



A COMMUNITY PROJECT TO REGENERATE THIS LANDMARK LOCAL BUILDING

The Crown & Anchor is a Llanidloes landmark that was a central part of town life for more than 200 years before closing in 2022 due to rising costs.

CARP is a community owned and run venture which, with the backing of local people, plans to offer the building a new lease of life..

The first steps have been taken but it remains a long road. However, with community support, we believe that the Crown & Anchor can play an important part in the future of Llanidloes.

The members of CARP do not want to see the building redeveloped beyond recognition. We want it to remain the place it has always been with the added bonus of community involvement. The aim is to purchase the Crown & Anchor on behalf of, and for, the community.

We value all the input we can gather from Llanidloes residents. We have asked the question, "Do you approve of the overall idea and, if so, what would you like to see take place there?" The response so far has been positive. We are providing proof that there exists a need for the building; For its architectural importance, it's social history, and for it's role as a much loved public house. If you speak to anyone from Llani they will tell many stories of this amazing building.

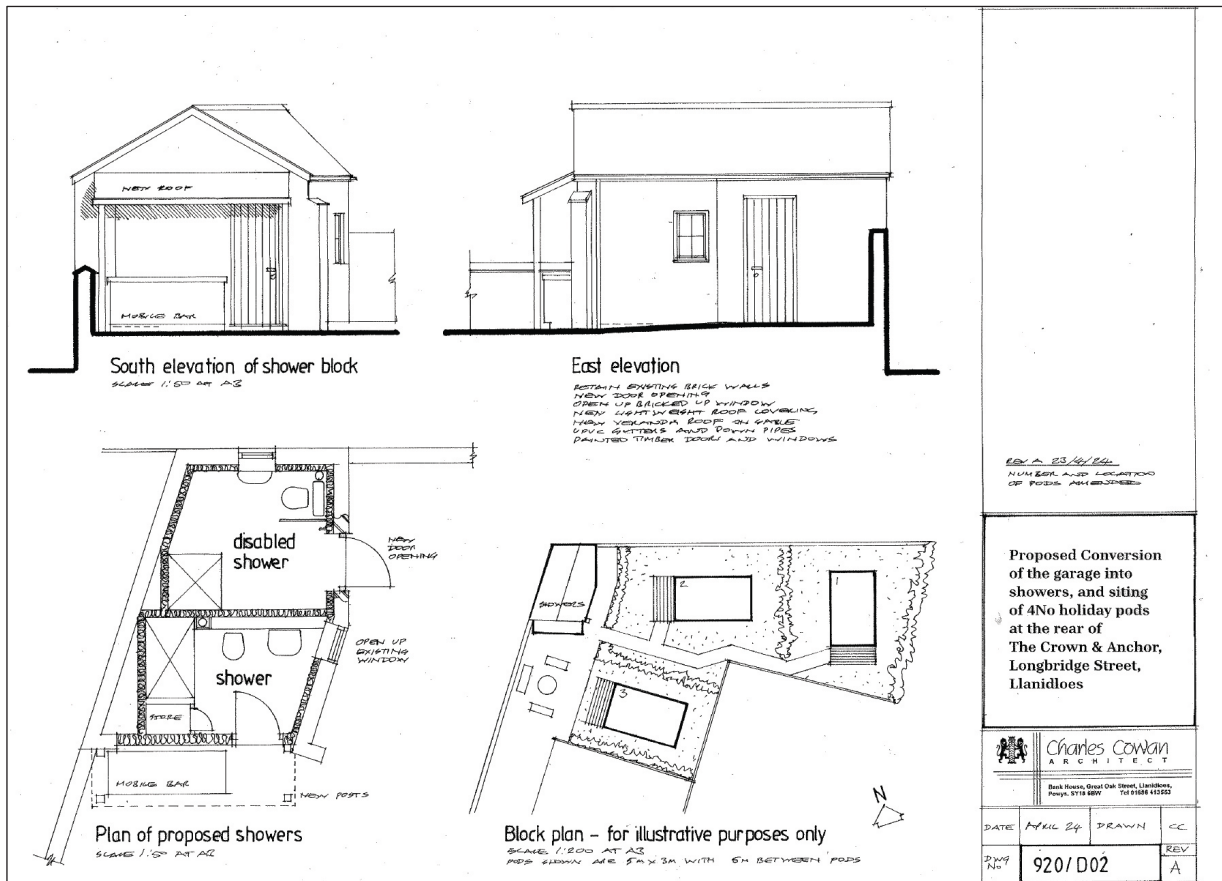
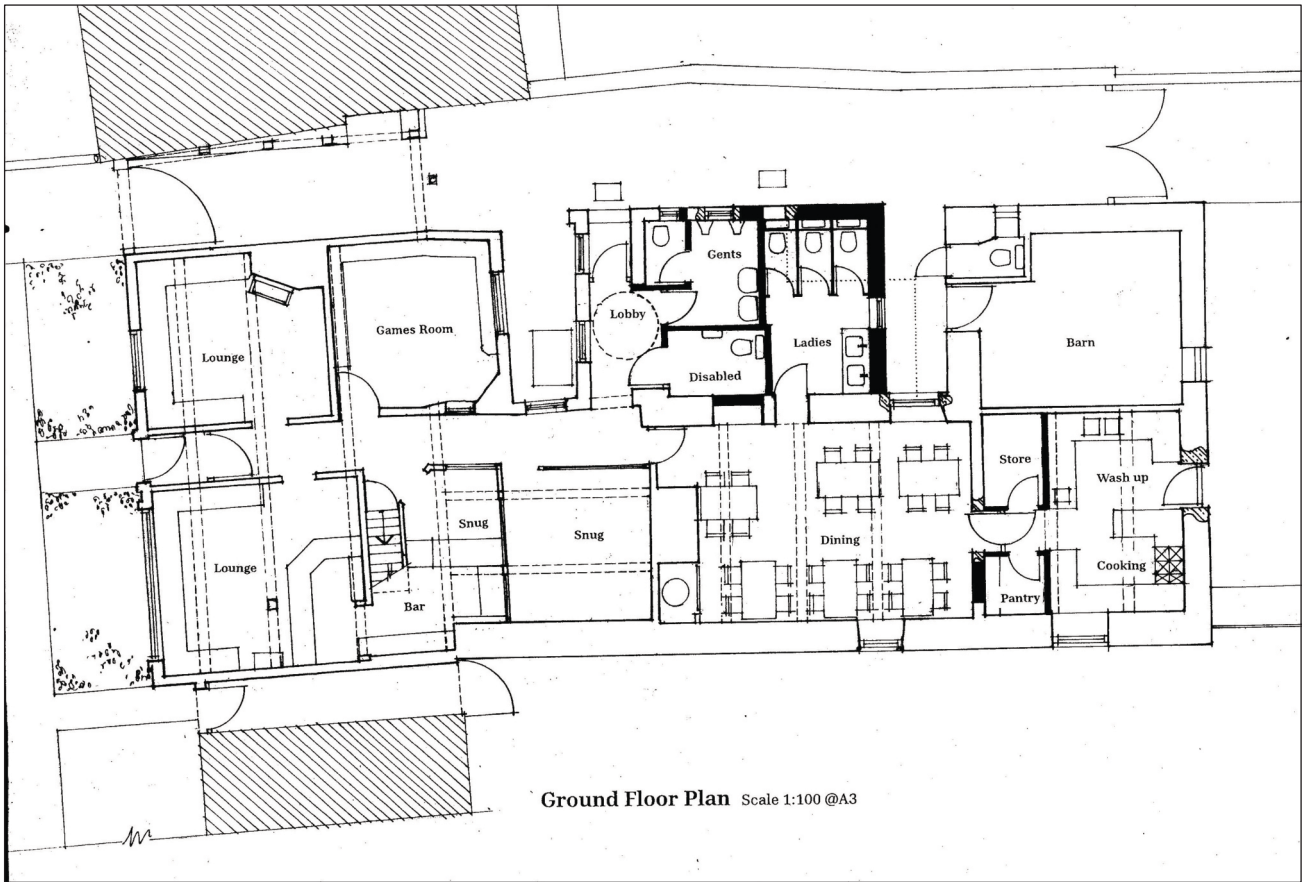


In this document we seek to give further information on the CARP project to purchase, renovate and innovate a community solution to maintaining the much-loved and historic Crown & Anchor pub as a viable locally owned asset. Here you will find information on the proposed alterations to the structure of the pub and the addition of 'glamping' accommodation options, the results of our community engagement work that sought your views on an alternative future for the pub, and the business plan that explains how this project can be made a reality. Please take a look, be inspired and get involved.



