

Business Plan

2018 - 2023



Deio Jones

Based on the latest costs and estimates of June 2018

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ORGANISATION DETAILS:

Name:	Hafod Ceiri
Company No.:	09563225
Type of Company:	<i>Private Limited Company by guarantee without share capital use of 'Limited' exemption.</i>
Charity No.:	1177001
Address:	Tabor Llithfaen Pwllheli Gwynedd LL53 6NL
Contact no.:	01758 750202
Email:	hafodceiri@hotmail.com
Accountant:	Gwyn Thomas and Co Ltd 1 Thomas Buildings New Street Pwllheli Gwynedd LL53 5HH
Trustees (2018):	Rev. Pryderi Llwyd Jones (Chair) Rev. Peter David James Lisbeth Helen James (Secretary) Ann Roberts Iwan Edgar Jones Michael Jonathan Parry Coun. Aled Jones
Executive Committee (2018):	Beryl Worsely (Treasurer) Alwyn Griffith Eirwen Jones Ffion Llywelyn Kelvin Fleming Sianelen Fleming Rachel Settatree Sion Ynyr

EXECUTIVE SUMMARY:

Following a feasibility study of the Llithfaen area in 2013, the need was identified for a development that would create a community resource and provide services in this rural area. The study identifies a vision for a more sustainable future, and sees the development of a Heritage Centre as a means of economic regeneration, to improve the viability of the enterprises and businesses of the area, to meet the local need for facilities and services, and to improve visitor experiences.

Capel Isaf Llithfaen is a unique listed building which is not only a prominent feature in the Llithfaen landscape, but has also been central to the life of the village since the beginning of the last century. The building is now declining rapidly, and is endangering the future of the village's last place of worship.

The Hafod Ceiri Charity Company was set up to protect Capel Isaf, and develop a Heritage Centre that will serve the whole community. This business plan outlines our main objectives, and sets out the work plan and the strategy that we will follow to realise our intention. It also sets out the governance and management structure, and provides an analysis of risk mitigation schemes for the development and operation of the Centre.

DECLARATION OF INTENTION:

Our intention is to establish an initiative that will contribute to the regeneration of the local community as well as interpreting the unique heritage and culture of the area. Hafod Ceiri will also safeguard and secure the sustainable future of Capel Isaf Llithfaen as a place of worship and community resource.

The Area

The Welsh Index of Multiple Deprivation (2014) places Llithfaen in the 40% of the most deprived wards in Wales. The Llanaelhaearn ward is in the 10% most deprived in Wales in terms of access to basic services, and in the 30-50% most deprived in terms of income.

Unemployment is a problem which affects people's confidence in their personal ability and in their local communities, with many young people moving away. Public transport links are weak and also affect the ability of local residents to access services.

Llithfaen and the surrounding area are part of the Llŷn AONB. At the top of the nearby Ceiri mountain, there is one of the most prestigious and impressive pre-historic sites in Wales, the Tre'r Ceiri hillfort. The main road between Caernarfon and Nefyn runs through the village, with the Wales Coast Path and the Pilgrims' Trail both attracting walkers to the area throughout the year.

Llithfaen village:

Llithfaen is a quarrying village in the north of the Llŷn Peninsula, which developed as a result of the opening of the Eifl granite quarries in the 1870s. At one time, there were eight shops, a bakery, three bus companies, three chapels, a church and a school in the village. Following the closure of the quarries in the 1960s, the population declined, resulting in an associated decline in social and commercial prosperity. The school was closed in 1967, and by the early 1980s, there was only one shop, pub and one bus company left. Like many similar post-industrial villages, the village has faced a number of challenges in subsequent years.

Nowadays, the village is proud of its cluster of successful co-operatives. These organisations promote community regeneration and have developed local resources, in particular Tafarn y Fic, Pen y Groes Community Shop, and the Community Centre that is located in the old school.

There is a feeling of regeneration in the village, with many young families moving in. We believe that this is the result of the positive impact of the cooperative enterprises on the economy, environment and the image of the village.

The Organisation

'Hafod Ceiri' is a charitable company dedicated to developing Capel Isaf as a multi-purpose Centre for Llithfaen and the wider area.

The company is managed by a board of seven trustees. Board members have a wide range of legal and financial skills, as well as valuable business experiences and in the development of social enterprises in North West Wales.

An active Executive Committee assists the work in an advisory role to support the project.

Capel Isaf

The building was erected from the local granite stone in 1905, and has not been adapted at all since that time. It is a unique building that is an iconic feature in the landscape, and is valuable as a historic artefact in itself. The interior of the chapel is described by CADW as *'an impressive space with seating for around 700, carefully designed as a religious and social hub for the whole community in time of economic prosperity due to the quarries in the area'*.

The chapel is a Grade II Listed Building, which is *'an especially important building, more than a special interest.'* It was listed due to the quality of the interior design, including the wooden seating in the gallery. A unique feature of the chapel is the fact that the eastern part of the gallery was specially built for the two successful choirs in the village at the time.

A small number of members continue to worship on Sundays, and wider Christian activity is developing with the young people of the area on a regular basis.

There has been a staggering decline in the condition of the chapel during the last year. The decline to the external structure of the building means that the wind and rain cause significant damage to the internal condition of the building. Urgent action is needed to protect a number of unique and distinctive properties that are under threat.

The Chapel is owned by the Presbyterian Church in Wales. It has been on sale for a number of years now, but despite some interest, it has not been possible to find a buyer. The trustees of the chapel and the Presbytery are very willing to cooperate with Hafod Ceiri to ensure and safeguard the future of the building and worship in the area. Arrangements are in hand to transfer the asset on a 99-year lease to the Hafod Ceiri company.

DEMAND: IDENTIFYING LOCAL NEEDS

Between 2013-2017, substantial work was done to identify local needs via a feasibility study, questionnaires, and local consultations (See **'Appendix A'**).

The Capel Isaf listed building is rapidly declining, and without urgent action there is a real danger that this iconic building and its unique features will be lost forever. Such prominent ruins would reflect poorly on the village, not to mention the harm to the area's aesthetic environment.

Any further deterioration in the condition of the building will also be a threat to the only surviving place of worship in Llithfaen today.

Llithfaen is a rural village where unemployment is a problem, and there is a lack of opportunities for local residents. Local authorities have identified the need for vocational training opportunities to better prepare young people for the world of work, encourage enterprise and offer work placements and support the start of sustainable business. There is also a call for Centres to hold voluntary programmes such as the Duke of Edinburgh Award (DofE).

The lack of basic services affects the whole population, especially as weak public transport links limit people's ability to travel to access them.

The village has an aging population that is at risk of social isolation and loneliness due to the lack of services, transport and low pension income. The opportunities that the village has for disabled residents and for those with moderate learning disabilities are scarce. Gwynedd Council's Adults, Health and Wellbeing Department welcomes a resource that will reach out and help people with their physical, mental health and emotional well-being.

There is nowhere in the area to interpret the history of the prestigious 'Tre'r Ceiri' hillfort, which attracts around 7,000 and 10,000 visitors annually, with a significant number of these visiting Llithfaen. The Llŷn Area of Outstanding Natural Beauty (AONB) has identified Tre'r Ceiri amongst the historic features in the area that need protection, and one of the main routes to the hillfort starts from Capel Isaf.

In addition to the visitors, a large number of walkers follow the Coastal Path, which will increase after a new link has been established between Pwllheli and Llithfaen to create the Llŷn coastal path. The village is also located on one of the two main roads to the Llŷn peninsula, with a large number of visitors driving and cycling through every year. Local development is needed to enable the village to benefit from its location as a 'gateway to Llŷn', to solve some of the existing economic and social problems.

The Tre'r Ceiri hillfort is also important as schools develop the Welsh Curriculum and study the early historical periods of our nation. Consultation with local schools in 2016 shows that there is a need for learning resources related to local heritage.

There is a big gap in the provision available for residents to learn about their local history and heritage. There is a need to safeguard and ensure that prestigious places such as Tre'r Ceiri receive appropriate attention. The general view is that the area does not do enough to promote its unique heritage and to educate residents and visitors about that heritage.

There is also a need to protect the valuable oral collection of former teacher and journalist, Ioan Mai Evans. Everything has been recorded on 'reel to reel' tapes, cassettes, pictures, slides and paper documents. The unique collection interprets the history and culture of the Llŷn peninsula from a forgotten age, including fairs, the stable loft culture, ballads, and the agricultural, quarrying and maritime life of the peninsula.

AIMS AND OBJECTIVES:

- Protect the future of the iconic historic building of Capel Isaf Llithfaen
 - Protect the building's structure.
 - Maintain the unique features and special character of the building
 - Ensure the long-term sustainability of the building.

- Promote local economic regeneration:
 - Develop employment opportunities in the area.
 - Develop and take advantage of the tourism industry.
 - Develop community confidence & encourage enterprise.
 - Provide additional services to the local community.

- Promote local heritage and culture:
 - Interpret the unique heritage and culture of the area.
 - Enable a wide range of people to learn about their heritage.

