make arrangements in advance, and they will be welcomed and registered by one of the Managers. During the peak season, Manager's holidays and on Sundays, this service will be supported by volunteers.
- 87. The Manager will be responsible for overseeing the cleaning and maintenance of the building. The model assumes that there will be a need to commission around 568 cleaning hours per year which will vary between 36 hours in February to about 62 hours in August.

Meeting/Activity Room

- 88. The back area of the pub will be a community area, which community networks like activity groups'Be wnawn ni heddiw?' or Plas Hafan care home may use, by arrangement with manager.
- 89. This space will be available during normal working week hours.

7. Sustainability and Financial Forecasts

- 90. The purpose of this section is to present a summary of the financial forecasts for the first five operational years of the business. For the purpose of the exercise and dependent on grant funding applications and success, it is assumed that the operational period of the pub business will start in July 2020, with the accommodation opening in January 2021, although no date has been formalised as yet.
- 91. The forecasts currently do not take account of any investments, liabilities and assets that will arise from the development period or any trading activities that may occur during this period.
- 92. Three main sources of income were identified for the business:
 - Drinks (the Bar);
 - Food
 - Bedroom bookings;

The Bar

- 93. The Heliwr has been vacant for eight years and therefore there are no recent trading figures that could offer guidance as to the likely level of turnover. It was mentioned that the Heliwr could have had a turnover of some £300,000 a year before being closing, but this level was disregarded as being completely unrealistic to achieve during the operational period in question for the purposes of this analysis.
- 94. The website How to Run a Pub⁴ has useful information and offers guidance to prospective landlords. In it, the author has estimated the typical costs for different types of pubs.
- 95. One model describes a small community pub that is led by "wet" sales and has been modelled on a turnover of around £4,000 £5,000 per week (£220 £250k per annum). It provides a breakdown of typical operational costs. This model was used to check the assumptions made for Tafarn yr Heliwr.
- 96. Table 4 overleaf outlines the model used as a base for the Bar turnover. The table shows a sales profile for an average week in Spring/Autumn per day and sales type.

-

⁴ www.howtorunapub.co.uk

TABLE 4 DRINKS SALES ASSUMPTIONS

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Week	Seaso
Spring/Autumn									
Beer	60	60	119	119	297.5	297.5	60	1012	101
Wine	24	24	48	48	120	120	24	408	40
Spirits	60	60	119	119	297.5	297.5	60	1012	101
Soft	16	16	32	32	80	80	16	272	27
Crisps	4	4	8	8	20	20	4	68	e
Total	163	163	326	326	815	815	163	2771	277

Assumptions

Beer = £3.50 a pint

Wine = £3 per 175ml glass

Spirits = £3.50 per drink

Soft drinks = £2+ each

Crisps = £1 each

- 97. This profile has subsequently been adapted to consider seasonal effects, assuming that Summer sales will be on average 25% higher than Spring and Autumn, and Winter sales 25% lower than shoulder seasons. Summer and Winter seasons were assumed to be 10 weeks each while Spring and Autumn seasons were 16 weeks each.
- 98. There are exceptions to the generally quiet period in Winter. Additional activity can be expected over the Christmas and New Year and up to 8-10 days of Welsh international rugby games (Autumn Series and the Six Nations). These were disregarded for the purpose of the model, but they could add a turnover of up to £5-6,000 to the annual figure.
- 99. By converting these assumptions weekly, seasonally and annually, the total of sales is then £144,000 per annum (Table 5).

TABLE 5 DRINKS SALES MODEL

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Week	Season
Spring	163	163	326	326	815	815	163	2771	44336

Summer	204	204	408	408	1019	1019	204	3464	34638
Autumn	163	163	326	326	815	815	163	2771	44336
Winter	122	122	245	245	611	611	122	2078	20783
Total	652	652	1304	1304	3260	3260	652	11084	144092

Food

100. The Board has considered and discussed what kind of food provision the Heliwr will offer. They have agreed that the emphasis would be on providing simple, homely meals and that sophisticated kitchen-based skills would not be required. For the purpose of this exercise, it was assumed that food would only be offered at weekends and would result in an average sale of £7.50 per person and a total of 25 meals a night. This has again been adapted for the seasons. Table 6 shows the model used.

TABLE 6 FOOD SALES MODEL

	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday	Week	Seasor
Spring	0	0	0	0	187.5	187.5	187.5	562.5	900
Summer	0	0	0	0	234	234	234	703	703
Autumn	0	0	0	0	187.5	187.5	187.5	563	900
<u> </u>									
Winter	0	0	0	0	188	188	188	563	562
Total	0	0	0	0	796.875	796.875	796.875	2390.625	30656.

101. This model offers sales forecasts of £30,656 per annum.

Room bookings

102. An income profile has been developed for room bookings that is a combination of assumptions about the price and occupancy of rooms. Having considered the number, nature and quality of the rooms - and the competition - it was considered appropriate for the Society to offer a price that is slightly higher than the hostel rates, but slightly lower than a small guest house.

103. The price also varies according to the type of room. Table 7 below summarises these assumptions.

TABLE 7 PRICE ASSUMPTIONS (ROOM + SEASON)

	•		,										
		Season											
Type of room	Winter	Spring	Summer	Autumn									
Double room	£50	£55	£60	£55									
Bunk room	£80	£82.50	£100	£82.50									

104. Another key variable is the assumptions made about the occupancy of the rooms. We have looked at the occupancy profile of the relevant accommodation sectors (bed and breakfast and hostels) for Wales. Table 8 shows the profile of the latest occupancy rates published for these sectors in Wales for 2017.

TABLE 8 PROFILE OF RELEVANT SECTOR OCCUPANCY (WALES 2017)

Sector	J	F	М	А	М	J	J	А	S	0	N	D
B&B	2	2 5	2 7	4 3	4	4 8	5 3	5 6	4 7	3 4	2 2	1
Hostels	2 8	3 9	4 6	6 2	5 4	6 3	6	7 3	5 4	4 8	3 7	3 7
Average of above	2 4	3 2	3 6	5 2	4 7	5 6	6 0	6 4	5 0	4	2 9	2 6

Source: Visit Wales 2018

105. Statistics for the most recent period also suggest that there has been growth in the relevant sectors. The latest Visit Wales Occupancy Survey suggests that there has been a steady growth in annual average rates of 42% in 2013 to 53% in 2017 - a 26% increase in average use (Figure 5)

FIGURE 8 WELSH HOSTEL BEDSPACE USE

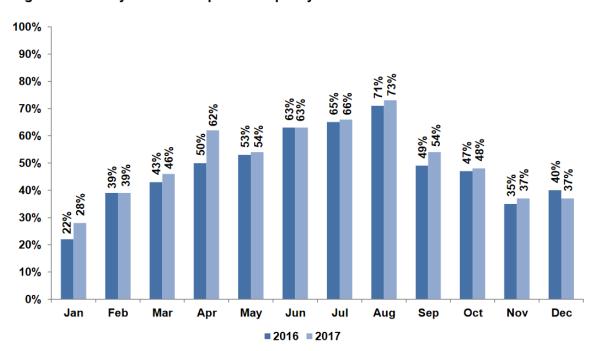


Figure 5: Monthly hostel bedspace occupancy rates for 2016 and 2017

Source Visit Wales (February 2018) Visit Wales Accommodation Use Survey, January to December 2017

106. As these are based on relatively mature sectors, the monthly assumptions for the business plan have been adapted to some fairly conservative ones, to take into consideration the business and the type of business. Table 9 summarises the assumptions made for estimating the cash flow.

TABLE 9 OTHER ACCOMMODATION OCCUPANCY ASSUMPTIONS 2021 (PERCENTAGES)

	J	F	М	А	М	J	J	А	S	0	Z	D
Tafarn yr Heliwr assumption s	20	25	33	43	48	50	60	65	50	40	30	25

- 107. It was assumed that this will be the profile by Year 3 (2022/23) with the occupancy rate constantly increasing between 2020 and 2022. The rates were assumed to be as follows:
 - 2021/22 85% of 2022/23 figure;
 - 2019/20 85% of 2021/22 figure (after a lower period in Quarter 1);

- 108. Finally, we have assumed that there will be an element of underoccupancy with the rooms where we will offer a discounted price. It was assumed that 25% of the bookings would be at this discounted price.
- 109. Table 10 outlines the profile of the number of nights booked by month (by room and by persons) that it is foreseen will be staying per month (2022/23).

TABLE 10 ASSUMPTIONS ABOUT THE NUMBER OF NIGHTS BY MONTH

Sector	J	F	М	А	М	J	J	А	S	0	N	D
Double rooms (2)	12(22)	14(25)	20(36)	24(42)	30(52)	30(53)	37(65)	40(71)	30(53)	25(43)	18(32)	8(13)
Bunk room	6(25	10(43)	12(51)	15(62)	16(70)	17(74)	21(88)	24(10 3)	15(62)	15(65)	8(33)	4(17)
Total	94	83	121	145	185	203	247	246	191	159	87	38

110. Table 11 shows this growth during the first two years of operation.

TABLE 11 GROSS SALES OF ROOMS (INCLUDING VAT AND COMMISSION)

Year	Gross Sales of rooms (£)
2020/21	£20,320
2021/22	£23,906
2011/23	£28,125

Other Income

- 111. It is likely that the Heliwr will hold events and meetings on the property. For the purposes of this draft model, it was assumed that the Society would not charge a fee for an event or meeting, but rather take a profit from the bar or food sales.
- 112. Table 12 overleaf summarises the picture in terms of income sources by 2022/23.

TABLE 12 PROFILE OF RECEIPTS BY 2022/23

RHAGOLWG LLIF ARIAN -Tafarn yr	Heliwr CyfFINANCIAL FORECASTS													
202	2 - 23													
RhifMis	Month Number	1	2	3	4	5	6	7	8	9	10	11	12	CYFANSWM
Mis	Month	Ebr	Mai	Meh	Gorff	Awst	Medi	Hydref	Tach	Rhag	Ion	Chwef	Mth	
INCWM	INCOME													
Diodydd	Drinks	9421	11777	9421	11777	14721	9421	11777	7066	8833	7066	7066	9421	117768
Bwyd	Food	1913	2391	1913	2391	2988	1913	2391	1913	2391	1913	1913	1913	25938
Liety	Accommodation	1995	2363	2434	3473	3897	2269	2061	1191	535	851	1165	1673	23906
Derbyniadau Eraill	Other Receipts	111	139	111	139	173	111	139	83	104	83	83	111	1386
CYFANSWM TROSIANT	TOTAL TURNOVER	13439	16669	13878	17779	21779	13713	16367	10253	11862	9913	10227	13118	168998
Taliadau TAW Net	Net VAT Payments	4159	0	C	3413	0	0	5785	0	0	5366	0	0	18724
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	4159	0	C	3413	0	0	5785	0	0	5366	0	0	18724
CYFANSWM TROSIANT NET	TOTAL NET TURNOVER	9281	16669	13878	14366	21779	13713	10582	10253	11862	4547	10227	13118	150274

Costs

113. Assumptions

- Cost of purchases
- Drinks 45% of sale price
- Food 50% of sale price
- Accommodation Commission @ 15% of sale price

Note – gross profit on industry average on food and drink sales according to the BBPA benchmarking report varies by type of pub but is on average about 10 percentage points higher. The above assumptions are therefore conservative.

114. Wages (main elements)

- Employment equivalent to 65 hours per week (bar and cleaning staff)
- Overheads approx. 20%

115. Property costs (main elements)

- Council Tax pending inspector decision- will be excluded from paying until April 2020
- Business rates- have received confirmation by Gwynedd Council of 80% reduction due to community benefit status
- Heat and Light around £1080 a year (£90 per month).
- · Recycling and Waste
- Maintenance and Repair

116. General Administration Costs

- Insurance
- Paper, printing
- Internet connection / Telephone
- Financial Admin

117. Legal and Professional

- Marketing
- Accounting
- 118. Table 13 summarises the situation as regards operational costs.