If you want to be part of this exciting project going forward, e-mail us at carpllanidloes@gmail.com

Plans and Layouts





Crown and Anchor Engagement Report March 2024

Table of Contents

Introduction	3
CARP	3
History	3
Open Doors Event, January 20 th	4
Other Ideas	5
Ideas for Pub Games	5
Survey Results	5
Individuals Survey	5
Organisations Survey	7
Other Local Offers	8
Community Conversations	8
Key Points	9

1. INTRODUCTION

The Crown and Anchor Pub in Llanidloes has been at the centre of the town's life for over 200 years. Many people remember having their first drink in this building, under the watchful eye of Ruby Holmes, the long-time landlady. Upon changing hands, the pub became well known for its music and seemed to have a new lease of life. Then the Covid-19 pandemic and financial crisis hit, forcing the pub to close just before Christmas 2022.

A community group now want to breathe life into this historic community resource. This report outlines the results of a community engagement exercise undertaken by this group formed to try to buy the pub and reopen it as the vital community focal point it once was.



2. CARP

The Crown and Anchor Regeneration Project (CARP) began as a conversation between friends which soon turned into a determination to try to buy the Crown and Anchor and run it as a community-owned pub. CARP has been formed to explore the feasibility of buying the building, running a community owned pub and providing space for other community activity.



Photograph Credit: Anwen Parry, Powys County Times

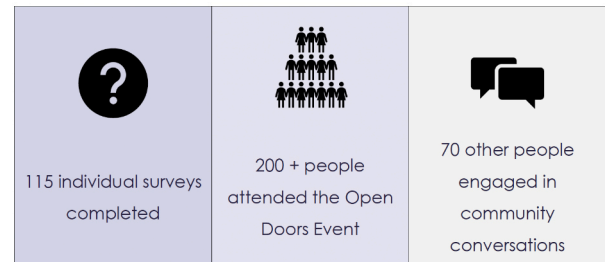
Well established community regeneration group, L.L.A.N.I. Ltd, acted on behalf of CARP and successfully applied for support from the PAVO administered fund, Gwneud gwahaniaeth ym Mhowys - Making a Difference in Powys.

CARP, with the help of L.L.A.N.I. Ltd and PAVO, Powys Association of Voluntary Organisations, set about researching the community needs for a reopened resource in the town. In particular they wanted to quantify the demand for a distinct food and drink offer, the need for accommodation and

the opportunities for community support, all in the context of other resources within Llanidloes.

L.L.A.N.I. Ltd is the community regeneration organisation for Llanidloes. Constituted in March 2002, one of its aims is to improve the quality of life for the inhabitants of Llanidloes and the surrounding area through the provision of opportunities in partnership with others.

The community consultation has involved an Open Doors Event, a display at a range of community events and locations and a presentation to Llanidloes Town Council. Surveys were distributed at all of these events and form the basis of the evidence gathered in this document.



3. HISTORY

The description below is taken from the Campaign for Real Ale, Historic Pubs section of its website.¹

Description from CAMRA²

This 17th-century unspoilt town pub consists of five small rooms, one of which was a haberdashery shop until c.1948. In the same family for over 100 years with licensee Ruby Holmes running it from 1965 to 2017. A corridor with half-height panelling divides the two sides of the pub. The tiny snug on the middle right is the original public bar and retains a c.100 year old bar counter (the top was replaced in the 1980s), old bar back shelving with a mirrored backing, and basic bench seating attached to the partition wall. Note the old cemented-on lettering on the glazed screen around the snug. There is a fine mirror advertising 'Ind Coope Burton Ales'. The ribbed hardboard dado panelling was probably added in the 1950s. Note the ledge used as a seat when busy - however the locals now call it the 'Suicide Seat' following two customers who regularly sat there committing suicide later in their lives!

The Crown and Anchor was described as one of only two, three star CAMRA pubs in Mid Wales with interiors of Exceptional National Historic Importance and featured in the National Inventory of historic Pub Interiors.

¹ <https://pubheritage.camra.org.uk/pubs/280>

² The blue plaque on the front of the pub explains that it was built in the early 18th century but is of the style of a late 17th century timber framed building.



4. OPEN DOORS EVENT – JANUARY 20TH

The Crown and Anchor Open Doors Event was held on Saturday January 20th. It ran from 10am to 10pm, although some people started arriving soon after 9am).

Over 200 individuals (and 8 dogs) were recorded as visitors on the day.

After sign-in, people were invited to wander between rooms individually dedicated to Past, Present and Future.

Past: Local historian Nia Griffiths gave two talks about the history of the pub. Entitled, "Tragedy and Scandal at the Crown and Anchor", both sessions attracted a good crowd.



Ledgers from the time when part of the pub was used as a haberdashery shop and other historic items were displayed. Some of the ledgers dated back to the mid 19th century.



There was also a display of historic artifacts, photographs and old bottles, and examples of old pub games. People remembered how the pub had been the centre of social movements such as to save the hospital.

Present: Included information about CARP and a map showing the location of pubs in the town. People contributed their thoughts and added their knowledge.



The day was a great success and warmest congratulations to you all.
Facebook post

Future: included displays of outline plans and space for people to add their own ideas. Architect's plans were on display for people to discuss and comment on.



The large outdoor space at the pub, previously the location of music events, has potential for a wide range of activities in future.



Thoughts were sought on the potential siting of accommodation such as camping pods in the garden.



Some suggestions received:

Sponsor/affiliate with local groups

Should support Welsh breweries. Offer something different.

Accommodation is drastically needed in Llani

Make it dog friendly

5. OTHER IDEAS

Welcome to Llani / meet new people evenings - for people new to the area

Hobby club nights. People with hobbies to meet up

Camera club

Knit and natter on a week day

Cytun group

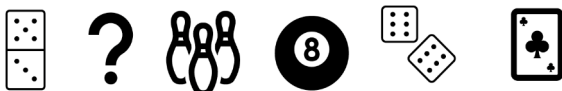
Cinema

Llanidloes' Got Talent

Pizza Nights

6. IDEAS FOR PUB GAMES

Games and indoor sports are a feature of traditional pubs. The Crown and Anchor was no exception. Ideas put forward included:



Cribbage

Games night for the younger ones

Pub Quizzes (this was a popular suggestion)

Skittle Alley (mentioned by a few people)

Quoits

Pool table

Welly Night (both wear wellies to the pub and welly throwing competitions)

7. SURVEY RESULTS

Individual Survey

115 individual surveys have been completed. At the Open Doors Event, individuals family/groups were counted as participants but many families filled in a survey together rather than individually. Surveys were filled in at other presentations, displays and events. It was also available online and publicised through social media.

The responses to the survey questions are set out below.

Me and many others grew up with this pub as a staple in our lives.

If the Crown and Anchor was bought by a community group would you or any member of your household use it as a pub?