- Ensure a permanent place of worship in the village of Llithfaen:
 - Ensure a suitable and dedicated place of worship in Capel Isaf Llithfaen.

THE PROJECT:

An Options Evaluation was undertaken (See 'APPENDIX B') to consider all the options identified through the consultation process. The final project has been drawn up in line with this detailed work.

The project will undertake the emergency maintenance required to protect the structure of Capel Isaf, and prevent any further damage to its unique features, especially the gallery and choir seating.

We will then restore and retain the special features of the chapel according to expert advice and requirements, and the Chapel's status as Grade II* Listed Building. These will include the ceiling and other valuable architectural features such as the east seating and the early twentieth century seating designed to sit two choirs in the village.

After undertaking the safeguarding and restoration work, we will adapt the building to enable the development of a multi-purpose Heritage Centre over two floors. The first floor will be developed as an impressive 300-seat auditorium and performance space, suitable for a variety of events, performances, and as a recording studio.

On the ground floor of the chapel, we will develop a Heritage Centre, a small cinema, a café, and two work units that will support the development of new enterprises in the village. In the vestry, there will be a meeting room for weekly worship. There will also be two units providing visitor accommodation.

We will employ staff to develop a series of activities, events, and the realisation of the long-term business plan. The intention is to establish a self-sustaining Centre that will maintain jobs and provide services to the community and visitors alike for years to come.

FACILITIES AND SERVICES:

Summary of Centre Facilities

- **Auditorium** – with 300 seats that will provide a multi-purpose space for funerals, weddings, cymanfaoedd, concerts, eisteddfodau, recording, and any event where there is a need for a substantial space.
- **Café** with views of the slopes of Llithfaen towards the coast that will serve local residents and visitors, as well as providing catering facilities for the Centre's events.
- **Interpretation Centre** for the Tre'r Ceiri Iron Age hillfort. It will also exhibit and present diverse aspects of local and national heritage and history.
- A small multi-purpose **cinema** with seating for around 20 that will show popular films, host children's parties, be available for private viewings, and an additional interpretation tool for the Heritage Centre. It will also provide smaller screens and computers for the provision of multi-person games.
- **Two holiday units** providing basic accommodation, mainly targeting families and small groups.
- **Three business units** that will support the development of new enterprises in the village.
- A dedicated **worship room** to ensure continuous use by the current congregation. This room can also be used as an **educational workshop** during the week.

Summary of the Centre's proposed services and resources

Our intention is to provide a wide range of heritage activities in addition to the main services of the Centre, including:

- Lunch Club for the Elderly
- 'Meals on Wheels' Service
- Sunday School.
- CIC Club.
- Guided walks
- Various workshops.
- School Sessions.
- Guide maps.
- Short booklets on local, Gwynedd and Welsh history.
- Educational packs.
- Wired broadband connection.
- Meeting place and Centre for external groups, providing an indoor space if the weather is unfavourable, toilet facilities, and a café to eat your own food or food prepared on the premises.

TARGET AUDIENCE:

Hafod Ceiri's target audience can be divided into five main groups:

Llithfaen residents: It is anticipated that the local community will make regular use of the majority of the resources, except the holiday units.

The Wider Community will use the auditorium specifically for attending mass events, as well as the café and Interpretation Centre. The café will be a meeting place and will attract people and workers in the area who are passing through and want a quick cup of tea or breakfast.

Visitors including walkers and cyclists will visit Hafod Ceiri primarily to use the Interpretation Centre and cafe. Visitors staying in the holiday units will also be likely to use the cinema and auditorium if an event is being held. It is anticipated that these visitors will also visit Tafarn y Fic and the Shop during their stay.

Organisations, groups and schools: Specific visits to use resources and carry out activities in the auditorium, Interpretation Centre and educational workshop. It is anticipated that some of these groups will also make use of the café.

Businesses: We will target businesses and workers specifically to encourage the use of business units at Hafod Ceiri.

MARKETING RESEARCH:

The Local Market

The Llithfaen population is relatively small and relatively deprived, yet it is a community that has a history of supporting successful social initiatives such as Pen y Groes Community Shop, Community Centre, and the United Kingdom's first community pub - Tafarn y Fic. 27 individuals have already declared an interest in volunteering at Hafod Ceiri.

A consultation that targeted every home in the village shows that the majority are extremely supportive of the initiative. Everyone stated that they would use Hafod Ceiri to some extent, mainly the café, the Interpretation Centre and the auditorium.

There are also frequent numbers of Cartrefi Cymunedol Gwynedd employees working in the village, and they are an example of people who need a cup of tea, a sandwich etc.

A specific market for activities will be schools, groups and societies. Recent meetings sponsored by Canolfan Hanes Uwch Gwyrfai have shown that there is an acute need for resources that will transfer our real history to our school children. Hafod Ceiri can be reached in about an hour from anywhere in Gwynedd and schools throughout the county have shown an interest (via letters) in using the Centre's resources.

The O Ddrws i Ddrws community transport service has recently established a public transport plan around Pen Llŷn to facilitate access to people to reach attractions and there is potential to link Llithfaen with the bus journey.

A 'SWOT' Assessment was undertaken to identify strengths, weaknesses, threats and opportunities associated with the planned Hafod Ceiri scheme (See **APPENDIX C**).

Identify Barriers	
Barrier to attending activity	Solution
Physical disability	There will be disabled access to all sections of the building including the upper floor. Volunteers will be nearby if a disabled person comes to the Centre without a carer.
Older people do not want to go out at night.	Our programme of activities will ensure some activities take place in the afternoons.
Older people feel lonely	We intend to hold a lunch club once a week and prepare a 'set meal' at a discounted price.
Have trouble reading print on display boards	iPad presentations for the exhibition will be in different languages that will overcome the linguistic problem but also provide access to information for people who have difficulty reading a lot of print. Parts of the exhibition will also be very visual.

The Visitor Market

Daily visitors are a much larger market, and the Dwyfor population is around 28 000 (in 2012, the figures were 27 749). This population swells significantly during the summer. With Llithfaen on the

main road from Caernarfon to Aberdaron, Hafod Ceiri is an ideal place to take advantage of the passing trade.

According to *the Welsh Assembly Government's 'Coastal Tourism Strategy'*, walking is the most popular activity by far (with 69% participating in this activity on holiday). This is supported by *'Tourism Profile Research - Gwynedd and Conwy'* that shows historic visits (at 27%) and walking (at 25%) are the top activities.

The village is on the Pilgrims' Trail to Aberdaron and Bardsey, and also on the Coastal Path. Figures for walkers on the path show a steady increase in use, and with tourism experts predicting an increase in walking as a means of recreation, there is an opportunity for Hafod Ceiri to capitalise economically on this trend.

Visitors staying in the area usually come from further afield, a large number coming from Europe. According to the *'Gwynedd Destination Management and Marketing Audit'*, 38% are in Gwynedd on a short visit, 36% are taking their main holiday, and 25% are taking a second holiday.

The main reasons for visiting are the scenery and countryside (54%) the coast (48%) repeat visitors (44%) peace and tranquillity (35%) visiting attractions (28%). All of these can be enjoyed at Hafod Ceiri as a random visitor, day visitor or as a visitor staying in the building.

There are 855 places to stay in Dwyfor. 16.6% are caravans or hostels, 70.4% self-catering, 1.1% bunkhouse, 11.9% is accommodation with a cleaning service etc. Hafod Ceiri will respond to a demand for the last two types of accommodation.

Our projections identify a trend in Dwyfor for a specific holiday season from April to October, which differs from the trend in Meirionnydd and Arfon where the holiday season tends to be longer.

The report also notes that there is a shortage in Dwyfor of places to stay that have a cleaning service etc. The *'Gwynedd Visitors Profile'* reinforces the findings of the 2017 Hafod Ceiri questionnaire that most of the visitors stay for 5 nights in the area, and that they spend on average £27 per head daily.

The Plas Glyn y Weddw Path has attracted 55,004 walkers during the period January 2015 - January 2016. Oriol Plas Glyn y Weddw has succeeded in attracting more walkers to the path by developing an additional attraction for local residents as well as visitors to the area.

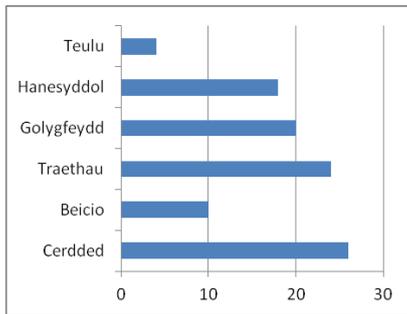
Our visitor questionnaires in the village show that:

- 94% of visitors note that they would use a café / heritage Centre.
- 50% were not aware of Tre'r Ceiri.
- 56% had an interest in the accommodation units, especially if there were other facilities such as a café, drying room, cinema and exhibitions in the same building.
- 65% had an interest in guided tours, either with a leader or through interpretation material and instructions.
- 58% were interested in using the auditorium and 44% were interested in the cinema, with the vast number of the negative questions wondering whether their visit would correspond to the events.
- The largest demand was for family accommodation, with groups as a smaller percentage.
- Great demand for breakfast, moderate for evening meals, and less for packed lunches.