TABLE 13 PROFILE OF COSTS BY MONTH (2022-23)

RHAGOLWG LLIF ARIAN -Tafarn yr He															
2022 -	23														
	Month Number	1				5			8		10	11		CYFANSWM	
		Ebr	Mai	Meh	Gorff	Awst	Medi	Hydref	Tach	Rhag	lon	Chwef	Mth		
INCWM	INCOME														
	Drinks Food	9421 1913	11777 2391	9421		14721 2988			7066 1913	8833 2391	7066 1913	7066 1913	9421 1913	117768 25938	
	Accommodation	1913				3897			11913	535	851	1165	1673	23906	
	Other Receipts	111	139			173			83	104	83	83	111	1386	
,															
CYFANSWM TROSIANT	TOTAL TURNOVER	13439	16669	13878	17779	21779	13713	16367	10253	11862	9913	10227	13118	168998	
Taliadau TAW Net	Net VAT Payments	4159	0	0	3413) 0	5785	0	0	5366	0	0	18724	
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	4159	0	0	3413	С	0	5785	0	0	5366	0	0	18724	
CYFANSWM TROSIANT NET	TOTAL NET TURNOVER	9281	16669	13878	14366	21779	13713	10582	10253	11862	4547	10227	13118	150274	
LYFANSWM I RUSIAN I NE I	TOTAL NET TURNOVER	9281	16669	138/8	14366	21//9	13/13	10582	10253	11862	4547	10227	13118	150274	
GWARIANT	EXPENDITURE														
	Cost of Sales														
ost Pryniannau Stoc	Lost of Sales Stock	4240	5300	4240	5300	6624	4240	5300	3180	3975	3180	3180	4240	52995	
Bwvd	Food	956.25									956.25	956.25	956.25	12969	_
Comisiwn Booking .com	Booking.Com Commission	299				584					128	175	251	3586	
, , , , , , , , , , , , , , , , , , ,	G														6955
Costau Staff a Gweinyddu	Staffing and Administrative Costs														
	Employment Costs													24000	
Rheolwr	Manager	2000				2000			2000		2000	2000	2000		
Cyflogau	Wages	1200				2750					1200	1480	1850	19810	
YG/Pensiwn	NI/Pension	714				1056			710 352	864 342	707 333	757 306	838 342	9727 4826	
Glanhau dan Gytundeb	Contract Cleaning	368	451	405	501	529	432	463	352	342	333	306	342	4826	5836
Costau Eiddo	Property Costs														3630
Treth Cyngor	Council Rates	132	132	132	132	132	132	132	132	132	132	132	132	925	
Treth Dŵr	Water Rates	0									500	0	0	1000	
Gwres a Golau	Light and Heat	150	150	150	150	150	150	150	150	150	150	150	150	1800	
Ffon/rhyngrwyd	Broadband/phone	62	62	62	62	62	62	62	62	62	62	62	62	749	
Glanhau/Landri	Cleaning/Laundry	332	406	365	451	476	389	417	317	308	299	276	308	4343	
Cynnal a chadw	Repairs and Maintenance	200				200		0			0	0	0	600	
Ailgylchu a Gwastraff	Recycling and Waste	100	100	100	100	100	100	100	100	100	100	100	100	1200	
															1061
Costau Gweinyddu Cyffredinol	General Administrative Costs														
Post a Papur/swyddfa	Post, paper office costs	10				10					10	10	10	120	
Yswiriant	Insurance	100 403	100 500			100					100 297	100 307	100 394	1200 5070	
Costau cardiau Cost Banc	Costs of cards	403									15	15	394	225	
Cost Gor-Ddrafft	Bank Costs Overdraft costs	39									0	0	0	141	
Cost Gor-Ddrafft	Overgraft costs	39	103					U	U	U	U	U	- 0	141	675
															- 073
Costau Cyfreithiol a Phroffesiynol	Legal and Professional Costs													İ	
Costau proffesiynnol	Professional Costs	0	0	0	0		0	0	0	500	0	0	0	500	
Marchnata	Marketing	100	0	0	100	C	0	100	0		200	0	0	500	
Trwyddedau	Licences	0	0	0	500	C	0	0	0	0	0	0	0	500	
															150
CYFANSWM GWARIANT GWEITHREDOL	GROSS OPERATING COSTS	11425	13174	11243	15976	16942	11270	13142	9776	12369	10369	10006	11754	146787	
Llog Cyfranddaliadau Sylfaenu	Founder Shareholder interest													l l	
	Shareholder interest (Wave 1)													İ	
Llog Benthycwyr Preifat	Private Loans Interest														
Ad daliad benth CGGC	WCVA Repayments	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	14400	
CYFANSWM AD-DALIADAU/LLÔG	TOTAL REPAYMENTS/INTEREST	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14400	
CYFANSWM GWARIANT REFENIW	TOTAL REVENUE EXPENDITURE	16784	14374	12443	20590	18142	12470	20127	10976	13569	16935	11206	12954		
CTFANSWIN GWAKIAN I KEFENIW	IOIAL REVENUE EXPENDITURE	16/84	14374	12443	20590	18142	12470	20127	10976	13569	16935	11206	12954		
2021-22															
	NET REVENUE	-3344	2295	1435	-2811	3637	1244	-3760	-723	-1707	-7022	-980	164	0	
				100									-	Ī	
			2295	1435	-2811	3637	1244	-3760	-723	-1707	-7022	-980	164	178597	
Symudiad	Movement	-3344	2295	1433	-2011	3037	1244	-3/00	-/23	-1/0/	-/022		104		
Balans agoriadol	Movement Opening balance Closing balance	-3344 190169 186825	186825	189120 190555	190555 187745	187745 191382	191382	192626	188865	188142 186435	186435 179413	179413 178433	178433 178597	170337	

Financial Summary

119. Table 14 below summarises the key indicators of the business.

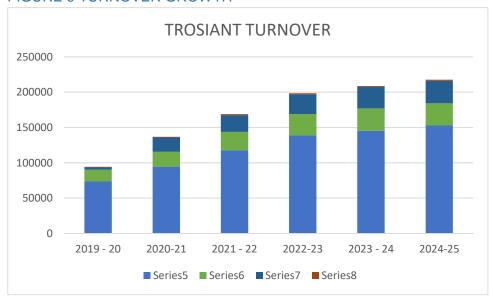
TABLE 14 INCOME AND COSTS 2020/21 - 2024/25

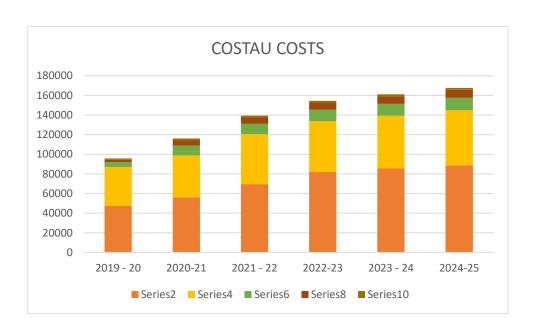
CRYNODEB ELW A CHOLLED	PROFIT AND LOSS ACCOUNT	2020/21	2021/22	2022/23	2023/24	2024/25
		£		£	£	£
Refeniw Gweithredu Gross(ex TAW)	Gross Operating Revenue(ex VAT)	78550	114104	140831	165480	173949
Costau Gweithredu	Gross Operating Costs	92962	133925	133801	146576	151485
Net Syrffed Gweithredu	Net Operating Surplus	14412	19821	7030	18904	22464
% Syrffed	% Surplus	-16%	-15%	5%	13%	15%

This compares fairly well with the British Beer and Pub Society (BBPA) benchmark of 17% for a typical rural community pub, with a turnover of around £210,000 per annum. The Appendix includes tables presenting a more detailed picture by year.

120. Figures 6 and 7 summarise the situation by year.

FIGURE 9 TURNOVER GROWTH





- 120. Finally, Table 16 summarises the three following performance dimensions:
 - Profit before tax;
 - Cash flow analysis;
 - Balance sheet

Profit before tax

121. The forecasts predict that the Society will make a loss during the first two years of operation, before moving to a profit from 2020/21 onwards.

Cash flow analysis

122. The forecasted cash flow analysis predicts that there will be a high level of instability over the first two years that the flow of capital will come in and out of the Society's account. Subsequently, the flow generally reflects the level of the Society's activity with the maximum inflow and outflow reflecting Summer activity.

Balance sheet

- 123. The Society's fixed assets include the property, furniture and equipment. The figure for the value of the property amounts to an internal estimate as it does not reflect a professional assessment at present, but neither does it reflect the value of the improvements proposed for the building. There is no assumption either that the value of the property on the open market will increase or decrease over time. The value of the furniture and equipment reflects the depreciation of these items at a 25% straight line per annum.
- 124. In general, it is predicted that the shareholders' fund will increase from £85,000 at the start of 2019/20 to around £170,000 by 2024/25.

RHA	GOLYGON ARIANNOL TAFARN YR HELIWR F	INANCIAL FOREC	ASTS			
CRYNODEB ELW A CHOLLED	PROFIT AND LOSS ACCOUNT	2020/21	2021/22	2022/23	2023/24	2024/25
		£		£	£	£
Refeniw Gweithredu Gross(ex TAW)	Gross Operating Revenue(ex VAT)	78550	114104	140831	165480	173949
Costau Gweithredu	Gross Operating Costs	92962	133925	133801	146576	151485
Net Syrffed Gweithredu	Net Operating Surplus	14412	19821	7030	18904	22464
% Syrffed	% Surplus	-16%	-15%	5%	13%	15%
Dibrisiant	Depreciation	-3679	-2759	-2069	-1552	-1164
Llog Benthyciad Tymor Hir	'	-9600	-14400	-14400	-14400	-14400
Llog Cyfranddaliadau	Interest on Long Term Loans Shareholder interest	-9000	-14400	-14400	-14400	-14400
Llog Benthyciadau Preifat	Private Loans interest			-1040	-1640	-1040
Rhyddhau Grant Cyfalaf Gohiriedig	Defrayed Capital Grant	24000	24000	24000	24000	0
Elw Net(cyn Treth)	Net Profit (before Tax)	25133	26662	12921	25312	5260
Elw Net(cyn Tretn)	Net Profit (before Tax)	25133	20002	12921	25312	5260
Dadansoddiad Llif Cyllid	Funds Flow Analysis					
Symudiad Net	Net Movement					
Uchafswm Misol i Mewn	Max Monthly Inflow	18512	21779	25592	26938	28104
Uchafswm Misol Allan	Max Monthly Outflow	19891	20590	23520	24491	25542
Balans agoriadol	Opening balance	211000	190169	178597	182970	190607
Balans cau	Closing balance	190169	178597	182970	190607	195703
MANTOLEN	BALANCE SHEET	2020/21	2021/22	2022/23	2023/24	2024/25
MANIOLEN	DALANCE SHEET	2020/21	2021/22	2022/23	2023/24	2024/23
Asedau Sefydlog	Fixed Assets					
Eiddo	Property	230000	230000	230000	230000	230000
Dodrefn ac Offer	Equipment and Furniture	11037	8277	6208	4656	3492
CYFANSWM	TOTAL	241037	238277	236208	234656	233492
Asedau Cyfredol	Current Assets					
Stoc	Stock	7000	8000	8000	9000	9000
Dyledwyr	Debtors	1000	1000	1000	1500	1500
Arian yn y Banc	Funds at the Bank	190169	178597	182970	190607	195703
CYFANSWM	TOTAL	198169	187597	191970	201107	206203
CYFANSWM ASEDAU		439206	425875	428178	435764	439695
Phonomer disposition of Confine del	Command Linkillaina					
Rhwymedigaethau Cyfredol	Current Liabilities	2000	4000	4500	4500	F000
Credydwyr	Creditors	3000	4000	4500	4500	5000
Treth Corfforaethol CYFANSWM	Corporation Tax TOTAL	3000	4000	4775 9275	2455 6955	4809 9809
CVEANGWAAAGED AL: SVETTE S	TOTAL NET CURRENT COSTS	407105	100-0-	2042	202225	10.000
CYFANSWM ASEDAU CYFREDOL	TOTAL NET CURRENT ASSETS	195169	183597	201245	208062	196394
Rhwymediaethau Tymor Hir	Long Term Liabilities					
Cronfa Eiddo CGGC	WCVA Property Fund	35000	23000	11000	0	0
CYFANSWM	TOTAL	35000	23000	11000	0	0
CYFANSWM ASEDAU LLAI						
RHWYMEDGIAETHAU	TOTAL NET ASSETS LESS LIABILITIES	401206	398875	426453	442718	429886