Figure 1: Frequency of Use

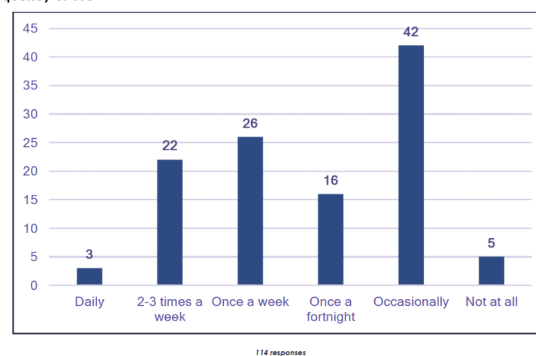
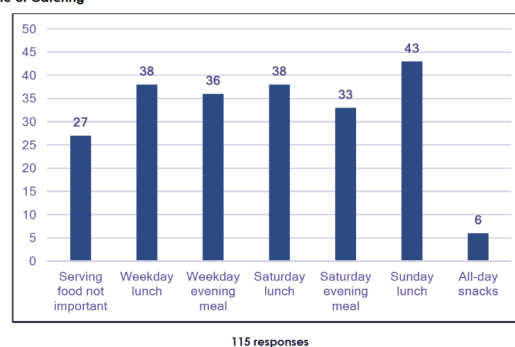


Figure 1 shows that most people would use the Crown and Anchor as a pub occasionally.

What kind of catering would you like to see from the pub?

Figure 2: Time of Catering



The demand for food is pretty even across the different times of day in Figure 2. Comments however were more specific, as the following quotes show.

Nice to have food on a Monday as not many other places do.

There is no food available in Llani for working people between 2 - 5pm.

Boozy breakfast would be great.

The table below summarises the comments about other food offers.

OTHER FOOD OFFERS

Traditional Pub Grub, serving high quality local ingredients e.g. homemade Scotch Eggs, Ploughman's, Hot Pot Sausage and Chips All day breakfast Basic/ Simple Food Pies Soup with Brown Bread and Butter Simple Lunch with Chips Snacks (4) Hot counter (2) Tea (2) Tapas Street Food Fish Night Healthy whole food Gluten free (2) Dairy Free Set meal, set price Food after 9pm (5) Dog Friendly	Pie and Chips Gammon Pizza (7) Stew Cawl Vegan (6) Vegetarian (4) Baguettes / Panini (3) Tapas Mediterranean (2) Italian(6) French (3) Chinese (2) Jamaican Mexican (5) Vietnamese Japanese Middle Eastern Thai (4) Indonesian (2) Budda bowls Sushi Curry Greek (with entertainment)
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There was a strong trend throughout the comments around the need for simple, home cooked food using local ingredients. Comments also showed an appetite for pop up kitchens and themed nights.

A few people said, "not just burgers". "The standard menu is very well catered for locally – we need something different."

Another strong theme was for food aimed at young people. "My teen daughter would love somewhere to have a hot snack with her friends."

Young people who attended the Open Doors event spoke about somewhere to have snacks and pizzas with their friends.

Other comments included:

"If it was good food I'd come, but not for bog standard pub food"

"Make sure you have good coffee"

One interesting idea was for refreshments for meetings.

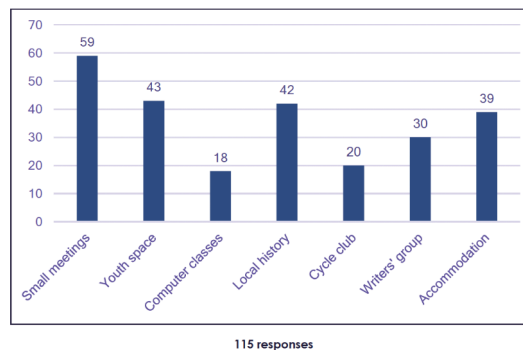
What additional services would you be most like to see the Crown and Anchor offer?

The need for small meeting spaces was often mentioned and will be discussed as part of the

organisation survey below.

It's a great pub, the small rooms are unique and its historical value is really important.

Figure 3: Additional Services



The lack of facilities for young people was strong and raised in comments.

There is absolutely nothing for teenagers to do in Llani. We all used to play pool in the Unicorn from age 15 onwards in the 1980's It would be great to have a youth room.

No safe space for children to play in Llani (beer garden).

Lots of families visit the area and ask where there's a pub with an outdoor space and none are really appropriate so this would be very beneficial.

It is important to mention that not everyone thought that there was a need for an offer from the Crown and Anchor. This will be discussed in more depth below.

OTHER ACTIVITIES

- Alcohol free disco nights
- Book Group
- Craft Sessions
- Child Care
- Cocktails
- Desk Space- Comfy Working Space
- Films
- Fixing Bicycles / Cycle Workshops
- Folk Nights / Sessions
- Games Nights/ Quizzes
- Karaoke
- Links to Cycle Circuits
- Live Music /Jams
- Llani BIBS
- Mind
- Pensioners' Keep Fit
- Poetry Evenings
- Pool
- Public Speaking / Debating Club
- Real Ales from Local Breweries. Real Ale Festival
- Social Centre / Place to Chat
- Stitch and Bitch Sessions
- Table Tennis
- Talks/ Lectures
- Tuition/ Classes -GCSEs and A Levels, Music tuition, Languages
- Welsh Classes / Welsh Folk

Of the above, quiz nights, music events and a place to socialise and chat were the most popular.

The strong theme of a traditional local pub came through once more with local ales, folk evenings and traditional food highlighted.

On a scale of 1 – 5 (where 1 is not important and 5 is very important), how important do you think it is to have the Crown and Anchor as a community resource in Llanidloes?

- The survey produced a 4.48 average rating for this question.
- 68% gave a level 5 (very important rating).
- 3 people gave a level 1 rating (3%) and 2 people (2%) to level 2.³

¹ Note that 114 people answered this question so the % numbers are rounded up.

Why is the Crown and Anchor important?

There were two main reasons why people in general thought the Crown and Anchor was important.

The first reason was as an important part of the social and cultural fabric of Llanidloes. A lot of people simply said that they loved it and that they missed it. The Crown and Anchor obviously holds a special place in the memory of Llanidloes people with a lot of fond memories being shared at the Open Doors Event.

I drank there as a youth. I'm now 68, and there til its closure. It is the focal part of the town and steeped in history.

We used to come to the quiz evening every Wednesday and enjoyed it and it was missed when it closed.

It has always been a big part of the community. A unique pub that has a cosy feel and always felt welcoming to youth and elderly people alike.

It is important to keep the community thriving and making things exciting for young people.

The second strong reason was for its important part of Llanidloes' history.

A pub of immense historic value, a real part of the heritage of the town. With so many pubs closed or under threat its vital to have a pub that attracts visitors and serves local needs.

It has history and we need places like this to stay for when Llanidloes gets busier again.

The Crown and Anchor is in a prominent location on the main street. A lot of people linked the future of the pub to the vitality of the town.

Llani is a beautiful place to live, and we need to keep what we have.

The Crown is an important part of Llani and needs to stay.

So important to have buildings not sitting empty on the High Street!!!

It is one of the best, friendly, authentic and down to earth pubs I've ever visited. It influenced our decision to buy a house here.

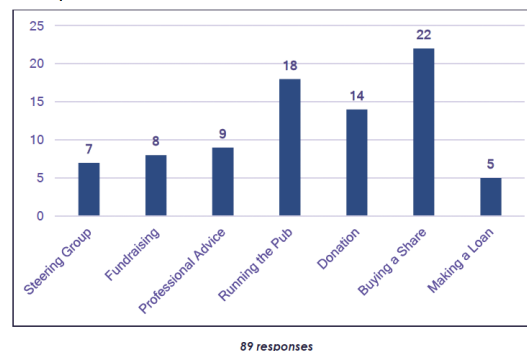
Some comments highlighted the importance to retain this history as part of the appeal to visitors.

We need an honest old school pub that offers good food for the locals

Also offers a retreat for travellers and enthusiasts of the local surroundings and locations.

Would you or anyone in your household be interested in helping the CARP project in any way by:

Figure 4: Offers of Help



There seems to be an interest in buying shares for the venture, with a few people also willing to consider a loan.

ORGANISATION SURVEY

An separate survey was circulated to organisations in Llanidloes, seeking to gauge the level of demand for meeting space and other facilities.

Ten responses to the organisation survey were received. One organisation submitted two answers so is counted as one in the analysis that follows. One Welsh language response was received.