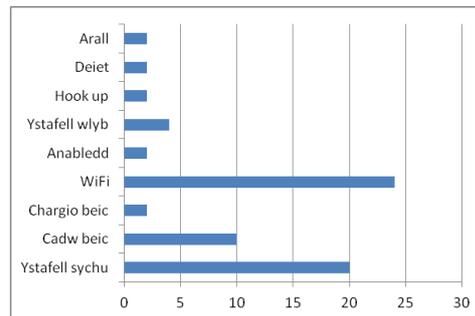
In one questionnaire, 32 of the 40 responses said they would be interested in staying at a holiday unit in Hafod Ceiri.

Tables

Reason for visiting the area.



Specific requirements?



Family

Historical

Scenery

Beaches

Cycling

Walking

Other

Diet

Hook up

Wet room

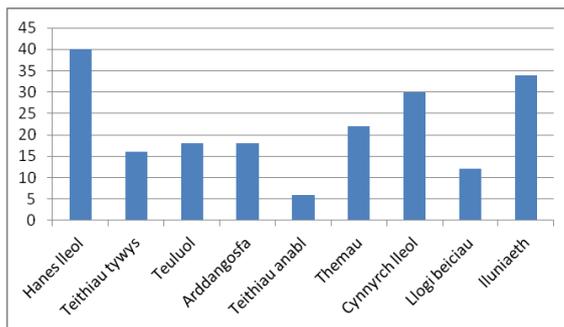
Disability

Wifi

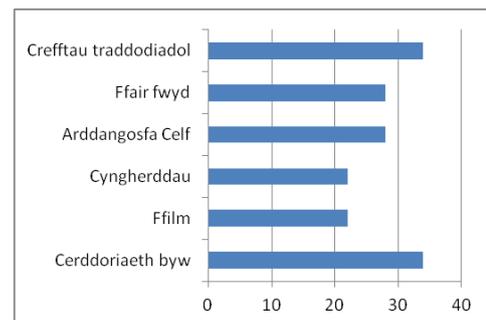
Bike charging

Bike storage, Drying room

What activities would attract you?



What events would you like to see?



Local History

Guided walks

Family

Exhibition

Disabled tours

Themes

Local produce

Bike hire

Refreshments

Local crafts

Food fair

Art exhibition

Concerts

Film

Live music

Schools:

Menter a Busnes has held informal inquiries with a number of teachers working across North Wales to establish a suitable pricing point for a day. Feedback received was that budgets were available in each school to carry out such activities, but a panel of governors usually approves any decision. The only exceptions to this are private schools and teachers in state schools who specialise in dealing with pupils who demonstrate challenging behaviour.

Interestingly, there was no objection to the idea of raising around £10 per head for such a session, provided that there was a clear structure for the day, and that the learning experience was in keeping with the forthcoming changes, with creative elements in the new curriculum having a more important basis.

Businesses

Taking into account the location of Llithfaen and the distance from the administrative core of Gwynedd in Caernarfon (and Porthmadog), one suitable sector to be targeted is the social services and domiciliary care industry. Many of the companies and charities operating within this field in Gwynedd are mainly located in the Arfon area, but these organisations are increasingly required to extend their services further into Dwyfor and Meirionnydd, including getting access to confidential meeting rooms and suitable resources for disabled individuals.

It is possible to offer the units on a more flexible basis for businesses and organisations that occasionally need an office or meeting room. The weakness with this model in Llithfaen is the lack of local businesses to compare with the populations of Cardiff or Wrexham, where the 'hot desk' format and co-operation sites tend to work best. Despite this, Hafod Ceiri has the following potential to consider:

Local figures:

- The Fic sells about 25 meals when they offer food in the evening during the summer.
- Siop Pen y Groes has an annual turnover of about £68 000

Identifying gaps in the market.

- The large mass activities that can be offered at the Community Centre and Tafarn y Fic are limited due to the lack of suitable rooms.
- Feedback from visitors and local residents indicates that there is a lack of information and journey elements in the area
- For visitors who walk the Pilgrims' Trail and Coastal Path, there is nowhere to obtain refreshments or to rest on the 10 mile stretch between Clynnog Fawr and Nefyn.
- There are no places to sit down for food and drink, or to meet during the day.
- There are no business units in the village.
- Lack of facilities for social services & home care activities.
- The nearest cinema is in Pwllheli.

MARKETING AND COMMUNICATION:

We will ensure a minimum of 4 hours a week towards general marketing issues. Our marketing campaign will be bilingual and include a range of traditional and digital promotions.

We will market independently, commissioning external support for the project manager as well as using volunteers. In order to maximise the time of any external organisation, part of their guidance should be to give encouragement and guidance to the in-house individuals and to help them gain a full understanding of the marketing needs.

We will also market jointly with partners who aim for the same audience, such as Plas Carmel, Gwynedd Heritage Forum, and the Llŷn Eco Museum. We will work with various cultural and community organisations with links to other partner websites.

A dedicated website will be developed and updated regularly to share information about the Centre. We will encourage the use of the website for information on cultural events and to order tickets.

It will be necessary to ensure that the activities developed fit into the Welsh Education Curriculum and the Language Charter to target the schools and public institutions market.

We will target organisations such as Merched y Wawr (18 branches in Dwyfor), chapel societies etc to come to Hafod Ceiri as day or evening visitors, and offer a package of activity and a meal, as required. We will also target visitors, and walkers in particular.

We will promote the heritage of the area alongside the marketing campaign. This will encourage people's interest in the Centre's activities and will be a way for us to promote local history and culture for people who are (or not) able to visit the Centre themselves.

The publicity attached to the events is likely to have a wider and lasting influence, making it likely that people want to see what is so special about Llŷn.

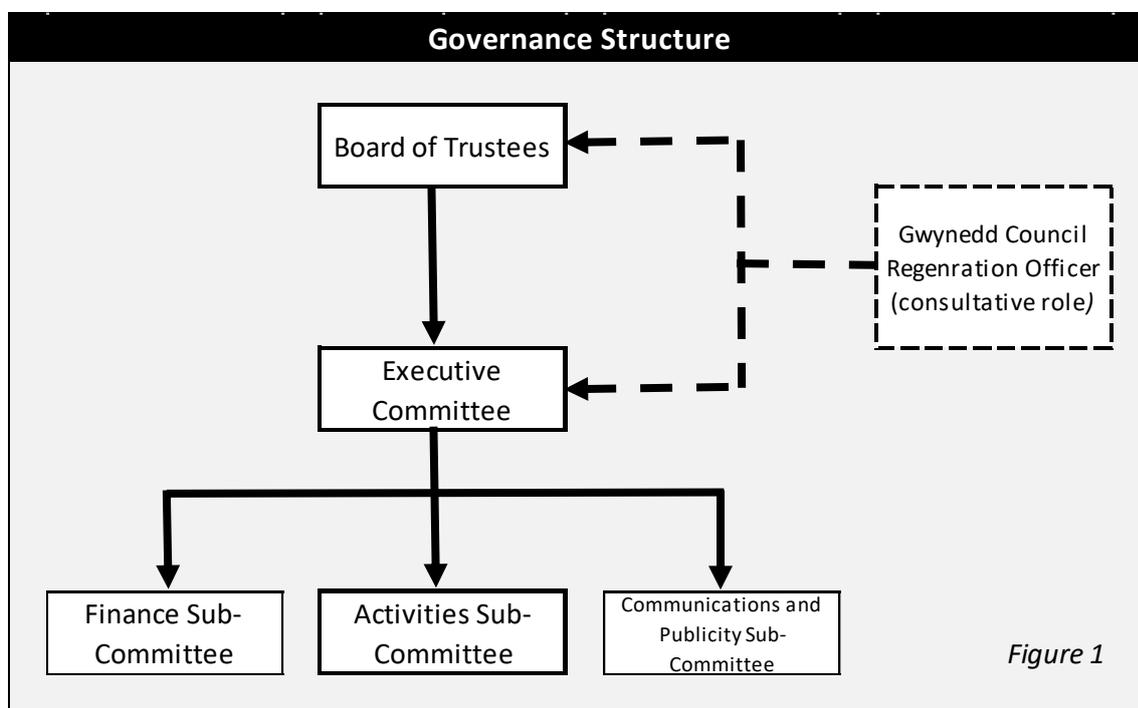
We will agree to show acknowledgments and adhere to the branding arrangements of the funders at all times.