Break Even Analysis

- 125. This kind of analysis is used to assess the point where the organisation cannot break even. To reach an approximate idea of this point, it was recognised that securing gross sales during the four months of the summer peak is key to the success of the project.
- 126. By Summer 2022, it is projected that around 51% of the gross sales will be generated by activities during May till the end of August. For the purpose of the exercise, it was assumed that operational costs could be varied, such as serving staff, cleaning hours and washing costs, but that it would not be possible to reduce the hours of management staff.
- 127. If sales during this period were only 85% of what is expected, the enterprise would continue to make an operational surplus on its activities in the year 2022/23 of around £18,205 (12%). However, it would mean that insufficient surplus was being created to put the Society in a position where it could repay loans. The model also predicts that overdraft would be required for a period of up to six months during 2022/23.
- 128. If sales during this period were only 80% of what is expected, the enterprise would continue to make a net return on its activities. However, that net profit would only be sufficient to meet interest repayments by 2023/24. The model also predicts that overdraft would be required for a period during 2012/22 and 2022/23.

8. Key Risks

129. We have identified a number of risks that need to be managed/ mitigated to an acceptable level that could be key to the success of the project. Table 17 below summarises the main risks identified.

TABLE 17 KEY RISKS

What is the risk?	How likely is it to happen?	What would be the result if it happened?	What could stop it happening or how could the effect be reduced?
Barrier (s) to our ability to buy the building	Medium	The project would not be able to continue	Introduce and complete the following actions before implementation (up to the contract exchange period): • Undertake a survey and valuation of the property • Hold dialogue and relationship with the prospective seller and other related parties.
Failure to get enough financial support from the public in good time	Medium	Depends on the level of support. It may be necessary to restructure the financial package by lending more to pay for Phases One and Two of the Project	Some of the risk has been mitigated by attracting around £82,000 to date. Ensure that the Shares Offer receives adequate and consistent publicity, including on social media.
Failure to put the rest of the financial package in place in good time	Medium	It may be necessary to restructure the financial package by borrowing from different sources to pay for further investments	
Failure to attract adequate income in line with Business Plan	Medium	The business would not be sustainable. It would be necessary to consider alternative methods of raising income or closing the business and repaying any grants or loans that are due, or finding another suitable and acceptable use of the building	Ensure that there is a comprehensive and consistent monitoring framework to measure performance against the Business Plan and to act early to address that if necessary
Failure to manage costs in line with Business Plan	Low	The business would not be sustainable if the costs exceeded [10%] It would be necessary to consider cutting costs in some way, reducing activity or closing the business and repaying the grant or loans due or finding another suitable	Ensure that there is a comprehensive and consistent monitoring framework to measure performance against the Business Plan and to act early to address that if necessary.

		and acceptable use of the building	
Failure to attract volunteers to provide adequate support for staff	Low- Medium	Customer satisfaction levels would be reduced and there would be a risk of losing business and rebookings. Damage to the reputation of the business	

130. The following paragraphs detail the main risks.

Barrier(s) to our ability to purchase the said building for a sustainable price

131. The sustainability of the project is dependent on securing the purchase of the building at a price not exceeding £115,000. This has now been achieved, and the building purchased for £85,000 in November 2018.

Failure to raise enough capital shares.

132. The Business Plan is based on realising the minimum share investment of £82,000 and this has already been reached. However, the more capital it is possible to generate by issuing shares, then less capital will be needed via more expensive loans. There is a presumption that at least another £18,000 will be raised through shares. The Board have so far been successful in reaching the second stage of the process of being awarded a grant form the Welsh Government's Community Facilities programme, and are confident of being successful in being awarded more grant funding from the WCVA and the National Lottery. If the Board decided that the residual risk was too great, and that the project had to be stopped, steps will then be taken to repay investments made before and during the share offer.

Sales are less than expected.

- 133. The Board fully recognises that trying to predict sales without a previous track record is a dangerous process. It has sought to identify the risks associated with this risk by assessing the following:
 - What is the evidence available from the performance of similar pubs and accommodation in the area;
 - What is the evidence as regards pubs and other community-owned accommodation;
 - What is the BBPA's evidence of the typical performance of other rural pubs in the UK;
 - What would be the impact and consequences of such a risk through a break-even analysis.
- 134. We think we have been fairly conservative in terms of assumptions. However, as in every business that has high dependency on tourism, there is a high sensitivity to the Summer revenue that in turn depends on factors such as the weather, exchange rates and the trends for holiday accommodation. Approximately 50% of the assumed revenue is earned during the months of May till the end of August and although it is high, it is less than the average for the relevant sectors. If bookings and sales forecasts appear low, then there is an intention to put measures in place to stimulate additional orders (e.g. special price offers) and reduce costs (e.g. cleaning and washing). Our forecasts for 2022/23 show that the business would

- continue to make an operational surplus, even if orders were 75% lower for the peak season of the Summer (May August). However, it would not be sufficient to pay interest and repayments of loans or interest to investors.
- 135. The model allows some flexibility to the success of the enterprise, but the Board will aim to further mitigate the risk by constantly monitoring performance and progress. It will be possible to tailor revenue-raising methods and some costs according to the relevant circumstances. If losses continue for a period and there are no prospects that the business is going to make an operational surplus, then the building will be sold. Assuming that the period of development will have ceased, and that the building can be sold for at least the price paid, then shareholders should get all of their investment back. However, the nature of such an investment means that there is a risk attached to it and that a share or all of the money could be lost.

Lack of capacity or appropriate management skills

136. Although the Board has significant relevant experience and skills, we recognise that this will not be sufficient in the long term, and governance will need to be strengthened soon.

Failure to manage costs

137. It is proposed to appoint a Manager/Joint Manager ready for the opening of the pub during 2020/21 and there will be measures in place to ensure the appointment and proper performance. If measures to improve performance do not work, then we would take steps to get a replacement.

The Manager leaves without notice.

138. Our intention is that a temporary manager would take over the duties in the short term if this happened during peak time.

Failure to get volunteers to support the enterprise

- 139. If there are signs that there is a problem getting volunteers, or that volunteers are unreliable, then there will be a need to consider changing the opening hours or extending paid hours to ensure that guests receive a good service.
- 140. The Board considers that the main risks have been identified in this section and that the appropriate solutions have been put in place to mitigate those risks.

Appendices

[Appendix 1 Tafarn yr Heliwr Cyf Rules]

Appendix 2: Tenancy Assumptions

Appendix 3: Profit and Loss Account Projections and Cash Flow per Year and Month

APPENDIX 2 Accommodation

Occupancy assumptions

2018 Model												
Composite Occupancy												
B&B	20%	22%	31%	36%	46%	48%	59%	63%	50%	37%	25%	23%
Hostel	22%	39%	43%	50%	53%	63%	65%	71%	49%	47%	35%	40%
Average of above	21%	31%	37%	43%	50%	56%	62%	67%	50%	42%	30%	32%
Composite Model	20%	25%	33%	40%	48%	50%	60%	65%	50%	40%	30%	25%

Assumptions for Double rooms

	1	2	3	4	5	6	7	8	9	10	11	12	Cyfansymiau
Rooms to let	Ion	chwef	Mth	Ebr	Mai	Meh	Gorff	Awst	Medi	Hydref	Tachwed	Rhag	Totals
1 2 double/twin	2	2	2	2	2	2	2	2	2	2	2	2	
% occupancy	20%	25%	33%	40%	48%	50%	60%	65%	50%	40%	30%	25%	
Price	£50.00	£50.00	£55.00	£55.00	£55.00	£55.00	£60.00	£60.00	£55.00	£55.00	£50.00	£50.00	
Under Occupancy	£40.00	£40.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£40.00	£40.00	
Number of nights	31	28	31	30	31	30	31	31	30	31	30	15	
If full	£ 620.00	£ 700.00	£1,125.30	£1,320.00	£1,636.80	£1,650.00	£ 2,232.00	£ 2,418.00	£1,650.00	£1,364.00	£ 900.00	£ 375.00	£ 15,991.10
Gross Return @£65 (75%)	£ 465.00	£ 525.00	£ 843.98	£ 990.00	£1,227.60	£1,237.50	£ 1,674.00	£ 1,813.50	£1,237.50	£1,023.00	£ 675.00	£ 281.25	
Gross Return @£50 (25%)	£ 124.00	£ 140.00	£ 255.75	£ 300.00	£ 372.00	£ 375.00	£ 465.00	£ 503.75	£ 375.00	£ 310.00	£ 180.00	£ 75.00	
Total returns	£ 589.00	£ 665.00	£1,099.73	£1,290.00	£1,599.60	£1,612.50	£ 2,139.00	£ 2,317.25	£1,612.50	£1,333.00	£ 855.00	£ 356.25	£ 15,468.83
Total staying nights	12	14	20	24	30	30	37	40	30	25	18	8	288
Number of staying nights (2 persons)	9	11	15	18	22	23	28	30	23	19	14	6	216
Number of staying nights (1 person)	3	4	5	6	7	8	9	10	8	6	5	2	72
Total persons staying	22	25	36	42	52	53	65	71	53	43	32	13	505

Assumptions for Bunk rooms (6 beds)

2 Bunk room (1 * 120%)	1	1	1	1	1	1	1	1	1	1	1	1	Cyfansymiau
% occupancy	19%	36%	39%	49%	53%	58%	67%	78%	49%	49%	26%	26%	Totals
Price	£80.00	£80.00	£82.50	£82.50	£82.50	£82.50	£100.00	£100.00	£82.50	£82.50	£80.00	£80.00	
Under Occupancy	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£75.00	£75.00	£40.00	£40.00	£40.00	£40.00	
Number of nights	31	28	31	30	31	30	31	31	30	31	30	15	
If full	£ 471.20	£ 806.40	£ 997.43	£1,212.75	£1,355.48	£1,435.50	£ 2,077.00	£ 2,418.00	£1,212.75	£1,253.18	£ 624.00	£ 312.00	£ 14,175.68
Gross Return @£97.50 (75%)	£ 353.40	£ 604.80	£ 748.07	£ 909.56	£1,016.61	£1,076.63	£ 1,557.75	£ 1,813.50	£ 909.56	£ 939.88	£ 468.00	£ 234.00	
Gross Return @£80 (25%)	£ 58.90	£ 100.80	£ 120.90	£ 147.00	£ 164.30	£ 174.00	£ 389.44	£ 453.38	£ 147.00	£ 151.90	£ 78.00	£ 39.00	
Total returns	£ 412.30	£ 705.60	£ 868.97	£1,056.56	£1,180.91	£1,250.63	£ 1,947.19	£ 2,266.88	£1,056.56	£1,091.78	£ 546.00	£ 273.00	£ 12,656.37
Total staying nights	6	10	12	15	16	17	21	24	15	15	8	4	163
Number of staying nights (4 - 6 persons)	4	8	9	11	12	13	16	18	11	11	6	3	122
Number of staying nights (1 - 3 persons)	1	3	3	4	4	4	5	6	4	4	2	1	41
Total persons staying	25	43	51	62	70	74	88	103	62	65	33	17	693