Responses came from a mix of local organisations and larger third sector organisations with a local presence.

Seven out of the Nine (79%) of respondents said that they would be interested in using the resource for meetings and/or events. Of these, six out of the seven would use it daytimes during the week. One local voluntary organisation had a preference for evenings in the week.

The following quote encapsulates the type of resource that the Crown and Anchor could provide.

It would be good to have access to a small training room to deliver training to groups of up to 10 people max, along with access to a screen to use during the session. Also to hold 1-2-1 meetings with clients. Our support runs for a 7 week period when we have a group to deliver to.

One organisation needs private discussion (interview) rooms with adequate sound proofing for confidentiality purposes.

One person mentioned good parking facilities.

The following resources were requested:

- WiFi
- Tea/ coffee making facilities
- Flipcharts and other training resources
- Large screen for training / presentations
- WiFi was the most frequently asked for resource.

During the Open Doors Event one person mentioned the idea of sharing the resource with local community groups in a more formal way, rather than just on a room booking basis. The demand for this would have to be explored further.

One respondent made the valid point that if organisations offering support are to use the building, it must be accessible.

Two offers of professional service support were recorded with one offer each for running the pub, volunteering (this person also offered to join a Steering Group) and helping with fundraising.

Other Local Offers

It is important to note that some people who responded to the surveys and who were engaged in community conversations felt that the Crown and Anchor could be in competition with other businesses in Llanidloes if the offer was not targeted carefully.

Other pubs have food in Llanidloes, they all struggle to make a living and stay in business.

The town already has facilities for these activities e.g. pubs, cafes, community centre, function room, hanging garden community space, hotels / accommodation.

People recognised the historic importance of the building and its strong community connections but wanted the offer to be clearly different from existing facilities.

Saving this pub for the community is a great idea. I am unsure, however, if we require yet another community hub in Llanidloes. We already have the Community Centre and the Hanging Gardens and having a third location may be too much for the town unless specific objectives can be set out that don't duplicate other projects.

Good idea to buy it.

Would be more powerful if doing something really different like converting part to a brewery - rather than duplicating things that are being done (there are three other groups setting up community hubs at the moment). A microbrewery could have huge backing and really achieve something original and beneficial for the town.

8. COMMUNITY CONVERSATIONS

Although the Open Day on January 20th was the main focus of the consultation, the CARP project team have taken the opportunity to display their ideas at a range of community events. This has given them the opportunity to talk to a wide range



of other stakeholders.

Community conversations have been held at:

- *DJ's By the Yard*, February 17th 2024
- *Open Mic Night*, February 10th 2024
- *The Klezmonauts Evening*, February 23rd 2024

The 3 events above were held at *The Hanging Gardens*.

Thank you both for the good work. That was a great display at the Hanging Gardens on Saturday.

CARP took a Market Stall to display the ideas and receive further feedback. A presentation was made to the Town Council on February 19th. CARP also had a stall at the *What's On in Llanidloes* event at the Community Centre on March 16th.

The responses received at these events has been positive, though with some reservations about potential duplication with other Llanidloes venues. The box below details responses from the March 16th event.

Feedback from other accommodation and pubs in the town has also been positive. One pub said that at busy times in the summer they are turning people away. Others felt that there was not enough accommodation in the town during busy

times. Another indication of demand is that someone has approached CARP hoping to book a camping pod.

'What's on in Llanidloes' – March 16th

Girl Guides, Brownies, Scouts, Cubs, and Beavers -interested in using camping pods, especially for younger children in enclosed garden.

Stroke Club – based in Newtown but looking for base to launch Llanidloes club.
 "a small room at the pub would be ideal as it provided a private room in a social setting that would prove beneficial to the members and their carers"

Credu Connecting Carers -always, "looking for small safe private venues for young and adult carers".

Newtown Dementia Club -looking for a small venue to set up a Llanidloes club.

Visual Impairment Group – keen for our plans on inclusivity.

MS Society – said one of their biggest problems was finding venues with good accessibility.
 They said "we are very happy, excited and interested in using it a meeting place and just for social reasons, somewhere we could go for a drink and a meal without all the hassle".

Many of the general public said
"when's it opening again?"

9. KEY POINTS

This report has collated responses to a widespread community consultation up until February 29th 2024. The conversations are on-going and CARP are particularly interested in gathering the views of visitors to the area as the year progresses.

The key points to emerge from the local consultation are:

1. A strong demand for a traditional Welsh pub, serving home-cooked traditional food but with themed nights to keep the offer fresh.

The Crown and Anchor is a traditional pub and needs to be kept that way.

People recognise that versatility will be key.

2. Music has always been an important part of the Crown and Anchor offer and people wish to retain this.
3. People are especially keen that the resource caters for the needs of young people, whether that be food or somewhere safe to meet friends for a chat and perhaps a game of pool.
4. People recognise the historic importance of the Crown and Anchor and some link this to the vibrancy of the town centre.

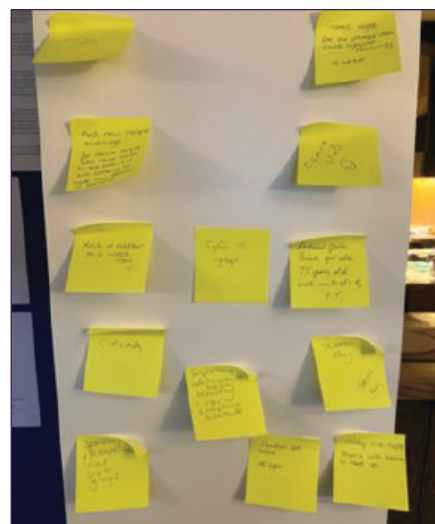
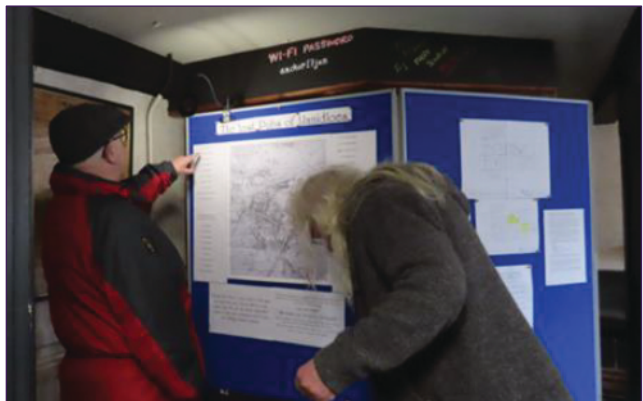
Llanidloes needs to keep all its iconic, historical buildings and use them as much as possible to foster community.

5. There seems to be a demand for small rooms

for meetings, small audience events such as talks or lessons. Some Newtown based organisations are looking to start activities in such spaces in Llanidloes.

6. Although this exercise took place in the winter, and therefore was not able to reach a lot of visitors, there seems to be interest in providing visitor accommodation.
7. The offer needs to be well targeted so as not to duplicate and therefore weaken other facilities in the town.
8. There is interest in buying shares to support the venture.

CARP will update this report as more consultations take place, and use it as a basis for developing the project further.





Crown & Anchor Business Plan

Siobhan Riordan

Table of Contents

Executive Summary	11
Everything Begins with a Conversation	11
Community First & Alcohol Policies	12
Financial Projections	12
Purchasing the Crown & Anchor	16
Operating the Business	17
Establishing a Solid Foundation	17
Milestones	18
Appendix	18
Market Analysis	18
SWOT Analysis	19
Risk Analysis	20

THE CROWN AND ANCHOR REGENERATION PROJECT

5-Year Business Plan

EXECUTIVE SUMMARY

The Crown & Anchor Restoration Project (CARP) is a community-driven initiative aimed at revitalising the historic Crown and Anchor pub in Llanidloes. With deep roots in the local community and a rich history dating back to the 17th century, the pub holds immense cultural value for residents. Led by the vision of community ownership, CARP seeks to transform the pub into a thriving hub that celebrates local heritage and fosters social cohesion.