The Marketing Plan			
Marketing Method	Target Audience	Promotion:	Frequency
Posters in prominent local locations.	<ul style="list-style-type: none"> • Llithfaen residents • Visitors 	<ul style="list-style-type: none"> • Events 	As required.
Hafod Ceiri Friends Newsletter.	<ul style="list-style-type: none"> • Llithfaen residents • The wider community • (Former) Visitors • Organisations, groups and schools. 	<ul style="list-style-type: none"> • Events • Facilities • Progress 	Quarterly
Local 'papurau bro' items: 'Llanw Llŷn' and 'Ffynnon.'	<ul style="list-style-type: none"> • Llithfaen residents • The wider community 	<ul style="list-style-type: none"> • Events • Facilities • Progress • Heritage 	Monthly
Quarterly item in the newsletter 'Llithfaen Letter.'	<ul style="list-style-type: none"> • Llithfaen residents 	<ul style="list-style-type: none"> • Events • Facilities • Progress • Heritage 	Quarterly
Networks of partners and friends.	<ul style="list-style-type: none"> • Llithfaen residents • The wider community • Visitors • Organisations, groups and schools • Businesses 	<ul style="list-style-type: none"> • Events • Facilities • Heritage 	As required
Google – My Business	<ul style="list-style-type: none"> • Visitors • Organisations, groups and schools • Businesses 	<ul style="list-style-type: none"> • Location • Facilities 	Update as required
Social media: Facebook	<ul style="list-style-type: none"> • Llithfaen residents 	<ul style="list-style-type: none"> • Events 	<ul style="list-style-type: none"> • Daily response

	<ul style="list-style-type: none"> • The wider community • Visitors 	<ul style="list-style-type: none"> • Facilities • Location • Heritage 	
Website:	<ul style="list-style-type: none"> • Llithfaen residents • The wider community • Visitors • Organisations, groups and schools • Businesses 	<ul style="list-style-type: none"> • Events • Facilities • Location • Heritage 	<ul style="list-style-type: none"> • Daily/weekly Update
External websites:	<ul style="list-style-type: none"> • Visitors • Businesses 	<ul style="list-style-type: none"> • Facilities 	<ul style="list-style-type: none"> • As required
Advertisements in the press.	<ul style="list-style-type: none"> • Visitors • Businesses • Organisations, groups and schools 	<ul style="list-style-type: none"> • Facilities 	<ul style="list-style-type: none"> • As required
Brown Traffic Signs	<ul style="list-style-type: none"> • Visitors 	<ul style="list-style-type: none"> • Location 	<ul style="list-style-type: none"> • Weekly / as required.
Signs on paths and visitor car parks.	<ul style="list-style-type: none"> • Visitors 	<ul style="list-style-type: none"> • Facilities • Location 	<ul style="list-style-type: none"> • N / A

GOVERNANCE STRUCTURE:

There is a distinct Governance Structure and hierarchy for the management of this project, as well as the other actions of the Hafod Ceiri company as shown in 'Figure 1' below.



The duties and responsibilities of the governing groups are as follows:

The Board of Trustees is accountable for all the activities, financial and legal affairs of Hafod Ceiri as a company and charity (note only 4 of the 7 trustees are on the board of the charity). Board members are elected at the Annual General Meeting.

The Executive Committee is responsible for taking strategic decisions, together with the management of the Hafod Ceiri activities. If there is a dispute, we will make a decision by voting. The casting vote of the Chair carries if the vote is equal. The Executive Committee will also be responsible for the management of staff through the role of the Chair as a line manager. The Chair is elected at the Annual General Meeting.

Financial Sub-Committee: This sub-committee will meet under the direction of the treasurer and administer Hafod Ceiri's grant funding and its own finance. A report of the sub-committee will be presented to the Executive Committee on a monthly basis by the treasurer.

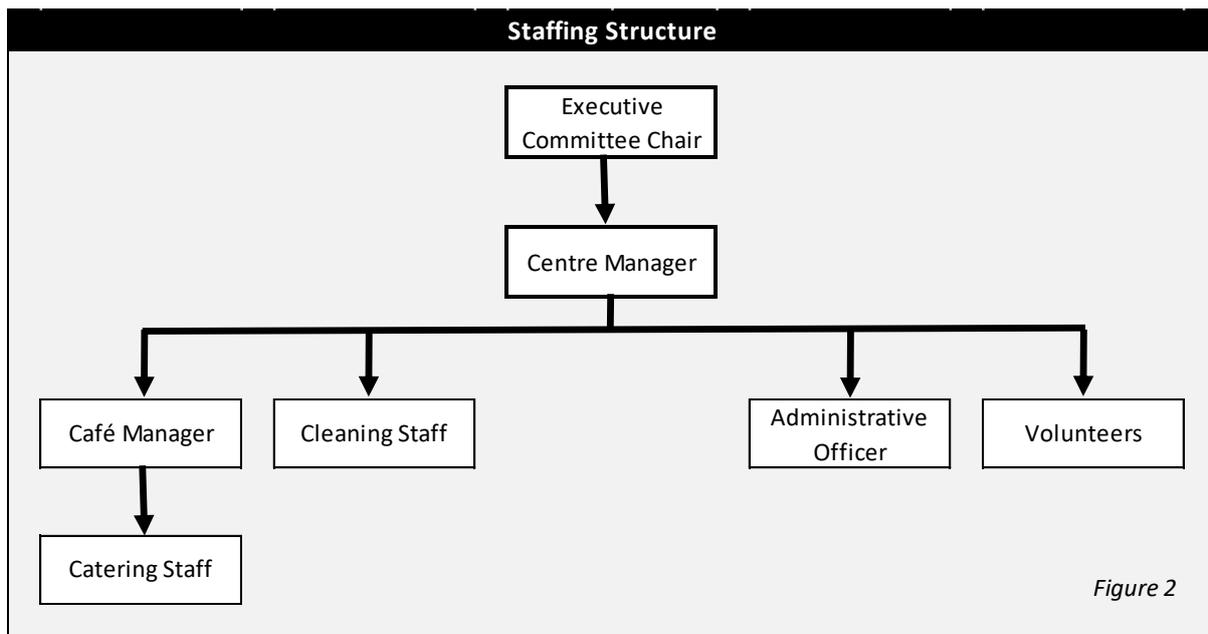
Activities Sub-Committee: This sub-committee will develop engagement activities during the first stages of the project, and then develop Hafod Ceiri's activities when the Centre is open. A sub-committee report will be presented to the Executive Committee on a monthly basis. The sub-committee meets under the chairmanship of the Centre Manager, but until an officer has been appointed, the secretary of the Executive Committee will be responsible for the administration of this sub-committee.

Publicity and Communications Sub-Committee: This sub-committee meets to develop the Friends, website and publicity and marketing plans in general. A sub-committee report will be presented to the Executive Committee on a monthly basis. The sub-committee meets under the chairmanship of the Centre Manager, but until an officer has been appointed, the secretary of the Executive Committee will be responsible for the administration of this sub-committee.

***Gwynedd Council's Regeneration Officer** will be available to give advice and guidance to the Trustees and Executive Committees as necessary.*

OFFICERS AND STAFF:

The Centre's management structure and hierarchy of staff is clearly set out below in 'Figure 2.'



By the time the Centre is operating, a full-time **Centre Manager** will be appointed. He/she will report to the Management Committee and will be answerable to the chairman of the Management Committee, i.e. his/her line manager.

The responsibilities of the Centre Manager will include the day to day management of the activities and the promotion of the Centre and its facilities. The Manager will be an integral part of the success of the actions by encouraging business development, attracting visitors and customers, organising events and workshops, and preparing for mass events. The Manager will also be a line manager for the rest of the Centre's staff:

- **Café Manager:** Responsible for managing all aspects of the café on behalf of the Executive Committee, as well as being a line manager for part-time **catering staff**.
- **Catering staff** working in the café (part-time).
- **Cleaning Staff** (part-time).
- **Administrative Officer** (part-time).
- **Volunteers.**

ACTION PLAN:

	Action	Description & Key Tasks	Milestones
Stage 1	Establish and develop the project.	<ul style="list-style-type: none"> • Create refinancing plans. • Pricing of work. • Develop a business plan. • Fundraising for Phases 2 & 3. 	<ul style="list-style-type: none"> • Comprehensive Project Plan • Securing money for the protection and restoration of the building

Stage 2	Protect the structure of Capel Isaf	<ul style="list-style-type: none"> • Repair the roof • Walls • Doors and Windows 	<ul style="list-style-type: none"> • Prevent any further deterioration of the building and the unique listed features.
Stage 3	Develop the next step:	<ul style="list-style-type: none"> • Check the feasibility of the Business Plan • Modify and update the plans. • Identify Stage 4 implementation procedure. • Fundraising for Stage 4. 	<ul style="list-style-type: none"> • Business Plan & Contemporary Project Plan. • Detailed Action Plan for Stage 5. • Securing money for Stage 5.
Stage 4	Development of the building	<ul style="list-style-type: none"> • Restoring the Chapel building (Including top floor, business units & restoration of special features.) • Restore the Vestry building. • Development of holiday units. • Develop the café • External Work. 	<ul style="list-style-type: none"> • All the special features of the Chapel have been restored. • Structure of the building has developed • Café, holiday units, guestroom and business units are ready.
Stage 5	Hafod Ceiri initiative launched	<ul style="list-style-type: none"> • Appointment of Staff • Opening to the Public • Organise Activities, Events etc. 	<ul style="list-style-type: none"> • Hafod Ceiri has been established as a sustainable Heritage Centre.
Stage 6	Development of Heritage Centre resources:	<ul style="list-style-type: none"> • Fundraising. • Developing the Interpretation Centre • Developing the Cinema 	<ul style="list-style-type: none"> • The Heritage Centre has been completed • The cinema / technology room is open.