Total returns (1+2)	£ 1,001.30	£ 1,370.60	£ 1,968.69	£ 2,346.56	£ 2,780.51	£ 2,863.13	£ 4,086.19	£ 4,584.13	£ 2,669.06	£ 2,424.78	£ 1,401.00	£ 629.25	£ 28,125.19
Number of staying nights	18	24	33	39	46	47	58	64	45	40	26	11	452
Total persons staying	47	67	87	104	122	126	153	173	115	108	65	30	1,198
Average Occupancy Rate													41%

Cleaning costs

Number of cleaning nights													
Double rooms	12	14	20	24	30	30	37	40	30	25	18	8	
Bunk rooms	6	10	12	15	16	17	21	24	15	15	8	4	
Total number of rooms to be cleaned	18	24	33	39	46	47	58	64	45	40	26	11	
Cleaning time per room	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
1 Total time (hours)	9	12	16	19	23	24	29	32	22	20	13	6	226
Meeting Room													
Meetings	6	6	6	6	6	6	0	0	6	6	6	6	
Cleaning Time	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	
2 Total time (hours)	5	5	5	5	5	5	0	0	5	5	5	5	
Areas of pub													
3 times a week	20	16	16	16	20	16	20	20	16	20	16	20	
Cleaning Time	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	
3 Total time (hours)	30	24	24	24	30	24	30	30	24	30	24	30	
Gross total time (1+2+3)	44	41	45	48	58	52	59	62	51	54	41	40	595
Costs say (£10 per hour)	£436	£405	£448	£479	£576	£522	£590	£622	£509	£545	£414	£402	£5,948

APPENDIX 3 PROFIT AND LOSS ACCOUNT AND CASH FLOW

RHAGOLWG LLIF ARIA	N -Tafarn yr Heliwr CyfFINANCIAL FORECASTS																	
	2018-19																	
Rhif Mis	Month Number		1	2	3	4		5	6	7	8		9	10	11		12 CYFANSWM	
Mis	Month	Ebr	Mai	Meh	Gor	ff	Awst	Medi	Hydro	ef		Rhag	lon		chwef	Mth		
CYFALAF	CAPITAL																	
INCWM	INCOME																	
Cynnig Cyfrannau Cymunedol	Community Shares Offer																	8596
Cyfrannau Ychwanegol	Additional Shares																	18
Grantiau Bach	Small Grants																	524
Grantiau Mawr	Large Grants																	
Benthyciadau	Loans																	
Llog a Dderbyniwyd	Interest received																	52.6
Eraill	Other																	3826.
Gweithredol/Gorddrafft	Working Capital/Overdraft																	
CYFANSWM INCWM	TOTAL INCOME		0	0	0	0		0	0	0	0		0	0	C		0	95267.0
GWARIANT	EXPENDITURE																	
Pryniant Adeilad	Acquisition of Property																	8503
Post a Papur/swyddfa	Printing & Stationery																	627.1
Yswiriant	Insurance																	1363.0
Treth Eiddo	Stamp Duty																	
Costau Cyfreithiol	Legal Fees																	
Ffioedd	Fees																	103
Cost Codwyr Arian	Cost of fundraisers																	432.9
Dodrefnu ac Offer	Furniture and Equipment																	137.9
Amrywiol	Sundry																	15
TAW	VAT								0	0	0		0	0			0	
CYFANSWM GWARIANT	TOTAL EXPENDITURE		0	0	0	0		0	0	0	0		0	0	C		0	88779.0
					-			-	-									
CYFALAF NET	NET CAPITAL		0	0	0	0		0	0	0	0	-	0	0		-	0	6488.0

RHAGOLWG LLIF ARIA	N -Tafarn yr Heliwr CyfFINANCIAL FORECASTS													
	2019-20			+										
RhifMis	Month Number		L	2	3	4 5	i	6 7	8		10	11		CYFANSWM
Mis	Month	Ebr	Mai	Meh	Gorff	Awst	Medi	Hydref	Tach	Rhag	Ion	chwef	Mth	
CYFALAF	CAPITAL													
INCWM	INCOME													
Cynnig Cyfrannau Cymunedol	Community Shares Offer				_	_					_			
Cyfrannau Ychwanegol	Additional Shares		20		00 20	00 200		200		200				120
Grantiau Bach	Small Grants		20	10 2	7,50			200		24,000				3650
Grantiau Mawr				_	8,60			40,000		24,000	'			29860
Benthyciadau	Large Grants Loans			_	8,60	100,000		60,000						16000
Eraill	Other			_	2,50		,	60,000						250
					2,50	00	-							
Gweithredol/Gorddrafft	Working Capital/Overdraft		_	0	0 1860			0 100000	0			_		6,00
CYFANSWM INCWM	TOTAL INCOME	-	1	0	0 1860	355000)	0 100000	0	24000	0 0) (50360
GWARIANT	EXPENDITURE													
Pryniant Adeilad	Acquisition of Property			-	-	-					-	-		
Treth Eiddo	Stamp Duty		-	-	_	-								
Costau Cyfreithiol			-	_	_	_								
Ffioedd	Legal Fees Fees	2890		_		_						5000		789
Gwella'r Adeilad	Property Improvements	2890	,			_					200,000			212,00
Darpariaethol				_	79						200,000	12,000	,	75
	Contingencies			_			-						40.000	
Dodrefnu ac Offer	Furniture and Equipment				750	10					-		10,000	1750
Ad-daliad Gorddrafft	Repayment of Overdraft													
TAW	VAT	145		0	0 165	0 0)	0 0	0	C	40000	3400	2000	4719
CYFANSWM GWARIANT	TOTAL EXPENDITURE	3034.5		0	0 990	00 ()	0 0	0	C	240000	20400	12000	285334.
CYFALAF NET	NET CAPITAL	-3034.5		0	0 870	355000	0	0 100000	0	24000	-240000	-20400	-12000	484665.
INCWM														
Diodydd														
Bwyd														
Llety														
Derbyniadau Eraill (
CYFANSWM TROSIANT	TOTAL TURNOVER		1	0	0	0 0)	0 0	0) 0) (
CHAISWIN INCODAL	TOTAL TOTALOVER			-		•					, ,	\	-	
Taliadau TAW Net	Net VAT Payments			0	0	-5 ()	0 -9	0		-16) (-2
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	()	0	0	-5 ()	0 -9	0		-16) (-2
CYFANSWM TROSIANT NET	TOTAL NETTURNOVER)	0	0	5 ()	0 9	0		16) (2

2020-21	CyfFINANCIAL FORECASTS													
	Month Number	1	2	. 3	4	5	6	7	8	9	10		12	CYFANSWM
Nis	Month	Ebr	Mai	Meh	Gorff	Awst	Medi	Hydref	Tach	Rhag	Ion	chwef	Mth	
CYFALAF	CAPITAL													
INCWM	INCOME													
	Community Shares Offer Additional Shares		200	200	200	200		200		200				0 1200
Grantiau Bach	Small Grants		200	200	200	200		200		200				0
	Large Grants Loans													0
Eraill	Other													0
	Working Capital/Overdraft TOTAL INCOME	0	200	200	200	200	0	200	0	200	0	0	0	0 1200
GWARIANT	EXPENDITURE													
	Acquisition of Property													0
	Stamp Duty Legal Fees													0
fioedd	Fees													0
	Property Improvements Contingencies							100000						
Podrefnu ac Offer	Furniture and Equipment			29276						20,000				49276
d-daliad Gorddrafft	Repayment of Overdraft													0
AW	VAT	0	0)	0	0	0	5000	0	4000	0	0	0	9000
OVERNOUNA CHARLANT	TOTAL PARENDITURE			20276			-	105000		24000				150376
YFANSWM GWARIANT	TOTAL EXPENDITURE	0	0	29276	0	0	0	105000	0	24000	0	0	0	158276
YFALAF NET	NET CAPITAL	0	200	-29076	200	200		-104800	0	-23800			0	-157076
INCWM	INCOME													
Diodydd	Drinks	0				12513	8008	10010	6006	7508	6006	6006		73486
Bwyd	Food Accommodation	0				2540 0	1626 0		1626 0	2032 0	1626 723		1626 1422	16766 3136
	Other Receipts	0				147	94		71	88	723			872
	TOTAL TURNOVER	0	0	0 0			9728		7703	9628				
	1011101111				115/1	13200	3/28	12100	7703	3028	8426	8093	11120	34200
aliadau TAW Net	Net VAT Payments	0	0	0	-16	0	0	5975	0	0	4727	0		10686
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	0	0	0	-16	0	0	5975	0	0	4727	0	0	10686
YFANSWM TROSIANT NET	TOTAL NETTURNOVER	0	0	0 0	11587	15200	9728	6185	7703	9628	3699	8693	11150	83574
GWARIANT	EXPENDITURE													
	Cost of Sales													
Stoc Bwvd	Stock Food	0				5631 1270	3604 813		2703 813	3379 1016	2703 813			35949 10875
Comisiwn Booking.com	Booking.Com Commission	·			3308	12.0	013	1010	013	68	109	149		539
Costau Staff a Gweinyddu	Staffing and Administrative Costs													
Costau Cyflogaeth	Employment Costs													
Rheolwr	Manager		2000		2000	2000	2000	2000	2000	2000	2000	2000		22000
Cyflogau YG/Pensiwn	Wages NI/Pension			400	2750	2750 1040	1200 713	1500	1200 700	1980 854	1200 697	1200 692	1500	15280 7668
Glanhau dan Gytundeb	NI/Pension Contract Cleaning			400	1035 426	1040 450	713 367	394	299	854 290	283	260	758 291	7668 3061
Costau Eiddo Treth Cyngor	Property Costs Council Rates	132	132	132	132	132	132	132	132	132	132	132	132	132
Treth Dŵr	Water Rates	75			500	0 75	0 75	0	0 75	0 75	500 75	0	0	1000 1050
Gwres a Golau Ffon/rhyngrwyd	Light and Heat Broadband/phone	/5	/5	, /5	75 62.4	62.4	62.4		62.4	62.4	62.4	62.4	62.4	562
Glanhau/Landri	Cleaning/Laundry										255	234	262	751
Ailgylchu a Gwastraff Cynnal a chadw	Recycling and Waste Repairs and Maintenance				75 0	75 0	75 0		75 0	75 0	100			750 0
· ·														
Costau Gweinyddu Cyffredinol Post a Papur/swyddfa	General admin Costs Post, paper office costs	10	10	10	10	10	10	10	10	10	10	10	10	120
Yswiriant	Insurance	100	100	100	100	100	100	100	100	100	100	100	100	1200
Costau cardiau Cost Banc	Costs of cards Bank Costs	0				0 20	20		0 20	0 15	253 15			848 185
Cost Gor-Ddrafft	Overdraft costs	0				0	0		0	50	0			
	Legal and Professional costs													
Costau proffesiynnol Marchnata	Professional Costs Marketing	0	0	0 0		0	0	100	0	500 0	200			500 300
Trwyddedau	Licences	U		500				100	U	U	200			500
YFANSWM GWARIANT GWEITHREDOL	GROSS OPERATING COSTS	317	2317	3237	17814	13615	9172	10767	8189	10607	9505	8920	10389	93760
		31/	231/	3237	1/014	13013	31/2	20/0/	3109	10007	3303	3320	20309	55700
	Founder Shareholder interest Shareholder interest (Wave 1)													
log Benthycwyr Preifat	Private Loans Interest													
	WCVA Repayments													0
YFANSWM AD-DALIADAU/LLÔG	TOTAL REPAYMENTS/INTEREST	0	0	0	0	0	0	0	0	0	0	0	0	0
YFANSWM GWARIANT REFENIW	TOTAL REVENUE EXPENDITURE	317	2317	3237	17798	13615	9172	16742	8189	10607	14233	8920	10389	115535
9 - 20 EFENIW NET	NET REVENUE	-317	-2317	-3237	-6227	1585	556	-4582	-486	-979	-5806	-227	762	-21274
	Movement Opening balance	-317 0				1785 -40774	556 -38989	-109382 -38433	-486 -147815	-24779 -148301	-5806 -173079	-227 -178886	762 -179112	
	Closing balance	-317			-40774	-38989	-38433	-147815	-148301	-173079	-178886	-179112	-178350	
AW allbwn	VAT outputs	0				2533	1621		1284	1605	1404			
	VAT inputs	5	5	5	52	28	28	28	28	131	159	150	178	798
	Net VAT	-5	-5	i -5	1877	2505	1593	1998	1256	1473	1227	1299	1680	14892
AW mewnbwn														
AW mewnbwn														
AW mewnbwn														
AW mewnbwn AW Net	VAT Ratio Assumption	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	
AW mewnbwn AW Net thagdyblaeth Cymhareb TAW sefeniw Gross (heb TAW)	VAT Ratio Assumption Gross Operating Revenue (ex VAT)	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	£78,550.07
TAW meenbwn TAW Net Rhagdybiacht Cymhareb TAW Refeniw Gross (heb TAW) Costau Gwethredol Gross (heb TAW)	VAT Ratio Assumption	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667	0.16666667		