CARP aims to kickstart a regeneration initiative centred around the Crown and Anchor. We will register as a Community Benefit Society (CBS), to secure the Crown's future as an asset collectively owned and cherished by the community. As a CBS we will seek to apply for government funding to purchase and restore the building, and launch a new community enterprise.

Community-owned pubs have offered a new business model in the last thirty years that have demonstrated the contribution that a community can make to local economies and social cohesion. This relatively young sector is bucking the trend, and growing despite the increase in pub closures nationally.

Through extensive community engagement, CARP has garnered support from residents, with 96% expressing a willingness to patronise a community-owned Crown and Anchor. Recognising the need for sustainable revenue streams, CARP plans to diversify its offerings beyond traditional pub services to include catering and accommodation.

Our market analysis and financial projections demonstrate the potential for profitability through diversified income streams, including bar sales, food covers and glamping accommodation. While initial projections show operating losses in wet sales (the sale of alcohol), CARP identifies growth opportunities through showcasing local breweries, offering cultural events, and creating celebratory packages. The plan also emphasises a "Community First" policy, prioritising local suppliers, affordable food, and collaboration with local organisations and businesses.

The plan addresses key risks, including financial uncertainties, dependency on government funds, market fluctuations, and operational challenges.

Mitigation strategies involve diversifying funding sources, fostering community engagement, and implementing robust operational measures.

Overall, the Crown & Anchor Regeneration Project presents a compelling case for community ownership of this historic pub. With strong community support, innovative business strategies, and diligent risk management, CARP aims to not only preserve a cherished landmark but also contribute to the economic and social well-being of Llanidloes for years to come.



Everything Begins with a Conversation

This Business Plan has grown out of a three month consultation to assess whether there is support for community ownership of The Crown and Anchor pub, and whether a case can be made for a sustainable enterprise. The consultation process, combined with investigation of the feasibility of the options discussed during the consultation, conclude that:

1. There is support for the project, with 95% of respondents saying the pub is an important community resource; 96% of respondents said they would use the pub if it were community-owned, and 77% felt that food should be provided.
2. This business plan demonstrates sufficient income from the pub, catering and the development of accommodation options that could sustain operation of the Crown & Anchor.

Our community engagement revealed two driving factors for saving the Crown and Anchor.

Firstly, the pub's significance as an integral part of the social and cultural fabric of Llanidloes. Many individuals expressed their affection for the establishment, stating that they loved and missed it dearly. The Crown and Anchor holds a cherished place in the memories of Llanidloes residents, with numerous fond recollections shared throughout the consultation period.

Secondly, situated prominently on the main street, the Crown and Anchor is seen by many as a linchpin in the vitality of the town. Its future is

closely tied to the overall health and vibrancy of Llanidloes.

This five-year business plan details the income streams, projects conservative estimates of income and shows how the books can both balance and create profit for the community.

Before exploring the plan, two important strategies emerged from our community engagement, which will underpin and shape CARP's plans for the purchase, development and operation of the Crown & Anchor.

Community First Policy

Our consultation and survey findings have highlighted distinct values that the community would want to see in place to ensure CARP brings added value to the high street, rather than new competition.

1. Provide something different to what is already available;
2. Develop services in partnership and collaboration with local organisations and businesses;
3. Ensure local producers and suppliers are prioritised and showcase the best of Wales;
4. Offer affordable, fresh, home-cooked food; and,
5. Include young people in the provision.

These values will underpin how we run the pub, organise our catering and market our accommodation.

CARP is not just about a pub. It is about harnessing the historical resource of the Crown and Anchor, to strengthen the vibrancy and sustainability of our town. We want to become a destination pub that protects and showcases our cultural heritage.

The Crown is regarded as one of the most important historical pubs in the entire region. The name originates from a dice game, traditionally played for gambling by 18th century sailors in the Royal Navy. The attractive exterior added in the early 19th-century conceals a much earlier core, giving it historical importance as 'a Good Example of a 17th Century Timber Framed Building'.

By preserving The Crown through community ownership, and implementing our Community First policy, CARP will help conserve part of the town's cultural heritage whilst contributing to the

promotion of economic growth, as well as impacting the broader socio-economic landscape of rural Mid Wales.

As a Community Benefit Society, all profits generated from our three income streams will be reinvested to sustain the Crown and Anchor as a viable community resource. If successful in generating surplus, these profits will then be distributed back into the community in support of other local community led projects.

Alcohol Policy

Acknowledging the potential harm associated with alcohol consumption, we are committed to promoting 'Drinkaware' guidelines throughout our establishment. 'Drinkaware', a leading national charity focused on reducing alcohol-related harm, educates individuals on making informed decisions about their drinking habits.

To demonstrate our commitment to promoting the UK Chief Medical Officers' low-risk drinking guidelines, we will procure the 'Drinkaware' logo, a widely recognised symbol of organisational commitment to alcohol harm reduction. The incorporation of the 'Drinkaware' logo and branding will underscore our efforts to mitigate alcohol-related harm in Wales. Additionally, we will offer a range of low and alcohol-free beverage options and adhere to 'Drinkaware's' recommendations for promoting and upselling alcohol-free alternatives. Our Community First Policy prioritises sourcing low-to-no-alcohol beverages from Welsh suppliers.

Furthermore, our feasibility study identified opportunities for hosting alcohol-free nights and establishing alcohol-free zones. Recognising the importance of providing safe spaces for young people from both the town and surrounding areas, CARP will designate alcohol-free areas specifically tailored to accommodate young individuals and families. Our commitment to safeguarding this vital demographic will be reinforced through the implementation of a comprehensive Safeguarding Policy.

Our Community First policy and Alcohol Policy will provide the foundation for development and operations at The Crown.

Pub Financial Projections

Our projections begin from the 2019 accounts of The Crown & Anchor. The Pub Industry has reported that it is only now returning to pre-Covid

Projections - Crown and Anchor Regeneration Project

Projections - Wet Sales

TURNOVER	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
GROSS PROFIT	52,844	67,888	71,598	88,388	93,844
Administrative Expenses	99,963	109,945	112,693	115,765	118,101
OPERATING LOSS before taxation	-£47,119	-£42,057	-£41,095	-£27,377	-£24,257

Projections - Food

Food Covers @ 5% growth p.a. and 2% inflation p.a.						
	WEEK	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
10 Covers x 7 days x £12 affordable food + beverage	840	43,680	45,864	48,157	50,565	51,576
Costs @ £9 per cover	630	32,760	33,415	34,084	34,765	35,460
PROFIT/LOSS	£210	£10,920	£11,138	£11,361	£11,588	£11,820
Break Even Point - number of covers per week to meet costs	52.5					

Projections - Food + Events

@ 5% growth p.a.	MONTH	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Events - 2 per month @ 40 customers £15 average spend	£1,200	£28,800	30,240	31,752	33,340	35,007

Projections - Accommodation

GLAMPING PODS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
TOTAL COST @ 2% annual inflation	£10,000	£10,200	£10,404	£10,612	£10,824
TOTAL INCOME	£19,800	£19,800	£19,800	£19,800	£19,800
PROFIT (excl. depreciation)	£9,800	£9,600	£9,396	£9,188	£8,976

conditions, and therefore 2019 accounts offer a realistic baseline to begin our projections. The Crown ended 2019 with an OPERATING LOSS of -£29,341.

Inflation has risen by 9% since 2019 and we have applied this to YEAR 1 costs to reflect rising prices. With inflation currently at 2%, we have applied this across YEARS 2-5.

The total alcoholic drinks market grew by 12.4% over 2017-22 and we have applied a modest 6% growth to YEAR 1 turnover to reflect this. The pub sector is set to grow by 8.5% in 22/23 and we have applied this growth in bar revenue across YEARS 2 - 5.

Tenancy or Bar Manager?

We have opted to take the path of initially employing a Bar Manager. The three bedroom flat above the pub means that we can make an attractive offer for an experienced manager. This will enable the Committee to maintain control over the community operations of the Crown & Anchor, and prioritise local and Welsh suppliers.