Action Plan Timetable																		
	2018			2019			2020			2021			2022			2023		
Stage 1	■	■	■															
Stage 2			■	■														
Stage 3			■	■	■	■												
Stage 4					■	■	■	■	■	■	■	■	■	■	■	■	■	■
Stage 5								■	■	■	■	■	■	■	■	■	■	■
Stage 6										■	■	■	■	■	■			

CAPITAL COSTS:

The capital costs for the work packages have been valued as follows (Costs based on costs by ‘Adeiladol Cyf’ and do not include VAT: See ‘APPENDIX CH’).

Stage	Item:	Cost:
Stage 2	Repairs	£225,000
Stage 4	Vestry	£40,000
	Holiday Units	£102,500
	Chapel	£475,000
	Cafe	£272,500
	External Work	£105,000
Stage 6	Heritage Centre	£100,000 (Estimate only)
	Cinema / Technology Room	£50,000 (Estimate only)
	Total:	*£1,270,000

We have identified the following financial sources to achieve the repairs. At least 3 of the 5 financial applications would need to be successful.

Source:	Contribution:	Decision
Presbytery:	£40,000	TBC
CADW:	£50,000	August 2018
H.B. Allen Charitable Trust:	£100,000	July 2018
The Garfield Weston Foundation:	£70,000	August 2018
HLF: Our Heritage:	£70,000	2018
Total:	£320,000	

We will focus on identifying and securing this money in the final quarter of 2018 and 2019 (**Stage 3**). In addition, £128,000 for the development of the café has already been identified through RCDF. This also includes the funding of the **Café Manager** for the first year.

FINANCIAL SUSTAINABILITY:

When all aspects of the Heritage Centre have been established the initiative will generate income from a combination of different sources;

- Café (+ shop)
- Accommodation units
- Auditorium
- Cinema
- Business units
- Education workshops

In our cash flow, we have set a budget that is not at all ambitious. We have carefully considered not over-estimating our success, and have been conservative in our valuation. Our intention is to be competitive and realistic to ensure a viable future for Hafod Ceiri, but also to reflect the need to support organisations and services for local people (*See Appendix D for a list of proposed prices*).

It must also be remembered that visitor numbers will certainly make a difference to the income and profits of Hafod Ceiri, especially in the Summer.

We have carried out a sensitivity analysis of the café's income as this is the main source of Hafod Ceiri's income in the current model. We have estimated the profit of the café at 65% (excluding staff costs). These figures have been costed over five days a week (260 days a year), but we expect to open 7 days a week during the summer.

Price of cup of tea: £2
 Price of meals: £7

	Number of meals and cups of tea	Income	Profit at 65%
Low Estimate	2,600 cups of tea p.a. (10 / day) 1,300 meals (5 / day)	£14,300	£9,295
Current estimate	5,200 cups of tea p.a. (20 / day) 2,600 meals (10 / day)	£28,600	£18,590
High estimate	7,800 cups of tea p.a. (30 / day). 3,900 meals (30 / day).	£42,900	£27,885

In addition, the Friends can occasionally raise additional funds through activities such as:

- Auction of Promises (a small local school recently raised £3,000 – Oriel Plas Glyn y Weddw raised £25,000 through an auction of promises organised through its 'Friends').
- Arrange a major three peaks race. (£1 000)
- Annual raffle (£1 500)

In creating the financial plan, we have made a number of assumptions based on market research, advice received from the board, and costs received. The following assumptions have been used for the annual costs of the main items of expenditure and income: *Please note that these plans do not take into account VAT, due to the organisation's charitable nature.*

Expenditure	
Item:	Cost / Assumption:
Centre Manager's Salary: (5 days week)	£26,700 / year
Café Manager's Salary: (5 days / week)	£19,080 / year
Casual Staff:	24 hours per week @ 7.50 / hour (Winter) 48 hours per week @ 7.50 / hour (Summer)
Volunteer Training & Costs	£2,000 / year
Website Development	@£5000 (& £500 / year to maintain).
Translation	£1200 / year
Marketing Officer	@£250 per day.
Professional Fees	@£300 per day.
Insurance	@£2500 / year (Building stage) @£2000 / year afterwards.
Energy, Water, Phone, Internet	£7,500 / year
Maintenance	£2,500 / year by the 3rd year.

Income	
Income flow	Assumptions
Café	<ul style="list-style-type: none"> 65% profit (excluding staff costs) Annual income of £28,600 in the 3rd year First year = 60% income 2nd year = 80 income
Holiday Accommodation	<ul style="list-style-type: none"> 40% full in the first year @ £80 / night 50% full in the 2nd year @£80 / night 60% full in the 3rd year @£80 / night
Business Units	<ul style="list-style-type: none"> 1 x Full-time Tenant or equivalent use in the first year. 2 x Full-time Tenant or equivalent use by the 2nd year
Hire of gallery	<ul style="list-style-type: none"> x4 in the first year. x8 in the 2nd year x12 in the 3rd year.
Concert / Event	<ul style="list-style-type: none"> Profit Major Concert @£1500 (Year 1 x 3, yr 2 x 3, yr 3 x3) Profit Medium Concert @£1000 (Year 1 x 1, yr 1 x 1, yr 3 x1) Profit Small Concert @£500 (Year 1 x 2, yr 2 x 2, yr 3 x2)
Shop	<ul style="list-style-type: none"> @£100 profit / month in the first year @£150 profit / month in the 2nd year. @£200 profit / month in the 3rd year
Cinema	<ul style="list-style-type: none"> First year after establishment: 12 x party @£100 & 6 x private viewing (or similar) @£60
Educational Workshops	<ul style="list-style-type: none"> 6 x ½ day sessions @£90 before establishing the Heritage Centre 12 x ½ day sessions @£90 after establishing the Heritage Centre.
Activities	<ul style="list-style-type: none"> Guided tours, fairs, lunch club, etc
Fundraising	<ul style="list-style-type: none"> Raffle, mountain race, donations, voluntary contributions at the Heritage Centre etc

5-year Financial Plan					
Item	2018-19	2019-20	2020-21	2021-22	2022-23
Expenditure:					
Building and Development Costs	£225,000	£995,000	£0	£150,000	£0
Recruitment	£0	£500	£0	£0	£0
Centre Manager Salary	£0	£0	£26,700	£26,700	£26,700
Café Manager Salary	£0	£0	£19,080	£19,080	£19,080
Occasional Worker Salary	£0	£0	£14,725	£14,725	£14,725
Staff & Volunteer Costs	£0	£0	£2,000	£2,000	£2,000
Website	£0	£5,000	£500	£500	£500
Translation	£600	£600	£1,200	£1,200	£1,200
Marketing	£0	£1,500	£5,000	£3,000	£1,500
Professional fees	£5,400	£3,000	£3,000	£3,000	£3,000
Insurance	£1,470	£2,520	£1,992	£1,992	£1,992
Energy, water, electricity, phone, website etc	£0	£600	£7,500	£7,500	£7,500
Maintenance	£0	£0	£800	£1,600	£2,400
Total	£232,470	£1,008,720	£82,497	£231,297	£80,597
Income:					
Café	£0	£0	£11,160	£14,880	£18,600
Holiday Units	£0	£0	£23,370	£29,190	£35,052
Business Units	£0	£0	£2,160	£4,320	£4,320
Hire of Gallery	£0	£0	£1,000	£2,000	£3,000
Concerts	£0	£0	£6,500	£6,500	£6,500
Shop	£0	£0	£1,200	£1,800	£2,400
Cinema	£0	£0	£0	£0	£1,320
Educational Workshops	£0	£0	£540	£540	£1,080
Activities	£0	£0	£1,350	£2,400	£3,000
Fundraising	£1,000	£14,000	£5,000	£5,000	£5,500
Loans	£7,000	£0	£0	£0	£0
Capital Grants	£225,000	£995,000	£0	£150,000	£0
Revenue Grants	£3,000	£0	£35,000	£15,000	£0
Total	£236,000	£1,009,000	£87,280	£231,630	£80,772
Profit/Loss	£3,530	£280	£4,783	£333	£175
Balance	£5,930	£6,210	£10,993	£11,326	£11,501

See 'APPENDIX DD' for details of the proposed Cash Flow between 2018-23.