	yr Heliwr CyfFINANCIAL FORECASTS														
20	021-22														
Rhif Mis	Month Number	1	2	3	4	5	6	7	8	9	10	11	12	CYFANSWM	İ
Mis	Month	Ebr	Mai		Gorff	Awst	Medi	Hydref	Tach	Rhag			Mth		
INCWM	INCOME														
Diodydd Bwyd	Drinks Food	4711 956	8244 1673	7537 1530	10010 2032	12513 2540	8008 1626	10010 2032	6006 1626	7508 2032	6006 1626	6006 1626	8008 1626	94567 20924	-
Liety	Accommodation	1695	2009	2069	2952	3312	1928	1752	1012	455	723	990	1422	20320	i
Derbyniadau Eraill (Other Receipts	55	97	89	118	147	94	118	71	88	71	71	94	1113	
CYFANSW M TROSIANT	TOTAL TURNOVER	7418	12023	11224	15112	18512	11656	13912	8715	10083	8426	8693	11150	136924	l
															i
Taliadau TAW Net	Net VAT Payments	0	0	0	4515	0	0	6763	0	0	4822	0	0	16100	
CYFANSW M TALIADAU TAW	TOTAL VAT PAYMENTS	0	0	0	4515	0	0	6763	0	0	4822	0	0		1610
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	- 0	0	0	4515	0	0	6763	0	0	4822	0	0	16100	1610
CYFANSWM TROSIANT NET	TOTAL NETTURNOVER	7418	12023	11224	10597	18512	11656	7149	8715	10083	3604	8693	11150	120825	ļ
GWARIANT	EXPENDITURE														
Cost Pryniannau	Cost of Sales														i
Stor		2120	3710	3392	4505	5631	3604	4505	2703	3378	2703	2703	3604	42555	i
Bwyo	d Food	478		765	1016	1270	813	1016	813	1016	813	813	813	10462	
Comisiwn Booking.com	n Booking.Com Commission	254	301	310	443	497	289	289	152	68	109	149	213	3075	
															5609
Costau Staff a Gweinyddy	Staffing and Administrative Costs														i
Costau Staff a Gweinyddu	Staffing and Administrative Costs													 	i
Costau Cyflogaeth	Employment Costs														
Rheolwi	r Manager	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	24000	
Cyflogau	u Wages	1500	1500	2000	2750	2750	1200	1500	1200	1980	1200	1200	1500	20280	
YG/Pensiwr	n NI/Pension	763 313	777 384	869 345	1035 426	1040 450	713 367	779 394	700 299	854 290	697 283	692 260	758 291	9676 4102	-
Glanhau dan Gytundeb	Contract Cleaning	313	384	345	426	450	367	394	299	290	283	260	291	4102	5805
Costau Eiddo	Property Costs														2005
Treth Cyngor	Council Rates	132	132	132	132	132	132	132	132	132	132	132	132	925	
Treth Dŵr	Water Rates	0		0	500	0	0	0	0	0	500	0	0	1000	
Gwres a Golau	Light and Heat	150		150	150	150	150	150	150	150	150	150	150	1800	ļ
Ffon/rhyngrwyd	Broadband/phone	62 282		62 310	62 384	62 405	62 331	62 354	62 269	62 261	62 255	62 234	62 262	749 3692	
Glanhau/Landri Ailgylchu a Gwastraff	Cleaning/Laundry Recycling and Waste	100		100	100	100	100	100	100	100	100	100	100	1200	i
Cynnal a chadw		200		0	0	200	0	0	0	200	0	0	0	600	996
Costau Gweinyddu Cyffredinol	General admin Costs														
Post a Papur/swyddfa	Post, paper office costs	10		10	10	10	10	10	10	10	10	10	10	120	<u> </u>
Yswirian Costau cardiau		100 223		100 337	100 453	100 555	100 350	100 417	100 261	100 302	100 253	100 261	100 335	1200 4108	-
Costau cardiau Cost Band		223		337	453 20	555 20	350 20	417	261	302 15	253 15	261 15	335		i
Cost Gor-Ddraffi		0		0	0	0	0	0	0	50	0	39	39		i
															5780
Costau Cyfreithiol a Phroffesiynol	Legal and Professional costs														
Costau proffesiynno Marchnata		100		0	100	0	0	100	0	500 0	200	0	0	500 500	-
Trwyddedau		500		U	100	U	U	100	U	U	200	U	U	500	i
TW/ddcddc	. Electics	300												300	150
CYFANSWM GWARIANT GWEITHREDOL	GROSS OPERATING COSTS	9307	10788	10902	14186	15372	10241	11928	8971	11470	9580	8920		136424	
											3300	8920	10388		
Llog Cyfranddaliadau Sylfaenu											3300	8920	10388		
Llog Cyfranddaliadau (Gwedd 1)	Founder Shareholder Interest										3300	8920	10388		
	Shareholder interest (Wave 1)										3300	8920	10388		
Llog Benthycwyr Preifat Ad daliad benth CGGC	Shareholder interest (Wave 1) Private Loans Interest					1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00		9600	
Llog Benthycwyr Preifat	Shareholder interest (Wave 1)						1200.00	1200.00	1200.00	1200.00					
Llog Benthycwyr Preifat Ad daliad benth CGGC	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments					1200.00					1200.00	1200.00	1200.00	9600	
Llog Benthycwyr Preifat	Shareholder interest (Wave 1) Private Loans Interest	0		0	0	1200.00	1200.00	1200.00	1200.00	1200.00					
Llog Benthycwyr Preifat Ad dallad benth CGGC CYFANSWM AD-DALIADAU/LLÔG	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST		0			1200.00	1200	1200	1200	1200	1200.00	1200.00	1200.00	9600	
Llog Benthycwyr Preifat Ad daliad benth CGGC	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments	9307		0 10902	0 18701	1200.00					1200.00	1200.00	1200.00	9600	
Llog Benthycwyr Preifat Ad dallad benth CGGC CYFANSWM AD-DALIADAU/LLÔG	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST		0			1200.00	1200	1200	1200	1200	1200.00	1200.00	1200.00	9600	
Llog Benthycwyr Preifat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÔG CYFANSWM GWARIANT REFENIW	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST		0			1200.00	1200	1200	1200	1200	1200.00	1200.00	1200.00	9600	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE NET REVENUE	9307	0 10788	10902	18701 -3589	1200.00 1200 16572	1200 11441 215	1200 19891 -5979	1200 10171 -1457	1200 12670 -2588	1200.00 1200 15602	1200.00 1200 10120	1200.00 1200 11588	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD DALIADAU/LLÖG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad	Shareholder interest (Wave 1) Private Loans interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement	9307	0 10788 1235	10902 323 323	-3589 -3589	1200.00 1200 16572 1940	1200 11441 215 215	1200 19891 -5979	1200 10171 -1457	1200 12670 -2588	1200.00 1200 15602 -7176	1200.00 1200 10120 -1427	1200.00 1200 11588 -438	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoriadol	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Movement Opening balance	9307 -1889 -1889 211000	0 10788 1235 1235 209111	323 323 210345	-3589 -3589 210668	1200.00 1200 16572 1940 1940 207079	1200 11441 215 215 209019	1200 19891 -5979 -5979 209235	1200 10171 -1457 -1457 203255	1200 12670 -2588 -2588 201798	1200.00 1200 15602 -7176 -7176 199211	1200.00 1200 10120 -1427 -1427 192034	1200.00 1200 11588 -438 -438 190607	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD DALIADAU/LLÖG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad	Shareholder interest (Wave 1) Private Loans interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement	9307	0 10788 1235 1235 209111	10902 323 323	-3589 -3589	1200.00 1200 16572 1940	1200 11441 215 215	1200 19891 -5979	1200 10171 -1457	1200 12670 -2588	1200.00 1200 15602 -7176	1200.00 1200 10120 -1427	1200.00 1200 11588 -438	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoriadol	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Movement Opening balance	9307 -1889 -1889 211000	0 10788 1235 1235 209111	323 323 210345	-3589 -3589 210668	1200.00 1200 16572 1940 1940 207079	1200 11441 215 215 209019	1200 19891 -5979 -5979 209235	1200 10171 -1457 -1457 203255	1200 12670 -2588 -2588 201798	1200.00 1200 15602 -7176 -7176 199211	1200.00 1200 10120 -1427 -1427 192034	1200.00 1200 11588 -438 -438 190607	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoriadol	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Movement Opening balance	9307 -1889 -1889 211000	0 10788 1235 1235 209111	323 323 210345	-3589 -3589 210668	1200.00 1200 16572 1940 1940 207079	1200 11441 215 215 209019	1200 19891 -5979 -5979 209235	1200 10171 -1457 -1457 203255	1200 12670 -2588 -2588 201798	1200.00 1200 15602 -7176 -7176 199211	1200.00 1200 10120 -1427 -1427 192034	1200.00 1200 11588 -438 -438 190607	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoriadol	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Movement Opening balance	9307 -1889 -1889 211000	0 10788 1235 1235 209111	323 323 210345	-3589 -3589 210668	1200.00 1200 16572 1940 1940 207079	1200 11441 215 215 209019	1200 19891 -5979 -5979 209235	1200 10171 -1457 -1457 203255	1200 12670 -2588 -2588 201798	1200.00 1200 15602 -7176 -7176 199211	1200.00 1200 10120 -1427 -1427 192034	1200.00 1200 11588 -438 -438 190607	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoriadol	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Movement Opening balance	9307 -1889 -1889 211000	0 10788 1235 1235 209111	323 323 210345	-3589 -3589 210668	1200.00 1200 16572 1940 1940 207079	1200 11441 215 215 209019	1200 19891 -5979 -5979 209235	1200 10171 -1457 -1457 203255	1200 12670 -2588 -2588 201798	1200.00 1200 15602 -7176 -7176 199211	1200.00 1200 10120 -1427 -1427 192034	1200.00 1200 11588 -438 -438 190607	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoriadol	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE METREVENUE Movement Opening balance Closing balance	9307 -1889 -1889 211000	10788 1235 1235 209111 210345	323 323 210345	-3589 -3589 210668	1200.00 1200 16572 1940 1940 207079	1200 11441 215 215 209019	1200 19891 -5979 -5979 209235	1200 10171 -1457 -1457 203255	1200 12670 -2588 -2588 201798	1200.00 1200 15602 -7176 -7176 199211	1200.00 1200 10120 -1427 -1427 192034	1200.00 1200 11588 -438 -438 190607	9600 9600 157755	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoradol Balans cau	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Opening balance Closing balance	9307 -1889 -1889 211000 209111	0 10788 1235 1235 209111 210345	10902 323 323 210345 210668	-3589 -3589 210668 207079	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235	1200 19891 -5979 -5979 209235 203255	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211	1200.00 1200 15602 -7176 -7176 199211 192034	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 -438 -438 190607 190169	9600 9600 157755 -20830 190169	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÒG CYFANSWM GWARIANT REFENIW 20-21 AFFENIW NET Symudiad Balans agoriadol Balans cau TAW alibwn TAW mewnbwn	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Opening balance Closing balance VAT outputs VAT inputs	9307 -1889 -1889 211000 209111 1236 196	0 10788 1235 209111 210345	10902 323 323 210345 210668	-3589 -3589 210668 207079 2519 273	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235	1200 19891 -5979 -5979 209235 203255	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211	1200.00 1200 15602 -7176 -7176 199211 192034	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 438 438 190607 190169	9600 9600 157755 -20830 190169	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÒG CYFANSWM GWARIANT REFENIW 20-21 RFENIW NET Symudiad Balans agoriadol Balans cau	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Opening balance Closing balance	9307 -1889 -1889 211000 209111	0 10788 1235 209111 210345	323 323 210345 210668	-3589 -3589 210668 207079	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 229019 209235	1200 19891 -5979 -5979 209235 203255	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211	1200.00 1200 15602 -7176 -7176 199211 192034	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 438 438 190607 190169	9600 9600 157755 -20830 190169	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÒG CYFANSWM GWARIANT REFENIW 20-21 AFFENIW NET Symudiad Balans agoriadol Balans cau TAW alibwn TAW mewnbwn	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Opening balance Closing balance VAT outputs VAT inputs	9307 -1889 -1889 211000 209111 1236 196	0 10788 1235 209111 210345	10902 323 323 210345 210668	-3589 -3589 210668 207079 2519 273	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235	1200 19891 -5979 -5979 209235 203255	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211	1200.00 1200 15602 -7176 -7176 199211 192034	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 438 438 190607 190169	9600 9600 157755 -20830 190169	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÒG CYFANSWM GWARIANT REFENIW 20-21 AFFENIW NET Symudiad Balans agoriadol Balans cau TAW alibwn TAW mewnbwn	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Opening balance Closing balance VAT outputs VAT inputs	9307 -1889 -1889 211000 209111 1236 196	0 10788 1235 209111 210345	10902 323 323 210345 210668	-3589 -3589 210668 207079 2519 273	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235	1200 19891 -5979 -5979 209235 203255	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211 1680 267	1200.00 1200 15602 -7176 -7176 199211 192034	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 438 438 190607 190169	9600 9600 157755 -20830 190169	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÒG CYFANSWM GWARIANT REFENIW 20-21 AFFENIW NET Symudiad Ballans agoriadol Ballans cau TAW allbwn TAW mewnbwn TAW newnbwn TAW Net	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE Movement Opening balance Closing balance VAT outputs VAT inputs Net VAT	9307 -1889 -1889 211000 209111 1236 196	0 10788 1235 1235 209111 210345 2004 2004 204	10902 323 323 210345 210668 1871 196	-3589 -3589 210668 207079 2519 273 2245	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235 1943 1943 1943	1200 19891 -5979 -5979 209235 203255 2319 213	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211 1680 267	1200.00 1200 15602 -7176 -7176 199211 192034 1404 163	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 -438 -438 190607 190169	9600 9600 157755 -20830 190169	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÒG CYFANSWM GWARIANT REFENIW 20-21 AFFENIW NET Symudiad Balans agoriadol Balans cau TAW alibwn TAW mewnbwn	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Opening balance Closing balance VAT outputs VAT inputs	9307 -1889 -1889 211000 209111 1236 196	0 10788 1235 1235 209111 210345 2004 2004 204	10902 323 323 210345 210668	-3589 -3589 210668 207079 2519 273	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235	1200 19891 -5979 -5979 209235 203255	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211 1680 267	1200.00 1200 15602 -7176 -7176 199211 192034	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 438 438 190607 190169	9600 9600 157755 -20830 190169 22821 2500 20258	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Balans agoradol Balans cau TAW allbum TAW mewnbum TAW mewnbum TAW Net	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE MOVEMENT Movement Opening balance Closing balance VAT outputs VAT nutputs Net VAT VAT Ratio Assumption Gross Operating Revenue (ex VAT)	9307 -1889 -1889 211000 209111 1236 196	0 10788 1235 1235 209111 210345 2004 2004 204	10902 323 323 210345 210668 1871 196	-3589 -3589 210668 207079 2519 273 2245	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235 1943 1943 1943	1200 19891 -5979 -5979 209235 203255 2319 213	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211 1680 267	1200.00 1200 15602 -7176 -7176 199211 192034 1404 163	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 -438 -438 190607 190169	9600 9600 157755 -20830 190169 22821 2500 20258	
Llog Benthycwyr Prefat Ad daliad benth CGGC CYFANSWM AD-DALIADAU/LLÓG CYFANSWM GWARIANT REFENIW 20-21 REFENIW NET Symudiad Ballans cau TAW allbwn TAW mewnbwn TAW mewnbwn TAW Net	Shareholder interest (Wave 1) Private Loans Interest WCVA Repayments TOTAL REPAYMENTS/INTEREST TOTAL REVENUE EXPENDITURE NET REVENUE Movement Opening balance Closing balance VAT outputs VAT inputs Net VAT	9307 -1889 -1889 211000 209111 1236 196	0 10788 1235 1235 209111 210345 2004 2004 204	10902 323 323 210345 210668 1871 196	-3589 -3589 210668 207079 2519 273 2245	1200.00 1200 16572 1940 1940 207079 209019	1200 11441 215 215 209019 209235 1943 1943 1943	1200 19891 -5979 -5979 209235 203255 2319 213	1200 10171 -1457 -1457 203255 201798	1200 12670 -2588 -2588 201798 199211 1680 267	1200.00 1200 15602 -7176 -7176 199211 192034 1404 163	1200.00 1200 10120 -1427 -1427 192034 190607	1200.00 1200 11588 -438 -438 190607 190169 1858 178 0.166667	9600 9600 157755 -20830 190169 22821 2500 20258	