In a survey of 193 Community Pubs in 2019 they found no difference in impact between the tenancy route compared to the managerial route. There was evidence of tensions however, between tenant and Management Committees, (More Than a Pub Programme Evaluation Interim Report). When recruiting for the CBS Committee, we will ensure we bring in expertise that is able to oversee the work of the Bar Manager.

We will employ a Bar Manager and estimate that we require bar staff for 60 hours per week. In YEAR 1, we have based the salaries on the current national living wage in Wales for these roles. However, CARP is committed to being a Good Employer, and we have added 10% pay rises across YEARS 2-5.

Applying all these conditions, the projections show that the pub is unsustainable in terms of 'Wet Sales', with an operating loss across all five years.

(See Projections: Wet Sales)

Potential for Growth

There is opportunity to address these deficits through growth initiatives.

1. CARP would like to showcase local brewers in Wales, the big one being **Purple Moose**, aiming for one or two taps as guest beers.

Our community consultation work has also identified the opportunity for creating space for micro- brewers to set up, especially Gin. It is useful to note here that Gin is one area of growth in the industry, with UK-produced craft gins trending upwards, generating new interest in gin and gin-based drinks.

2. Cocktails are another growth area in the alcohol industry and this was identified by the community in the consultation as something that would attract custom.
3. Celebratory Space - Socialising remains the key factor for visiting pubs (67%), along with relaxation (54%). The third most popular option remains for celebratory purposes (42%) – highlighting that the pub remains an important venue for celebrating occasions amongst consumers. Pubs should look at offering additional extras, at no or limited cost to themselves, to ensure the occasion feels special for customers. These could include a starter/dessert with a candle, a decorated or private area or a table situated with a better view to ensure the occasion feels more special for consumers (Mintel – Pub Visiting November 2022). CARP can design a special 'Crown Celebration Package' for our members and customers.
4. Our community consultation identified other attractions for customers: Themed Nights and Pop Up Kitchens with world cuisine; community meeting spaces for Clubs, Groups and Classes; Music and Welsh Cultural Events.
5. Tourism - the historical preservation of the Crown & Anchor and marketing it as a destination pub for those visiting Mid-Wales, the pub will also be for people staying in local holiday accommodation, day visitors, hikers and cyclists.

Whilst these and many other potentials exist, in terms of wet sales, without substantive growth the Crown is not viable as a sustainable business. It only becomes viable when we bring in two key issues identified in our community consultation:

1. Provision of affordable, fresh, home-cooked food
2. Provision of affordable accommodation for tourists and visitors to the town.

Catering Financial Projections

In the survey and throughout our community engagement, 'provision of food' was a common and shared theme across different customer and age groups. There was a strong trend throughout the comments around the need for affordable, home cooked food, using local ingredients.

Any catering offer will be driven by CARP's Community First Policy. This means we will look to work with existing providers and suppliers to ensure we bring added value rather than competition to the town. We have already enjoyed a partnership with **The Hanging Gardens Trust**, who facilitated consultation events with us. We will continue to build on this collaboration. The most successful cafe in Llanidloes, **The Wild Oak Cafe** has already expressed interest in offering a pop-up kitchen. **Ash & Elm Horticulture**, would be able to supply fresh local agro-ecological regenerative food for our catering offer. Award-winning – casual fine dining restaurant **Chartists 1770** at the four star Trewythen Hotel in Llanidloes, already runs a successful apprenticeship scheme in the hospitality sector. CARP will explore opportunities for collaboration and partnership in offering new apprenticeships in the town. There are also local caterers that would welcome access to a commercial kitchen and opportunities for franchise.

Whichever avenue CARP develops, our catering offer will be driven by the ingredients identified through our community engagement:

Affordable - Fresh - Home-cooked - Local Food

On the ground floor of The Crown there are five separate rooms, each with their own character, as well as WCs, and a commercial kitchen. There is space for 24 food covers.

If we apply the meals that the community have asked for, and create a simple metric, we can see how catering income can generate profit for the community.

In Mid Wales, an affordable meal of *fresh* food + beverage can be set at £12. If we say it costs £9 to produce the food (incl staff costs), then applying this simple metric based on 10 covers per day, 7 days a week, shows how the provision of food can generate profit.

(See Projections: Food)

There are opportunities to develop additional income through holding regular events. The

community survey identified a range of events that would attract custom:

- Pop-Up Kitchens
- Cultural & Heritage Events
- Music Events
- Crown Celebration Packages
- Cocktail and Craft Gin Nights

Volunteers will be one way that CARP will be able to reduce the costs of hosting events.

According to [Lloyds Bank Market Intelligence](#) consumer trends, the average transaction value in pubs for celebratory events was £18.47 in 2023. If CARP were to run two events a month, based on 40 customers per event, at an average spend of £15, this would generate an additional income per annum.

As these projections show, the catering offer is key to ensuring profitability. It is impossible to forecast realistic projections until CARP is clear about the catering offer. However, the industry standard for the average profit margin in a food-serving bar is 7 to 10%.

Accommodation Financial Projections

The availability of *affordable* accommodation was identified as a key gap in Llanidloes during our consultation work. There are multiple wedding venues in the surrounding hills and valleys who report difficulties in accommodating guests. Annual events such as the Mid Wales Rally, Vintage Car Show or Summer Carnival also generate visitors seeking affordable accommodation options. Although Llanidloes is well catered for in terms of B&B, hotels and holiday lets, few fall within the affordable category.

CARP has an opportunity to address this gap. The rear of The Crown has sufficient space to accommodate three Glamping Pods, along with a toilet and shower block. As part of this feasibility study we visited **Heart of the Wye Glamping**, a similar business in the area, to identify the initial outlay and running costs for four pods.

By employing a conservative 120 nights occupancy rate per annum, 1 person @ £55 per pod per night, and allowing 2% inflation across YEARS 2-5, our projections suggest that providing accommodation can generate a profit for the Crown & Anchor.

These projections do not include extras such as: £15 extra per person (Pods can sleep up to four) additional food and drink consumed in the pub.

(See Projections: Accommodation)

The Glamping Pods offer a new attraction for tourists and visitors to Llanidloes. Mid Wales is renowned for its Hiking, Biking and Cycling trails and CARP will develop marketing at this demographic to strengthen occupancy and increase profit for the community.

A Sustainable Business

In terms of operations, when bringing together the three income streams and their conservative estimates and modest growth calculations, the Balance Sheet demonstrates that the Crown & Anchor can become a sustainable business, generating profit and creating surplus to be reinvested back into the community.

This business plan aims to answer the question, can CARP create a sustainable business? The Financial Projections and Balance Sheet, show that it is both feasible and viable. More significantly, there is potential to develop profit that can be reinvested back into the community.

When CARP registers as a Community Benefit Society, it will meet the criteria for these funds. Community-owned pubs have to date been most successful when applying to the Community Ownership Fund and CARP will prioritise this potential funding stream first.

Community Ownership Fund

The Community Ownership Fund is a £150 million fund to support community groups across England, Wales, Scotland, and Northern Ireland to take ownership of assets which are at risk of being lost to the community. CARP can apply for up to £250,000. This fund has been running for 4 years and the next window for applications will open in May 2024 and the fund closes in September 2025. CARP will apply for £150,000 to purchase the Crown & Anchor, and £80,000 to restore it.