Risk Assessment

	RISK	EFFECT	LIKELIHOOD	CURRENT MANAGEMENT MEASURES	LEAD RESPONSIBILITY
R1	Failure to secure funds for safeguarding the structure of Capel Isaf and restoration of the building and its features.	<ul style="list-style-type: none"> • Building declines • Special features in poor condition • Hafod Ceiri Scheme does not proceed. 	Medium	<ul style="list-style-type: none"> • Apply for funding from various sources • Formulate comprehensive applications • Divide the work up into smaller packages 	Board of Trustees.
R2	Failure to secure funding for the development of the heritage Centre. (or specific aspects of it).	<ul style="list-style-type: none"> • Hafod Ceiri Scheme does not develop • Loss of income streams. 	Medium	<ul style="list-style-type: none"> • Apply for funding from various sources • Formulate comprehensive applications • Divide the work up into smaller packages • Consider effects of losing income streams. 	Board of Trustees.
R3	Construction costs rise unexpectedly.	<ul style="list-style-type: none"> • Lack of funding to finish the work. • Risk to the venture's future. 	Medium	<ul style="list-style-type: none"> • Thorough and careful planning and valuation. • Safeguards in the contractor's agreement, e.g. agreeing a fixed cost. 	Board of Trustees.
R4	Lack of financial management.	<ul style="list-style-type: none"> • Waste of money. • Failure to comply with grant conditions. • Lack of financial planning. 	Low	<ul style="list-style-type: none"> • Appoint a specific member of the Executive Committee to be accountable for financial matters. • Establish a Financial Sub Committee. • Appoint staff to manage business budgets. 	Executive Committee in the first instance, then Finance Sub-Committee & Centre Manager
R5	Lack of future revenue grant support.	<ul style="list-style-type: none"> • The project fails to proceed. • The company is responsible for an unsustainable asset. 	Low	<ul style="list-style-type: none"> • Develop and implement a self-sustaining and viable business plan. 	Executive Committee in the first instance, then Finance Sub-Committee & Centre Manager
R6	Failure of specific aspect(s) of the business plan affects income streams.	<ul style="list-style-type: none"> • Unsustainable Financial Plan. 	Medium	<ul style="list-style-type: none"> • Develop various income streams to protect against the loss of a specific aspect of the business plan. • Set up a contingency fund. 	Executive Committee in the first instance, then Finance Sub-Committee & Centre Manager
R7	Economic crisis.	<ul style="list-style-type: none"> • Unsustainable Financial Plan 	Low	<ul style="list-style-type: none"> • Develop various income streams to protect against the 	Executive Committee in the first instance,

		<ul style="list-style-type: none"> Failure to fund activities - and thus decrease in income. 		<p>loss of a specific aspect of the business plan.</p> <ul style="list-style-type: none"> Set up a contingency fund. 	then Finance Sub-Committee & Centre Manager
R8	Problem recruiting competent officers.	<ul style="list-style-type: none"> Lack of control of the Centre's activities Low quality of activities and services. 	Low	<ul style="list-style-type: none"> Thorough recruitment process. Advertise the job widely. Re-advertise if necessary 	Executive Committee
R9	Problem of recruiting volunteers.	<ul style="list-style-type: none"> Difficult to offer a wide range of activities and services 	Medium	<ul style="list-style-type: none"> Number of volunteers already identified from engagement activities. Connect volunteering with work experience. Develop opportunities that appeal to the local audience. 	Centre Manager
R10	Loss of key members of the Board of Trustees and Executive.	<ul style="list-style-type: none"> Leaves gaps in board skills. 	Medium	<ul style="list-style-type: none"> Recruit new members to the board. Share skills and experiences between members. Not relying excessively upon individuals. 	Chair of Executive Committee.
R11	Visitors and audiences for events are not as high as predicted.	<ul style="list-style-type: none"> Income stream does not perform as projected 	Medium	<ul style="list-style-type: none"> Recruit Centre Manager to develop quality events. Regular and effective marketing. (Including external support) Undertake market research to identify audience needs 	Centre Manager
R12	Not enough expertise to run Hafod Ceiri effectively.	<ul style="list-style-type: none"> The scheme does not reach its potential 	Low	<ul style="list-style-type: none"> Recruit competent officers. Identify gaps through performance management. Prepare a training programme. 	Project manager and the Executive Committee.
R13	The activities do not appeal to visitors to Llŷn.	<ul style="list-style-type: none"> Income streams do not perform as projected. 	Low	<ul style="list-style-type: none"> Recruit Centre Manager to develop quality events. 	Centre Manager

				<ul style="list-style-type: none"> • Regular and effective marketing. (Including external support) • Undertake market research to identify audience needs. 	
R14	The Centre may remain irrelevant to potential visitors and may be forgotten by local residents	<ul style="list-style-type: none"> • Income streams suffer. 	Low	<ul style="list-style-type: none"> • Regular and effective marketing. (Including external support). • Ongoing review of the marketing plan. 	Centre Manager.

Appendix A

Summary of research work carried out between 2013 -2017 to identify local needs:

Consultative work.	Needs identified
Feasibility Study (2013)	Create a sustainable future for the chapel
	Need for economic regeneration medium
	Need for facilities and services
	Need to improve visitor experiences
Centre Meeting (2014)	Accommodation units
	Tre'r Ceiri Interpretation Centre in particular
	Café
	Business units
	Keep the gallery as a hall
	Retain Sunday school and chapel
Questionnaires	Half of responses were aware of Tre'r Ceiri
	94% will use the café
	94% will take advantage of the Interpretation Centre
	Most responses had general holidays
	56% will make use of an accommodation unit
	56% will use cinema
	58% will attend performance/ concert hall
65% will participate in guided tours.	
Targeting every household in the village (2017)	Need to work with the Centre
	Need to work with the Fic
	Need to secure adequate parking spaces
Walkers' questionnaire (2017)	Need to take advantage of the scenery
	Need to prepare for walkers
	Need to develop awareness of local history
	80% say they want to stay in the units.
	Most of the responses need to stay for a week
	Need effective Wi-Fi
	Drying room is acceptable
	Need breakfast and lunch
	Some activities - local history, trips, exhibitions, using local produce
	Some popular events: traditional crafts, food fairs, art exhibitions, concerts, live music.
'Llithfaen Yesterday and Today' Exhibition	The need to volunteer and be part of the project was realised
	Need to resume the lunch bus
	Computer classes
	Need to meet the needs of elderly people
	Need to get all ages in the community to work together.
	Use of local produce
	Need for childminding
	Work with other attractions
	Start new ventures such as drama company
	Business units for young people
	Opportunities for vulnerable members of the community.

Appendix B

Options Evaluation

Option	Implications	Decision
Do nothing	<ul style="list-style-type: none"> • No change to the economy of the local community • Training opportunities / Work locally stays the same. • No opportunities for the wider community to take advantage of activities offered by Hafod Ceiri. • Miss an opportunity to regenerate the area further by raising the confidence of residents in their area and pride in their locality. • Loss of the chapel and all the unique features that are part of it. Expert report on chapel ceilings admired the elaborate work in the chapel. • Local heritage stays the same. • The congregation worshipping in the chapel, including the Sunday school, comes to an end. 	It would be very difficult to cope with this without trying to do something.
Incorporate a smaller-scale project at the Community Centre.	<ul style="list-style-type: none"> • The income streams arising from the auditorium, café, cinema could not be obtained as the Centre is much smaller. • A major element of the regeneration resulting from the project would be lost, as there is no space at the Centre. • A small element of interpretation at the Centre would mean a loss of space for activities that are already taking place at the Centre e.g. elderly clubs, Urdd, Aelwyd. • This would not help the current worship that takes place in the vestry. 	Important elements of the project, which were ideas from the Community, would have to be lost because the space available is much smaller. There would be car parking problems at the Centre as this already exists to some extent.
Incorporate the shop into this project.	<ul style="list-style-type: none"> • The element of business units would be lost, which allows individuals to start a business or use hot-desking. The income of the business units would be lost. • Those who have responded to the questionnaires and wish to develop new businesses would lose the opportunity to venture. • There will be an element of a shop at Hafod Ceiri but it will not compete with the community shop, as we will sell mainly dedicated products for visitors to the Centre. • It would be easier for members who run the shop and are on Hafod Ceiri committee to organise volunteers if both activities were at the same site. 	If there is no demand for business units, there may be an option in the future to merge both projects.
Realise a less ambitious project that will only protect the building for worship and set up a community	<ul style="list-style-type: none"> • This would adversely affect the Community Centre. • It would be difficult to maintain the future arrangement as there would be no income streams to protect the project. 	Difficult to justify future sustainability.