RHAGOLWG LLIF ARIAN -Tafarn yr i	Johns Cuf EINANCIAI ECDECASTS													
2022														
Rhif Mis Mis	Month Number Month	Ebr 1	Mai 2	Meh 3	Gorff 4	Awst 5	6 Medi	7 Hydref	Tach 8	9 Rhag	10 Ion	11 Chwef	12 Mth	CYFANSWM
INCWM	INCOME	LUI	IVIGI	WEII	GOIII	Awat	Wieui	riyurer	Idell	Kilog	1011	Cilwei	IVICII	
Diodydd Bwyd	Drinks Food	9421 1913	11777 2391	9421 1913		14721 2988	9421 1913	11777 2391	7066 1913	8833 2391		7066 1913	9421 1913	117768 25938
Llety	Accommodation	1995	2363	2434	3473	3897	2269	2061	1191	535		1165	1673	23906
Derbyniadau Eraill	Other Receipts	111	139	111	139	173	111	139	83	104		83	111	1386
CYFANSWM TROSIANT	TOTAL TURNOVER	13439	16669	13878	17779	21779	13713	16367	10253	11862	9913	10227	13118	168998
Taliadau TAW Net	Net VAT Payments	4159	0	0	3413	0	0	5785	0	0	5366	0	0	18724
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	4159	0	0	3413	0	0	5785	0	0	5366	0	0	18724
CTFAINSWINI TALIADAO TAW	TOTAL VALIPATIVIENTS	4139			3413		- 0	3/63	0		3300			18724
CYFANSWM TROSIANT NET	TOTAL NET TURNOVER	9281	16669	13878	14366	21779	13713	10582	10253	11862	4547	10227	13118	150274
GWARIANT	EXPENDITURE													
Cost Pryniannau	Cost of Sales													
Stoc Bwyd	Stock Food		5300 1195.313	4240 956.25	5300 1195.313	6624 1494.141	4240 956.25	5300 1195.313	3180 956.25	3975 1195.313	3180 956.25	3180 956.25	4240 956.25	52995 12969
Comisiwn Booking .com	Booking.Com Commission		355	365		584	340		179	80	128	175	251	3586
S. 1. S. 11. S. 11.	Chaffe and Administration 5													
Costau Staff a Gweinyddu	Staffing and Administrative Costs													
Costau Cyflogaeth	Employment Costs													
Rheolwr	Manager	2000	2000	2000		2000	2000			2000	2000	2000	2000	24000
Cyflogau			1500	1200		2750	1200	1500		1980		1480	1850	19810
YG/Pensiwn Glanhau dan Gytundeb			790 451	721 405		1056 529	726 432		710 352	864 342		757 306	838 342	
Giainiau dan dytundeu	Contract Cleaning	308	431	403	501	329	432	403	332	342	333	306	342	4020
Costau Eiddo	Property Costs													
Treth Cyngor	Council Rates	132	132	132		132	132	132	132	132	132	132	132	925
Treth Dŵr Gwres a Golau	Water Rates Light and Heat	150	0 150			0 150	0 150					150	150	1000 1800
Ffon/rhyngrwyd	Broadband/phone	62	62	62		62	62					62	62	749
Glanhau/Landri	Cleaning/Laundry	332	406	365			389		317	308	299	276	308	
Cynnal a chadw		200	0	0	0	200	0	0	0	200	0	0	0	600
Ailgylchu a Gwastraff	Recycling and Waste	100	100	100	100	100	100	100	100	100	100	100	100	1200
Costau Gweinyddu Cyffredinol	General Administrative Costs													
Post a Papur/swyddfa		10	10	10	10	10	10	10	10	10	10	10	10	120
Yswiriant			100	100			100						100	
Costau cardiau			500	416			411					307	394	5070
Cost Banc	Bank Costs			20			20						20	225
Cost Gor-Ddrafft	Overdraft costs	39	103	0	0	0	0	0	0	0	0	0	0	141
Costau Cyfreithiol a Phroffesiynol	Legal and Professional Costs													
Costau proffesiynnol	Professional Costs		0			0	0	0			0	0	0	500
Marchnata			0			0	0	100	0		200	0	0	500
Trwyddedau	Licences		U	U	500	U	U	U	0	U	0	U		500
CYFANSWM GWARIANT GWEITHREDOL	GROSS OPERATING COSTS	11425	13174	11243	15976	16942	11270	13142	9776	12369	10369	10006	11754	146787
Llog Cyfranddaliadau Sylfaenu Llog Cyfranddaliadau (Gwedd 1)	Founder Shareholder interest Shareholder interest (Wave 1)													
Llog Benthycwyr Preifat	Private Loans Interest												_	
Ad daliad benth CGGC	WCVA Repayments	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	14400
CYFANSWM AD-DALIADAU/LLÔG	TOTAL REPAYMENTS/INTEREST	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14400
CYFANSWM GWARIANT REFENIW	TOTAL REVENUE EXPENDITURE	16784	14374	12443	20590	18142	12470	20127	10976	13569	16935	11206	12954	
CHANSWINGWARIANTREI ENIW	TOTAL REVENUE EXPENDITURE	10704	14374	12443	20330	10142	12470	20127	10370	13303	10933	11200	12934	
2021-22														
REFENIW NET	NET REVENUE	-3344	2295	1435	-2811	3637	1244	-3760	-723	-1707	-7022	-980	164	0
Symudiad Balans agoriadol	Movement Opening balance	-3344 190169	2295 186825	1435 189120	-2811 190555	3637 187745	1244 191382	-3760 192626	-723 188865	-1707 188142	-7022 186435	-980 179413	164 178433	178597
Balans cau	Closing balance	186825	189120	190555	187745	191382	192626	188865	188142	186435	179413	178433	178597	
	3													
													-	
TAW allbwn	VAToutputs	2240		2313	2963		2286						2186	
TAW mewnbwn	VATinputs	1026	1248	1026	1323	1569	1025	1259	809	1048	855	802	997	12986
TAW Net	Net VAT	1214	1455	744	1938	2371	1476	1680	1709	1977	797	903	1189	
Rhagdybiaeth Cymhareb TAW	VAT Ratio Assumption	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	
mogași actii Cyllillai cu 1744	VIII INCIO ASSUMPCION	0.107	0.107	0.107	0.107	0.107	0.10/	0.107	0.167	0.167	0.167	0.107	0.107	
Refeniw Gross (heb TAW)	Gross Operating Revenue (ex VAT)													£ 140,831.41
Costau Gweithredol Gross (heb TAW)	Gross Operating Costs (hebTAW)													£ 133,801.36
Syrffed Gweithredol	Operating Surplus													£ 7,030.05
Syrffed Gweithredol %	% Operating Surplus													5%