Funding awards are provisional at the point of the announcement, and subject to project validation, subsidy control checks, and departmental sign-

OPERATIONAL BUDGET	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Income Stream					
Bar	110,873	120,297	130,522	141,617	153,654
Accommodation	£19,800	£19,800	£19,800	£19,800	£19,800
Catering	43,680	45,864	48,157	50,565	51,576
Events	£28,800	30,240	31,752	33,340	35,007
TOTAL INCOME	£203,153	£216,201	£230,231	£245,321	£260,037
Expenditure					
Bar	157,992	162,354	171,617	168,994	177,911
Accommodation	10,000	10,200	10,404	10,612	10,824
Catering	32,760	33,415	34,084	34,765	35,460
TOTAL EXPENDITURE (excl. VAT)	£200,752	£205,969	£216,105	£214,371	£224,196
PROFIT/LOSS (excl. depreciation)	£2,401	£10,232	£14,127	£30,950	£35,841

Purchasing the Crown & Anchor

There are a number of capital funding grants available under the government's Levelling Up policy including:

- The Levelling Up Fund
- The Community Ownership Fund
- The UK Shared Prosperity Fund

off. An organisation has up to one year to accept the funds, once they can achieve match funding. "At least 20% of the capital for a project must come from your own funding in order to 'match' this grant". Once CARP receives a provisional offer, it will launch its bid to achieve £50,000 match funding.

Match Funding

A CBS has the ability to offer Community Shares. They are effectively “withdrawable shares” whereby shareholders are encouraged to purchase more than one share, up to a maximum legal limit of £100,000. Shares do not return a dividend, though interest can be paid on the money thus lent to the Society. Regardless of the number of shares owned, each member has only one vote, so the democratic principles of community benefit are protected.

In our survey, 46% of respondents were interested in buying shares, making a donation, or offering a loan to support community ownership. And without asking, during our community engagement, we received £4,500 in pledges to purchase community shares.

The Share Offer will be promoted extensively and will encompass the following components:

1. Public launch meeting for the share offer, featuring external speakers to bolster the business rationale.
2. 'Drop-in' sessions will be held regularly throughout the duration of the share offer to address any inquiries from prospective investors.
3. Distribution of posters throughout the town to increase visibility.
4. Establishment of a new website and Facebook page dedicated to the share offer. These platforms will be consistently updated with details regarding share applications and other relevant updates.
5. Coverage in local press along with email notifications to reach a wider audience.

RESTORATION BUDGET	
Expenditure	
Purchase Price	150000
Restoration	100000
Glamping Pods installation	32000
Catering Equipment	18000
TOTAL COST	£300,000
Income	
Community Ownership Fund/Levelling Up Fund	250000
Community Share Offer	50000
TOTAL INCOME	£300,000

In addition to issuing shares, CARP will also pursue grants to address any deficit in the share offer, including [The Moondance Foundation](#).

Operating the Business

Operations of the business are determined by the Rules of a Community Benefit Society. Members are shareholders who each have a vote in electing a management committee to conduct the business of the society. The Committee would appoint and support an employee bar manager, brought in to run the pub day to day.

The main role of the committee will be to oversee the operation of the pub, the management of the CBS and protect the shareholders investment. Responsibilities will include:

- Engage with the membership and community continuously around market trends, consumer preferences and industry developments, in order to adapt strategy accordingly and identify new opportunities for growth.
- Support staff and volunteers; ensuring appropriate training and supervision.
- Regularly review expenses and operational costs to identify areas for efficiency improvements and cost reductions.
- Ensure contingency measures are in place to address potential supply chain disruptions, regulatory changes, or unforeseen operational issues; to minimise disruptions to business operations.

Establishing a Solid Foundation

In addition to applying for capital funding from the government, a project is also able to apply for revenue funding up to £50K in the first year, to support launch of the business. This does not require match funding.

CARP will apply for £35K to employ a Social Enterprise Officer, to design and establish operational systems, management policies, engagement and marketing strategies, training for the management committee and membership volunteers, prepare grant applications for specific projects, develop digital engagement, including a CARP App, and establish a solid foundation for the Committee to run a community-owned business from YEAR 2.

One of the first tasks will be to secure funding for development of a Community App. For local businesses with a dedicated customer base like CARP, prioritising building an app for customer

and membership engagement brings important benefits.

1. It creates digitised engagement that will make reporting to funders easy and efficient. With apps, it is possible to scrutinise user behaviour, identify trends, and offer users custom updates and promo offers.
2. When compared to websites, apps offer a smoother and faster user experience.
3. Push notifications offer a key feature to engage with customers.
4. CARP can create rewards and loyalty points for regular patrons.
5. A QR code at the door, creates a win-win for CARP and customers.

A Community App will offer a powerful tool for CARP to sustain engagement with patrons, the community, visitors and tourists. It will ensure that CARP has the business intelligence and monitoring data that is so important when participating in the grants market. A basic App costs between £30,000-£50,000. There is also potential to create a community partnership with **Ysgol Uwchradd - Llanidloes High School**, to engage young people in the development of this initiative.

The Pathway

The pathway to community ownership has already commenced with the achievement of the first three milestones. From there, this will be CARP's journey:

Milestones Status

- Engage and Consult Community: **Completed**
- Produce Business Plan to demonstrate viability and sustainability: **Completed**
- Join Cwmpas to Set Up Community Benefit Society and Elect Interim Management Committee: **In progress**
- Submit EOI - Expression of Interest to Levelling Up/Community Ownership Fund: **Not started**
- Receive Invitation to Submit **Not started**
- Join Plunkett Foundation to advise on submission of bid: **Not started**
- Prepare and Submit Bid for £250,000: **Not started**
- Receive Offer of Funding (to be taken up within 1 year) **Not started**

- Establish Community Share Offer for 20% Match Funding: **Not started**
- Submit grant applications for match funding: **Not started**
- Secure £50,000 Match Funding: **Not started**
- Receive £250,000 Capital Funding: **Not started**
- Purchase Property and Pods and deploy Restoration Programme: **Not started**
- Elect Management Committee from Membership and Shareholders **Not started**
- Create Catering Offer in Community Partnership: **Not started**
- Grand Opening: **Not started**

Next Steps

The community engagement phase identified nine people that would be willing to form an Interim Committee to manage and deliver on creating and submitting the bid for capital funding. They will convene and begin the constitution process to register as a Community Benefit Society.

APPENDICES

Market Analysis

One of the reasons for the unsustainability of the pub in terms of 'Wet Sales' is a decline in visits from both those eating and drinking. In 2019, 88% visited the pub to eat, compared to 85% in 2022. Similarly, 77% visited the pub to drink in 2019, compared to 74% in 2022. Significantly, pub diners have also cut back on the frequency of their pub/bar visits over the past year. Only 16% now visit pubs to eat during the day at least once a week, compared to 19% in 2021 ([Mintel, Pub Visiting, November 2022](#)).

Public houses, or pubs, are a form of drinking establishment strongly associated with Welsh culture and society. Traditionally serving a social purpose, as well as a pint, pubs have more recently become synonymous with bars and restaurants, with many now selling food in addition to alcoholic and non-alcoholic beverages. For many establishments, adapting to changing tastes has been a matter of survival, as more pub businesses are forced to close each year. The [number of pubs operating in the UK](#) was approximately 46,800 in 2020, down from 55,400 ten years earlier. Following this trend, the

[number of drink-led premises in Great Britain](#) fell by 5.6 percent between March 2020 and December 2021. Meanwhile, food-led premises, such as those that primarily serve food rather than beverages, saw a 9.1 percent decline during this period. (Published by [Statista Research Department](#), Dec 19, 2023).

This experience was confirmed during our market research, through an interview with the Landlady of the Blue Bell Inn, another historical pub in a surrounding village to Llanidloes:

The cost of living crisis has had a big impact. Our regulars who would visit three or four times a week, can now only afford once a week. We couldn't make it with wet sales - food is vital to sustain the business.

Community-Owned Pubs are bucking this trend. In the UK, nearly two hundred pubs have been taken over by community ownership, re-invigorating pubs that were once struggling businesses. Although still a relatively young sector, to date community pubs have maintained a high survival rate. According to the Campaign for Real Ale (CAMRA):

A remarkable statistic around community owned pubs is that, to date, they have a 100% success rate. A few have been sold on to the private sector once the business was re-established but all the rest have survived and thrived. The reasons aren't, perhaps, hard to understand. People in the community with a direct stake in the business will obviously support it and encourage others to do so. More importantly, the whole community will see the pub as 'theirs' which generates levels of loyalty and commitment that other operating models can only dream of. Also, most businesses own the freehold of the pub outright so their outgoings during periods of restriction, like the recent one, are manageable compared with others. Simply put, this is a model that works.