centre in the space.		
Option	Implications	Decision
Establish a nursery instead of the business units	<ul style="list-style-type: none"> This was one option that had emerged in the initial consultation. A local person was providing a private childminding service, but this has now finished. It was felt that it would be very difficult to control the health and safety regulations and child protection rules with all the other activities that take place in Hafod Ceiri, and that it would be difficult to ensure the safety of the children in the nursery at all times 	Difficult to see it blending in with this scheme.
Keep the chapel as it is	<ul style="list-style-type: none"> This was a very important element from the outset as the gallery was unique. It was a challenge to think about what could we include that would bring in income without spoiling it. 	Compromise by keeping the Gallery as it is.
Café	<ul style="list-style-type: none"> Bring in an income Older people want a similar service to the lunch bus. Definitely a need for a café in the summer for walkers etc Workers also in the winter looking for a cup of tea and bacon roll before starting work. There are often a number of workers in the village as there are a number of Cartrefi Cymunedol houses here The need in the area for 'meals on wheels' - Porthmadog is the nearest place that provides the service. 	Incorporated in the plan.
Cinema	<ul style="list-style-type: none"> Need some form of entertainment. A member of the Community had been in a small cinema in New Zealand. Provide an additional resource for Hafod Ceiri that will generate income from a different place (children's parties, film shows). 	Visit Maelor Entertainment and talk to Blaenau Ffestiniog's Cell B and incorporate it into the plan.
Save the place of worship, and especially for Sunday School.	<ul style="list-style-type: none"> Challenge to incorporate this into the plan without using too much space that would generate income. 	<p>Incorporate in the scheme earmarking a smaller space (schoolhouse) but all Hafod Ceiri resources available, subject to the draft agreement with the chapel trustees (Appendix 4).</p> <p>Using the schoolhouse as an income generation source also, by using the room for educational activities during the week.</p>
Accommodation units	<ul style="list-style-type: none"> Generate income Challenge to incorporate into the plan without the Centre's activities disturbing the accommodation units, and accommodation units proving detrimental to worship. 	Nant Gwrtheyrn has just set up a bunkhouse so we have gone for an option that our units sleep a family, but there is an option to have beds

	<ul style="list-style-type: none"> • Discussion on the accommodation units or 'bunkhouse' during the period of engagement. 	<p>to sleep 8 in each room for walkers' groups etc.</p> <p>Need to soundproof of this part of the development</p>
Hook ups	<ul style="list-style-type: none"> • Extra small income and offer a service 	Not in the final scheme
Wet room	<ul style="list-style-type: none"> • Offer an extra service to walkers/cyclists following the 2017 questionnaire. 	Not in the final scheme

Appendix C

'SWOT' Assessment

Hafod Ceiri SWOT Assessment	
Strengths	Weaknesses
<ul style="list-style-type: none"> • The project is embedded in the community and the Committee members know the people; • The team has a range of experience and enthusiasm needed to successfully implement the project; • The project promotes enjoyment and understanding of the local culture, history and environment; • The location of the project offers many benefits, such as the Tre'r Ceiri context and the character of a quarrying village; • The project offers a range of services and enables the Chapel to open their activities to the community; • There is a high level of support for the project locally. 	<ul style="list-style-type: none"> • The number of visitors relies on an effective marketing campaign; • The number of attendees will depend on the programme of activities and events
Opportunities	Threats
<ul style="list-style-type: none"> • To contribute to the development of the wider package of attractions in Llŷn; • To reduce the gaps in services, skills and the economy; • To increase publicity for Llithfaen and the surrounding area as a tourist destination during and outside the tourist season; • To contribute towards a local economy and support indirect work opportunities. 	<ul style="list-style-type: none"> • Fewer people take up volunteering opportunities; • Fewer grants and services considering rural poverty.

Appendix CH

Building Costs

Appendix CH

Proposed Costings List

Facility	Service	Price
Classroom (+ Interpretation Centre)	<ul style="list-style-type: none"> Educational Session & Fieldwork 	£5 a head
	<ul style="list-style-type: none"> Guided Tours 	£3 a head
	<ul style="list-style-type: none"> Workshops 	£4 a head
Business Units	<ul style="list-style-type: none"> Desk hire (daily) 	£12 per day
	<ul style="list-style-type: none"> Hire a desk for up to 5 days a month Use of broadband 	£50 a month by standing order
	<ul style="list-style-type: none"> Hire a desk for up to 5 days a month Use of broadband Up to 2 hours of use of meeting room per month Use of Hafod Ceiri's address as the company's registered address (if necessary) 	£90 a month by standing order
	<ul style="list-style-type: none"> Permanent access to desk Use of broadband Up to 6 hours of use of meeting room per month Use of Hafod Ceiri's address as the company's registered address (if necessary) 	£180 a month by standing order
	<ul style="list-style-type: none"> Use of Hafod Ceiri's address as the company's registered address (no office use, or resources, and depending on an examination of the background nature of the business). 	£200 p.a.
Cafe	<ul style="list-style-type: none"> Cup of tea 	£2
	<ul style="list-style-type: none"> Snacks 	£7
	<ul style="list-style-type: none"> Lunch Club 	£5 a head
	<ul style="list-style-type: none"> Packed lunch 	£3 a head
	<ul style="list-style-type: none"> Shop items 	Varied
Visitors' Accommodation Units	<ul style="list-style-type: none"> Family room 	£80 a night
	<ul style="list-style-type: none"> 'Bunkhouse' Model 	£10 per bed.
Auditorium	<ul style="list-style-type: none"> Event: Concerts, Drama, Stand-up etc 	£5-£20 a head
	<ul style="list-style-type: none"> Hire of Auditorium (full price) 	£250
	<ul style="list-style-type: none"> Hire of Auditorium (discount) 	£150
	<ul style="list-style-type: none"> Hire of Auditorium (TV programmes) 	£1000
Cinema	<ul style="list-style-type: none"> Event: 	£3.50 a head
	<ul style="list-style-type: none"> Hire for private viewing 	£60
	<ul style="list-style-type: none"> Hire to hold party 	£100
Interpretation Centre	<ul style="list-style-type: none"> Entry 	Free
N/A	<ul style="list-style-type: none"> Membership of 'Hafod Ceiri Friends' 	£10

Appendix DD

Cash Flow: 2018-23

Financial Year 2018-19													
Item	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Expenditure:													
Building and Development Costs	£0	£0	£0	£0	£0	£0	£100,000	£0	£0	£75,000	£0	£50,000	£225,000
Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Centre Manager Salary	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Café Manager Salary	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Occasional Worker Salary	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Staff & Volunteer Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Website	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Translation	£0	£0	£200	£0	£200	£0	£200	£0	£0	£0	£0	£0	£600
Marketing	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Professional fees	£0	£0	£2,400	£0	£0	£0	£0	£0	£0	£0	£3,000	£0	£5,400
Insurance	£0	£0	£0	£0	£0	£210	£210	£210	£210	£210	£210	£210	£1,470
Energy, water, electricity, phone, website e	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Maintenance	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total	£0	£0	£2,600	£0	£200	£210	£100,410	£210	£210	£75,210	£3,210	£50,210	£232,470
Income:													
Café	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Holiday Units	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Business Units	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Hire of Gallery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Concerts	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Shop	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Cinema	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Educational Workshops	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Activities	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Fundraising	£0	£0	£0	£0	£0	£500	£0	£0	£500	£0	£0	£0	£1,000
Loans	£0	£0	£0	£0	£0	£7,000	£0	£0	£0	£0	£0	£0	£7,000
Capital Grants	£0	£0	£0	£0	£0	£0	£225,000	£0	£0	£0	£0	£0	£225,000
Revenue Grants	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,000	£0	£0	£3,000
Total	£0	£0	£0	£0	£0	£7,500	£225,000	£0	£500	£3,000	£0	£0	£236,000
Profit/Loss	£0	£0	-£2,600	£0	-£200	£7,290	£124,590	-£210	£290	-£72,210	-£3,210	-£50,210	£3,530
Balance	£5,400	£5,400	£2,800	£2,800	£2,600	£9,890	£134,480	£134,270	£134,560	£62,350	£59,140	£8,930	

Financial Year 2019-20													
Item	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Expenditure:													
Building and Development Costs	£0	£0	£250,000	£0	£0	£250,000	£0	£0	£250,000	£0	£0	£245,000	£995,000
Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£500	£0	£500
Centre Manager Salary	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Café Manager Salary	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Occasional Worker Salary	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Staff & Volunteer Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Website	£0	£0	£0	£0	£0	£0	£0	£0	£5,000	£0	£0	£0	£5,000
Translation	£0	£0	£0	£0	£0	£0	£0	£0	£0	£200	£200	£200	£600
Marketing	£0	£0	£0	£0	£0	£0	£0	£0	£0	£250	£250	£1,000	£1,500
Professional fees	£0	£0	£0	£0	£0	£0	£0	£0	£1,000	£0	£0	£2,000	£3,000
Insurance	£210	£210	£210	£210	£210	£210	£210	£210	£210	£210	£210	£210	£2,520
Energy, water, electricity, phone, website e	£0	£0	£0	£0	£0	£0	£100	£100	£100	£100	£100	£100	£600
Maintenance	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total	£210	£210	£250,210	£210	£210	£250,210	£310	£310	£256,310	£760	£1,260	£248,510	£1,008,720
Income:													
Café	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Holiday Units	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Business Units	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Hire of Gallery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Concerts	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Shop	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Cinema	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Educational Workshops	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Activities	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Fundraising	£0	£0	£3,500	£0	£0	£3,500	£0	£0	£3,500	£0	£0	£3,500	£14,000
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Grants	£0	£0	£995,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£995,000
Revenue Grants													£0
Total	£0	£0	£998,500	£0	£0	£3,500	£0	£0	£3,500	£0	£0	£3,500	£1,009,000
Profit/Loss	-£210	-£210	£748,290	-£210	-£210	-£246,710	-£310	-£310	-£252,810	-£760	-£1,260	-£245,010	£280
Balance	£8,720	£8,510	£756,800	£756,590	£756,380	£509,670	£509,360	£509,050	£256,240	£255,480	£254,220	£9,210	