RHAGOLWG LLIF ARIAN -Tafarn yr He 2023/														
Rhif Mis	Month Number	1	2	3	4	5	6	7	8	9	10	11	12	CYFANSWM
	Month	Ebr	Mai	Meh	Gorff	Awst	Medi	Hydref	Tach	Rhag	lon	Chwef	Mth	
CYFALAF	CAPITAL													
INCWM	INCOME													
CYFANSWM INCWM	TOTAL INCOME	0	0	0	0	0	0	0	0	0	0	0	0	0
GWARIANT	EXPENDITURE													
	Furniture and Equipment										10000			10000
CYFANSWM GWARIANT	TOTAL EXPENDITURE	0	0	0	0	0	0	0	0	0	10000	0	0	10000
INCWM	INCOME													
	Drinks Food	11084 2250	13855 2813	11084 2250	13855 2813	17319 3516	11084 2250	13855 2813	8313 2250	10391 2813	8313 2250	8313 2250	11084 2250	138550 30516
	Accommoddation Other Receipts	2347 111	2781 139	2863 111	4086 139	4584 173	2669 111	2425 139	1401 83	629 104	1001 83	1371 83	1969 111	28125 1386
CYFANSWM INCWM	TOTAL INCOME	15791	19587	16308	20892	25592	16114	19231	12047	13937	11647	12017	15414	198576
Taliadau TAW Net	Net VAT Payments	2889	0	0	4726	0	0	5801	0	0	3870	0	0	17286
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	2889	0	0	4726	0	0	5801	0	0	3870	0	0	17286
CYFANSWM TROSIANT NET	TOTAL NETTURNOVER	12903	19587	16308	16166	25592	16114	13430	12047	13937	7777	12017	15414	181290
	EXPENDITURE Cost of Sales													
Cwrw,Gwin a Gwirodydd Bwyd	Beers, Wies, Spirits Food	4988 1125	6235 1406.25	4988 1125	6235 1406.25	7793 1757.813	4988 1125	6235 1406.25	3741 1125	4676 1406.25	3741 1125	3741 1125	4988 1125	62348 15258
Comisiwn Llety	Accommodation Commission	352	417	429	688	688	400	364	210	94	150	206	295	4293
Costau Staff a Gweinyddu	Staffing and Administrative Costs													
	Employee Costs													
Rheolwr Cyflogau Bar	Manager Bar Wages	2000 1200	2000 1500	2000 1200	2000 2750	2000 2750	2000 1200	2000 1500	2000 1200	2000 1980	2000 1200	2000 1480	2000 1850	24000 19810
YG/Pensiwn Glanhau dan Gytundeb	NI/Pension Contract Cleaning	727 434	796 478	735 477	1068 590	1074 622	742 509	809 545	723 414	876 402	718 391	768 360	851 403	9887 5625
Costau Eiddo	Property Costs													
Treth Cyngor Treth Dŵr	Council Rates Water Rates	132 0	132 0	132 0	132 500	132 0	132 0	132 0	132 0	132 0	132 500	132 0	132 0	925 1000
Gwres a Golau Ffon/rhyngrwyd	Light and Heat Broadband/phone	175 62	2100 749											
Glanhau/Golchi Ailgylchu a Gwastraff	Cleaning/Laundry Recycling and Waste	390 100	430 100	429 100	531 100	560 100	458 100	490 100	373 100	362 100	352 100	324 100	362 100	5062 1200
Cynnal a chadw	Repairs and Maintenance	200	0	0	0	200	0	0	0	200	0	0	0	600
Costau Gweinyddu Cyffredinol Post a Papur/swyddfa	General Administrative Costs Post, paper office costs	10	10	10	10	10	10	10	10	10	10	10	10	120
Yswiriant Costau cardiau	Insurance	100 474	100 588	100 489	100 627	100 768	100 483	100 577	100 361	100 418	100 349	100 361	100 462	1200 5957
Cost Banc Cost Gor-Ddrafft	Bank Costs Overdraft costs	20 0		20 0	20 0	20 0	20 0	20 0	20 0	15 0	15 0	15 0	20 0	225 0
	Legal and Profssional Costs													
Costau proffesiynnol Marchnata	Professional Costs Marketing	100	0	0	0 100	0	0	0 100	0	500 0	0 200	0	0	500 500
Trwyddedau	Licences				500									500
CYFANSWM GWARIANT GWEITHREDOL	GROSS OPERATING COSTS	12588	14449	12473	17593	18813	12504	14625	10746	13509	11322	10959	12936	161859
Llog Cyfranddaliadau (Gwedd 1)	Founder Shareholder interest Shareholder interest (Wave 1)													
	Private Loans Interest WCVA Repayments	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	14400
·	TOTAL REPAYMENTS/INTEREST	1200		1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14400
	TOTAL REVENUE EXPENDITURE	16677	15649	13673	23520	20013	13704	21626	11946	14709	16392	12159	14136	194204
2022-23 REFENIW NET	NET REVENUE	-886	3938	2635	-2628	5579	2410	-2395	101	-772	-4745	-142	1278	4373
Symudiad	Movement	-886	3938	2635	-2628	5579	2410	-2395	101	-772	-4745	-142	1278	182970
Balans agoriadol Balans cau	Opening balance Closing balance	178597 177711	177711 181649	181649 184285	184285 181657	181657 187236	187236 189646	189646 187251	187251 187352	187352 186579	186579 181834	181834 181692	181692 182970	
TOTAL USA	NAT. A. A.													
TAW allbwn TAW mewnbwn	VAT outputs VAT inputs	2632 1232	3264 1455	2718 1201	3482 1557	4265 1874	2686 1201	3205 1473	2008 947	2323 1246	1941 991	2003 938	2569 1168	33096.05 15282.73
TAW Net	Net VAT	1400	1810	1517	1925	2391	1484	1733	1061	1077	950	1065	1401	17813.32
Dhaad bigath Combon 5 7411	NAT Dakin Assumation						0.7	0.4	0	0	0.7	2.7		
	VAT Ratio Assumption	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	
	Grant Operating Payanua (c., VATA													£ 165 400 27
Costau Gweithredol Gross (heb TAW)	Gross Operating Revenue (ex VAT) Gross Operating Costs (hebTAW) Operating Surplus													f 165,480.27 f 146,575.92 f 18,904.35