Financial Year 2020-21													
Item	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Expenditure:													
Building and Development Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Centre Manager Salary	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£26,700
Café Manager Salary	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£19,080
Occasional Worker Salary	£1,550	£1,550	£1,550	£1,550	£1,550	£1,550	£1,550	£775	£775	£775	£775	£775	£14,725
Staff & Volunteer Costs	£0	£0	£500	£0	£0	£500	£0	£0	£500	£0	£0	£500	£2,000
Website	£500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£500
Translation	£0	£0	£300	£0	£0	£300	£0	£0	£300	£0	£0	£300	£1,200
Marketing	£1,000	£1,000	£500	£500	£250	£250	£250	£250	£250	£250	£250	£250	£5,000
Professional fees	£0	£0	£3,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,000
Insurance	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£1,992
Energy, water, electricity, phone, website e	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£7,500
Maintenance	£0	£0	£200	£0	£0	£200	£0	£0	£200	£0	£0	£200	£800
Total	£7,656	£7,156	£10,656	£6,656	£6,406	£7,406	£6,406	£5,631	£6,631	£5,631	£5,631	£6,631	£82,497
Income:													
Café	£1,300	£1,300	£1,300	£1,300	£1,300	£1,300	£560	£560	£560	£560	£560	£560	£11,160
Holiday Units	£2,725	£2,725	£2,725	£2,725	£2,725	£2,725	£1,170	£1,170	£1,170	£1,170	£1,170	£1,170	£23,370
Business Units	£180	£180	£180	£180	£180	£180	£180	£180	£180	£180	£180	£180	£2,160
Hire of Gallery	£0	£0	£250	£0	£0	£250	£0	£0	£250	£0	£0	£250	£1,000
Concerts	£1,500	£0	£1,000	£0	£1,500	£0	£500	£0	£1,500	£0	£500	£0	£6,500
Shop	£140	£140	£140	£140	£140	£140	£60	£60	£60	£60	£60	£60	£1,200
Cinema	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Educational Workshops	£180	£0	£0	£180	£0	£180	£0	£0	£0	£0	£0	£0	£540
Activities	£0	£0	£0	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,350
Fundraising	£0	£0	£1,250	£0	£0	£1,250	£0	£0	£1,250	£0	£0	£1,250	£5,000
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Grants	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Revenue Grants	£35,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£35,000
Total	£41,025	£4,345	£6,845	£4,675	£5,995	£6,175	£2,620	£2,120	£5,120	£2,120	£2,620	£3,620	£87,280
Profit/Loss	£33,369	-£2,811	-£3,811	-£1,981	-£411	-£1,231	-£3,786	-£3,511	-£1,511	-£3,511	-£3,011	-£3,011	£4,783
Balance	£42,579	£39,768	£35,957	£33,976	£33,565	£32,334	£28,548	£25,037	£23,526	£20,015	£17,004	£13,993	

Financial Year 2021-22													
Item	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Expenditure:													
Building and Development Costs	£0	£0	£0	£0	£0	£100,000	£0	£0	£0	£50,000	£0	£0	£150,000
Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Centre Manager Salary	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£26,700
Café Manager Salary	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£19,080
Occasional Worker Salary	£1,550	£1,550	£1,550	£1,550	£1,550	£1,550	£1,550	£775	£775	£775	£775	£775	£14,725
Staff & Volunteer Costs	£0	£0	£500	£0	£0	£500	£0	£0	£500	£0	£0	£500	£2,000
Website	£500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£500
Translation	£0	£0	£300	£0	£0	£300	£0	£0	£300	£0	£0	£300	£1,200
Marketing	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Professional fees	£0	£0	£0	£0	£0	£1,500	£0	£0	£0	£0	£0	£1,500	£3,000
Insurance	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£1,992
Energy, water, electricity, phone, website e	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£7,500
Maintenance	£0	£0	£400	£0	£0	£400	£0	£0	£400	£0	£0	£400	£1,600
Total	£6,906	£6,406	£7,606	£6,406	£6,406	£109,106	£6,406	£5,631	£6,831	£55,631	£5,631	£8,331	£231,297
Income:													
Café	£1,735	£1,735	£1,735	£1,735	£1,735	£1,735	£745	£745	£745	£745	£745	£745	£14,880
Holiday Units	£3,405	£3,405	£3,405	£3,405	£3,405	£3,405	£1,460	£1,460	£1,460	£1,460	£1,460	£1,460	£29,190
Business Units	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£4,320
Hire of Gallery	£250	£0	£250	£0	£250	£250	£0	£250	£250	£0	£250	£250	£2,000
Concerts	£1,500	£0	£1,000	£0	£1,500	£0	£500	£0	£1,500	£0	£500	£0	£6,500
Shop	£210	£210	£210	£210	£210	£210	£90	£90	£90	£90	£90	£90	£1,800
Cinema	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Educational Workshops	£180	£0	£0	£180	£0	£180	£0	£0	£0	£0	£0	£0	£540
Activities	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400
Fundraising	£0	£0	£1,250	£0	£0	£1,250	£0	£0	£1,250	£0	£0	£1,250	£5,000
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Grants	£0	£0	£0	£0	£150,000	£0	£0	£0	£0	£0	£0	£0	£150,000
Revenue Grants	£15,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£15,000
Total	£22,840	£5,910	£8,410	£6,090	£157,660	£7,590	£3,355	£3,105	£5,855	£2,855	£3,605	£4,355	£231,630
Profit/Loss	£15,934	-£496	£804	-£316	£151,254	-£101,516	-£3,051	-£2,526	-£976	-£52,776	-£2,026	-£3,976	£333
Balance	£29,927	£29,431	£30,235	£29,919	£181,173	£79,657	£76,606	£74,080	£73,104	£20,328	£18,302	£14,326	

Financial Year 2022-23													
Item	April	May	Hune	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Expenditure:													
Building and Development Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Recriwtio	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Cyflog Rheolwr Canolfan	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£2,225	£26,700
Cyflog Rheolwr Caffi	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£1,590	£19,080
Cyflog Gweithwyr Achlysurol	£1,550	£1,550	£1,550	£1,550	£1,550	£1,550	£1,550	£775	£775	£775	£775	£775	£14,725
Costau Staff & Gwirfoddolwyr	£0	£0	£500	£0	£0	£500	£0	£0	£500	£0	£0	£500	£2,000
Gwefan	£500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£500
Cyfieithu	£0	£0	£300	£0	£0	£300	£0	£0	£300	£0	£0	£300	£1,200
Marchnata	£250	£0	£250	£0	£250	£0	£250	£0	£250	£0	£250	£0	£1,500
Ffioedd Proffesiynol	£0	£0	£0	£0	£0	£0	£1,500	£0	£0	£0	£0	£1,500	£3,000
Yswiriant	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£166	£1,992
Ynni, dwr, trydan, ffon, rhyngrwyd etc	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£625	£7,500
Cynnal a Chadw	£0	£0	£600	£0	£0	£600	£0	£0	£600	£0	£0	£600	£2,400
Total	£6,906	£6,156	£7,806	£6,156	£6,406	£7,556	£7,906	£5,381	£7,031	£5,381	£5,631	£8,281	£80,597
Income:													
Café	£2,170	£2,170	£2,170	£2,170	£2,170	£2,170	£930	£930	£930	£930	£930	£930	£18,600
Holiday Units	£4,090	£4,090	£4,090	£4,090	£4,090	£4,090	£1,752	£1,752	£1,752	£1,752	£1,752	£1,752	£35,052
Business Units	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£360	£4,320
Hire of Gallery	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Concerts	£1,500	£0	£1,000	£0	£1,500	£0	£500	£0	£1,500	£0	£500	£0	£6,500
Shop	£280	£280	£280	£280	£280	£280	£120	£120	£120	£120	£120	£120	£2,400
Cinema	£160	£60	£160	£60	£160	£60	£160	£60	£160	£60	£160	£60	£1,320
Educational Workshops	£360	£0	£360	£0	£0	£360	£0	£0	£0	£0	£0	£0	£1,080
Activities	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Fundraising	£0	£0	£1,500	£0	£0	£1,500	£0	£0	£1,250	£0	£0	£1,250	£5,500
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Grants													£0
Revenue Grants													£0
Total	£9,420	£7,460	£10,420	£7,460	£9,060	£9,320	£4,322	£3,722	£6,572	£3,722	£4,322	£4,972	£80,772
Profit/Loss	£2,514	£1,304	£2,614	£1,304	£2,654	£1,764	-£3,584	-£1,659	-£459	-£1,659	-£1,309	-£3,309	£175
Balance	£16,840	£18,144	£20,758	£22,062	£24,716	£26,480	£22,896	£21,237	£20,778	£19,119	£17,810	£14,501	