RHAGOLWG LLIF ARIAN -Tafarn yr He														
2024/	/25													
	Month Number Month	1 Ebr	2 Mai	3 Meh	4 Gorff	5 Awst	6 Medi	7 Hydref	8 Tach	9 Rhag	10 Ion	11 Chwef	12 Mth	CYFANSWM
		LUI	IVIGI	ivieli	GOIII	Awst	ivieui	nyurer	Iacii	Kilag	1011	Cilwei	With	
INCWM	INCOME													
	Drinks	11638	14548	11638	14548	18185	11638	14548	8729	10911	8729	8729	11638	145478 31431
	Food Accommoddation	2318 2534	2897 3003	2318 3092	2897 4413	3621 4951	2318 2883	2897 2619	2318 1513	2897 680	2318 1081	2318 1480	2318 2126	30375
Derbyniadau Eraill (Other Receipts	116	145	116	145	182	116	145	87	109	87	87	116	1455
CYFANSWM INCWM	TOTAL INCOME	16606	20593	17164	22003	26938	16955	20209	12647	14596	12215	12614	16198	208739
Taliadau TAW Net	Net VAT Payments	3416	0	0	4992	0	0	6149	0	0	4082	0	0	18639
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	3416	0	0	4992	0	0	6149	0	0	4082	0	0	18639
CYFANSWM TROSIANT NET	TOTAL NETTURNOVER	13190	20593	17164	17011	26938	16955	14060	12647	14596	8132	12614	16198	190099
GWARIANT	EXPENDITURE													
Cost Pryniannau	Cost of Sales													
Cwrw,Gwin a Gwirodydd Bwyd	Beers, Wines, Spirits Food	5237 1159	6546 1448	5237 1159	6546 1448	8183 1811	5237 1159	6546 1448	3928 1159	4910 1448	3928 1159	3928 1159	5237 1159	65465 15716
Comisiwn Llety	Accommodation Commission	352	417	429	688	688	400	364	210	94	150	206	295	4293
Costau Staff a Gweinyddu	Staffing and Administrative Costs													
Costau Cyflogaeth	Employee Costs													
Rheolwr Cyflogau Bar	Manager Rar Wages	2000 1260	2000 1575	2000 1260	2000 2835	2000 2835	2000 1260	2000 1575	2000 1260	2000 2079	2000 1260	2000 1554	2000 1554	24000 20307
	Bar Wages													
YG/Pensiwn Glanhau dan Gytundeb	NI/Pension Contract Cleaning	743 455	826 557	752 501	1091 619	1098 654	759 534	829 572	739 435	900 422	734 411	786 378	795 423	10054 5962
			337	301	019	034	334	3.2	455	722	711	5.0	723	3302
Costau Eiddo Treth Cyngor	Property Costs Council Rates	132	132	132	132	132	132	132	132	132	132	132	132	971
Treth Dŵr	Water Rates	0	0	0	500	0	0	0	0	0	500	0	0	1000
Gwres a Golau Ffon/rhyngrwyd	Light and Heat Broadband/phone	175 62	175 62	175 62	175 62	175 62	175 62	175 62	175 62	175 62	175 62	175 62	175 62	2100 749
Glanhau/Golchi	Cleaning/Laundry	410	502	451	557	588	481	515	391	380	370	341	381	5365
Ailgylchu a Gwastraff Cynnal a chadw	Recycling and Waste Repairs and Maintenance	100 200	100	100	100 0	100 200	100	100	100	100 200	100	100	100	1200 600
Costau Gweinyddu Cyffredinol Post a Papur/swyddfa	General Administrative Costs Post, paper office costs	10	10	10	10	10	10	10	10	10	10	10	10	120
Yswiriant Costau cardiau	Insurance Costs of cards	105 498	105 618	105 515	105 660	105 808	105 509	105 606	105 379	105 438	105 366	105 378	105 486	1260 6262
Cost Banc	Bank Costs	20	20	20	20	20	20	20	20	15	15	15	20	225
Cost Gor-Ddrafft	Overdraft costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Costau Cyfreithiol a Phroffesiynol	Legal and Profssional Costs													
Costau proffesiynnol	Professional Costs	0	0	0	0	0	0	0	0	500	0	0	0	500
Marchnata Trwyddedau	Marketing Licences	150	0	0	150 600	0	0	150	0	0	250	0	0	700 600
CYFANSWM GWARIANT GWEITHREDOL	GROSS OPERATING COSTS	13068	15095	12909	18300	19468	12943	15211	11105	13971	11728	11330	12934	167449
CHARLOW CHARLOW CHARLOOD	GROSS OF EIGHT G COSTS	15000	13033	12505	10300	15400	12545	13211	11103	13371	11720	11330	12554	107443
Llog Cyfranddaliadau Sylfaenu	Founder Shareholder interest													
Llog Cyfranddaliadau (Gwedd 1)	Shareholder interest (Wave 1)													
	Private Loans Interest WCVA Repayments	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	14400
Adding Sentirede	W CV// REPUI/INCINES	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	14400
CYFANSWM AD-DALIADAU/LLÔG	TOTAL REPAYMENTS/INTEREST	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14400
CYFANSWM GWARIANT REFENIW	TOTAL REVENUE EXPENDITURE	17684	16295	14109	24491	20668	14143	22560	12305	15171	17010	12530	14134	201101
2023-24	NET DEVENUE		****	30	3		2017	2777					30	
REFENIW NET	NET REVENUE	-1078	4298	3056	-2488	6270	2812	-2351	341	-575	-4795	84	2064	7638
5died				3056	-2488	6270	2812	-2351 195840	341 193489	-575 193830	-4795 193255	84 188459	2064	190607
	Movement	-1078	4298		100345	106757								
Balans agoriadol	Opening balance	-1078 182970 181892	4298 181892 186190	186190 189245	189245 186757	186757 193027	193027 195840	193489	193830	193255	188459	188544	188544 190607	
Balans agoriadol		182970	181892	186190										
Balans agoriadol	Opening balance	182970	181892	186190										
Balans agoriadol	Opening balance	182970	181892	186190										
Balans agoriadol	Opening balance	182970	181892	186190										
Balans agoriadol	Opening balance	182970	181892	186190										
Balans agoriadol Balans cau TAW allbwn	Opening balance Closing balance VAT outputs	182970 181892	181892 186190	186190 189245	186757 3667	193027 4490	195840 2826	193489	193830	193255	188459 2036	188544	190607	
Balans agoriadol Balans cau TAW allbwn	Opening balance Closing balance	182970 181892	181892 186190	186190 189245	186757	193027	195840	193489	193830	193255	188459	188544	190607	
Balans agoriadol Balans cau TAW allbwn TAW mewnbwn	Opening balance Closing balance VAT outputs	182970 181892	181892 186190	186190 189245	186757 3667	193027 4490	195840 2826	193489	193830	193255	188459 2036	188544	190607	15963.82
Balans agoriadol Balans cau TAW allbwn TAW mewnbwn	Opening balance Closing balance VAT outputs VAT inputs	182970 181892 2768 1291 1477	181892 186190 3432 1526	186190 189245 2861 1252	3667 1629	193027 4490 1953	195840 2826 1252	193489 3368 1544	2108 987	2433 1295 1138	188459 2036 1039	2102 978	2700 1218 1482	34789.76 15963.82 18825.94
Balans agoriadol Balans cau TAW allbwn TAW mewnbwn TAW Net	Opening balance Closing balance VAT outputs VAT inputs	182970 181892 2768 1291	181892 186190 3432 1526	186190 189245 2861 1252	3667 1629	193027 4490 1953	195840 2826 1252	193489 3368 1544	193830 2108 987	193255 2433 1295	188459 2036 1039	2102 978	190607 2700 1218	15963.82
Balans agoriadol Balans cau TAW allbwn TAW mewnbwn TAW Net Rhagdybiaeth Cymhareb TAW Refeniw Gross (heb TAW)	Opening balance Closing balance VAT outputs VAT inputs Net VAT VAT Ratio Assumption Gross Operating Revenue (ex VAT)	182970 181892 2768 1291 1477	181892 186190 3432 1526 1906	186190 189245 2861 1252 1608	3667 1629 2038	193027 4490 1953 2537	2826 1252 1573	193489 3368 1544 1824	2108 987	2433 1295 1138	2036 1039 997	2102 978 1124	2700 1218 1482	15963.82 18825.94 £ 173,948.82
Balans agoriadol Balans cau TAW allown TAW allown TAW mewnbwn TAW Net Rhagdybiaeth Cymhareb TAW Refeniw Gross (heb TAW) Costau Gwethredol Gross (heb TAW)	Opening balance Closing balance VAT outputs VAT inputs Net VAT VAT Ratio Assumption	182970 181892 2768 1291 1477	181892 186190 3432 1526 1906	186190 189245 2861 1252 1608	3667 1629 2038	193027 4490 1953 2537	2826 1252 1573	193489 3368 1544 1824	2108 987	2433 1295 1138	2036 1039 997	2102 978 1124	2700 1218 1482 0.167	15963.82 18825.94

RHAGOLWG LLIF ARIAN -Tafarn yr He	eliwr CyfFINANCIAL FORECASTS													
2025/														
	Month Number	1		3	4	5	6	7	8	9	10	11		CYFANSWM
Mis	Month	Ebr	Mai	Meh	Gorff	Awst	Medi	Hydref	Tach	Rhag	lon	Chwef	Mth	
INCWM	INCOME													
Diodydd	Drinks	12220	15275	12220	15275	19094	12220	15275	9165	11456	9165	9165	12220	152751
	Food Accommoddation	2318 2661		2318 3247	2897 4634	3621 5198	2318 3027	2897 2750	2318 1589	2897 714	2318 1135	2318 1554	2318 2232	31431 31894
	Other Receipts	122		122	153	191	122	153	92	115	92	92	122	1528
CYFANSWM INCWM	TOTAL INCOME	17321	21478	17907	22959	28104	17687	21074	13163	15181	12710	13128	16892	217604
Taliadau TAW Net	Net VAT Payments	3603	0	0	5219	0	0	6432	0	0	4261	0	3756	23272
CYFANSWM TALIADAU TAW	TOTAL VAT PAYMENTS	3603	0	0	5219	0	0	6432	0	0	4261	0	3756	23272
CYFANSWM TROSIANT NET	TOTAL NETTURNOVER	13718	21478	17907	17740	28104	17687	14642	13163	15181	8448	13128	13136	194332
	EXPENDITURE Cost of Sales													
Cwrw,Gwin a Gwirodydd	Beers, Wines, Spirits	5499	6874	5499	6874	8592	5499	6874	4124	5155	4124	4124	5499	68738
Bwyd Comisiwn Llety	Food Accommodation Commission	1158.75 352		1158.75 429	1448.438 688	1810.547 688	1158.75 400	1448.438 364	1158.75 210	1448.4375 94	1158.75 150	1158.75 206	1158.75 295	15716 4293
Costau Staff a Gweinyddu	Staffing and Administrative Costs													
Costau Cyflogaeth Rheolwr	Employee Costs Manager	2060	2060	2060	2060	2060	2060	2060	2060	2060	2060	2060	2060	24720
Cyflogau Bar	Bar Wages	1323		1323	2977	2977	1323	1654	1323	2183	1323	1632	1632	21322
YG/Pensiwn Glanhau dan Gytundeb	NI/Pension Contract Cleaning	772 478	860 585	782 526	1137 650	1145 686	789 561	863 601	768 456	937 443	763 432	818 397	827 444	10460 6260
Costau Eiddo	Property Costs													
Treth Cyngor	Council Rates	135	135	135	135	135	135	135	135	135	135	135	135	1020
Treth Dŵr Gwres a Golau	Water Rates Light and Heat	0 175		0 175	550 175	0 175	0 175	0 175	0 175	0 175	550 175	0 175	0 175	1100 2100
Ffon/rhyngrwyd	Broadband/ phone	65	65	65	65	65	65	65	65	65	65	65	65	780
Glanhau/Golchi Ailgylchu a Gwastraff	Cleaning/Laundry Recycling and Waste	430 100		473 100	585 100	618 100	505 100	541 100	411 100	399 100	388 100	358 100	400 100	5634 1200
Cynnal a chadw	Repairs and Maintenance	250		0	0	250	0	0	0	250	0	0	0	750
Costau Gweinyddu Cyffredinol	General Administrative Costs													
Post a Papur/swyddfa	Post, paper office costs	10		10	10	10	10	10	10	10	10	10	10	120
Yswiriant Costau cardiau	Insurance Costs of cards	110 520		110 537	110 689	110 843	110 531	110 632	110 395	110 455	110 381	110 394	110 507	1320 6528
Cost Banc	Bank Costs	20		20	20	20	20	20	20	15	15	15	20	225
Cost Gor-Ddrafft	Overdraft costs	0	0	0	0	0	0	0	0	0	0	0	0	0
	Legal and Profssional Costs													
Costau proffesiynnol Marchnata	Professional Costs Marketing	150		0	0 150	0	0	0 150	0	500	300	0	0	500 750
Trwyddedau	Licences				700									700
CYFANSWM GWARIANT GWEITHREDOL	GROSS OPERATING COSTS	13608	15684	13403	19123	20284	13441	15801	11521	14536	12240	11757	13437	174236
Llog Cyfranddaliadau Sylfaenu	Founder Shareholder interest													
	Shareholder interest (Wave 1)													
	Private Loans Interest WCVA Repayments	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	1200.00	14400
CYFANSWM AD-DALIADAU/LLÔG	TOTAL REPAYMENTS/INTEREST	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14400
CYFANSWM GWARIANT REFENIW	TOTAL REVENUE EXPENDITURE	18411	16884	14603	25542	21484	14641	23433	12721	15736	17702	12957	18394	212508
CITANSWIN GWARIANT REFERIN	TOTAL REVENUE DAY ENDITORE	10411	10004	14003	23342	21404	14041	23433	12/21	13730	17702	12937	18334	212300
2024 - 25 REFENIW NET	NET REVENUE	-1090	4593	3303	-2584	6621	3046	-2359	442	-555	-4992	172	-1501	5096
Symudiad Balans agoriadol	Movement Opening balance	-1090 190607	4593 189518	3303 194111	-2584 197414	6621 194831	3046 201451	-2359 204497	442 202138	-555 202580	-4992 202025	172 197033	-1501 197205	195703
Balans cau	Closing balance	189518	194111	197414	194831	201451	204497	202138	202580	202025	197033	197205	195703	
	VAT outputs VAT inputs	2887 1347		2984 1300	3826 1691	4684 2035	2948 1301	3512 1603	2194 1024	2530 1348	2118 1086	2188 1014	2815 1265	36267.33 16598.63
														10390.03
TAW Net		1540	1995	1684	2135	2650	1647	1909	1170	1182	1032	1174	1550	
	Net VAT													
	Net VAT VAT Ratio Assumption	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	
Rhagdybiaeth Cymhareb TAW Refeniw Gross (heb TAW)	VAT Ratio Assumption Gross Operating Revenue (ex VAT)	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167		f 181,336.63
Rhagdybiaeth Cymhareb TAW Refeniw Gross (heb TAW) Costau Gweithredol Gross (heb TAW)	VAT Ratio Assumption	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167	0.167		f 181,336.63 f 157,637.67 f 23,698.96