The Plunkett Foundation is a charity that helps people set up community-owned businesses. It has supported the setting up of One hundred and seventy-four community-owned pubs in the UK, as of January 2024. CARP will be taking up membership of the Plunkett Foundation, in order to access their expert support in submitting large capital grants to government.

SWOT Analysis

Strengths:

- Deep community connection and support due to historical significance and cultural importance.
- Innovative business model as a Community Benefit Society (CBS), enabling access to grants and government funding.
- Diversification of income streams through catering and accommodation, addressing sustainability concerns.
- Strong alignment with community values, including affordable, fresh, home-cooked food and supporting local suppliers.
- Utilisation of historical heritage to enhance the attractiveness and uniqueness of the pub as a tourist destination.
- Commitment to responsible alcohol policies and provision of alcohol-free spaces, reflecting social responsibility.

Weaknesses:

- CARP's success is reliant on securing government funding.
- Capital funding is reliant on CARP raising £50,000 match funding.
- Initial financial projections show operating losses, particularly in the wet sales aspect.
- The catering offer is critical to profitability, but it is impossible to create realistic projections at this stage of the project.

Opportunities:

- Growth potential through showcasing local breweries, offering craft cocktails and creating celebratory packages.
- Collaboration opportunities with local businesses and organisations for catering services and apprenticeships.
- Addressing the gap in affordable accommodation for visitors, particularly during national and international events.
- Potential for additional revenue streams through complementary services such as themed nights and pop-up kitchens.

Threats:

- Economic uncertainties and fluctuations in both the hospitality and pub industry.
- Cost of living crisis.

Overall Assessment: The Crown & Anchor Regeneration Project (CARP) demonstrates strong community support and a well-defined strategy to revitalise this historic pub. While facing initial financial challenges, the project aligns with community values and has identified opportunities for growth and diversification. Effective management of weaknesses and threats, alongside continued community engagement, will be critical for long-term success.

Risk Analysis

Risk Assessment and Mitigation Strategies for the Crown & Anchor Restoration Project (CARP):

Financial Risk:

Risk: Initial financial projections indicate operating losses, particularly in the wet sales aspect, posing a threat to the project's financial sustainability.

Mitigation Strategy:

- Secure additional funding sources to subsidise losses. As a CBS, CARP can apply for grants and project funding. The scope of the project makes it eligible in a range of grant markets including: tourism, cultural heritage, community development and social enterprise.
- Implement cost-saving measures: Regularly review expenses and operational costs to identify areas for efficiency improvements and cost reductions.
- Diversify revenue streams: Focus on expanding income sources such as catering services, accommodation rentals, and event hosting to mitigate reliance on pub sales alone.

Dependency on Government Funding:

Risk: CARP's success heavily relies on securing government funding, which may be subject to delays or uncertainties.

Mitigation Strategy:

- Explore alternative funding options: Diversify funding sources by seeking private investors, corporate sponsorships, and heritage funding.
- Develop contingency plans: Establish backup plans to mitigate the impact of potential delays or fluctuations in government funding, such as accessing short-term loans or adjusting project timelines.

Market and Industry Risks:

Risk: Economic uncertainties and fluctuations in

the hospitality and pub industry pose threats to CARP's viability.

Mitigation Strategy:

- Conduct ongoing market analysis: Engage the membership and community to continuously monitor market trends in the town, consumer preferences, and industry developments to adapt strategies accordingly and identify new opportunities for growth. Create a Community App that enables continuous communication between CARP and its customers, as well as providing digital data about our customers, as part of the reporting requirements for statutory funding.
- Foster resilience through diversification: Expand CARP's offerings beyond traditional pub services by incorporating diverse revenue streams like renting meeting spaces, creating Tourist and Celebratory Packages, and event hosting to mitigate risks associated with fluctuations in specific sectors.

Operational Risks:

Risk: Operational challenges such as staffing issues, supply chain disruptions, or regulatory compliance issues may impact CARP's day-to-day operations.

Mitigation Strategy:

- Robust staffing and training: Implement comprehensive recruitment processes and provide staff and volunteer training to ensure adequate staffing levels and maintain service quality. By working with Cwmpas and the Plunkett Foundation, CARP will have access to expertise in establishing these systems. Staff policies and procedures will be created alongside a robust Volunteer Policy for members who support the operations.
- Establish contingency plans: Develop contingency measures to address potential supply chain disruptions, regulatory changes, or unforeseen operational issues to minimise disruptions to business operations.

Community Engagement and Support:

Risk: Sustaining community engagement and support over the long term may prove challenging, especially with a 'cost of living crisis', potentially impacting CARP's ability to maintain its community-owned status and achieve its objectives.

Mitigation Strategy:

- Maintain transparent communication: Regularly communicate with stakeholders, including community members, investors, and local authorities, to keep them informed about project progress, challenges, and milestones. A Community App will create

quick and easy digitised engagement data.

- Foster community involvement: Continue to actively involve community members in decision-making processes, events and initiatives to strengthen their sense of ownership and commitment to CARP's success. Once the pub is owned by the community, the commitment to use the pub and to encourage family and friends to use it will be considerable. This has proven to be the case in many instances of community-owned pubs. We also plan to conduct a marketing / PR campaign aimed at residents of surrounding areas and at seasonal visitors.

By implementing these risk mitigation strategies, CARP can enhance its resilience, address potential challenges, and increase the likelihood of achieving its long-term objectives outlined in the business plan.

Stakeholders

LLANI Ltd.

LLANI Ltd, was established in 2002 as a vehicle for regeneration projects for Llanidloes and its environs. As a non-profit organisation registered as a Company Limited by Guarantee, LLANI Ltd seeks to facilitate new community led projects that have the aim of enriching the lives of Llanidloes residents through strengthening the economic and social drivers that support the fabric of the community of Llanidloes.

LLANI Ltd was the original developer of the Llanidloes website and invested much time and effort promoting local business and tourist attractions.

Other projects have included:

- Production of a promotional DVD for the area, presented by Iolo Williams
- Creation and publication of informational and promotional leaflets and books about Llanidloes and district.
- Creation of walking routes and events, and the refurbishment of local rights of way linking Llanidloes to the surrounding villages
- Renovation and re-opening of the Llanidloes Town Hall Toilets
- Development of Public Art In Llanidloes
- Setting up of the Jungle Club after school club

LLANI Ltd has facilitated the grant application to the Making a Difference in Powys fund that has supported the development work undertaken by CARP, and will continue to support the project

until such time as the CBS is formed to take forward the project in its own name.

Cwmpas

Cwmpas is a development agency to support community ownership in Wales. They will support CARP through the funding process and offer free support, providing guidance on the key steps of:

- Establishing the legal structure of a Community Benefit Society,
- Preparing and writing bids to public funding bodies
- Writing the share offer document so people understand the project, why they should invest, and the nature of any return they are likely to get on their investment
- Promoting the share offer so that everyone who might invest has the opportunity.

The CARP committee will work closely with Cwmpas to ensure any application for UK Government Community Ownership funding has the highest chance of success.

PAVO: Powys Association of Voluntary Organisations

PAVO is a membership organisation that supports the third sector in Powys. They provide expert support and guidance to groups wanting to develop new services in communities. CARP will become a member of PAVO and make good use of their free support to help local community organisations develop their governance, policies and sustainability and identify potential sources of grant funding.

The project to date has already benefitted from the support of PAVO through the successful application (facilitated by LLANI Ltd) to the Making a Difference in Powys Fund, part of the UK Governments Shared Prosperity Funding in Powys.

This business plan has been prepared by local resident Siobhan Riordan, Principal Research Fellow and Senior Lecturer in Social Enterprise, University of East London (Retired) siobhan.riordan@me.com



THE CROWN & ANCHOR REGENERATION PROJECT

**VIABILITY STUDY
& PROJECT REPORT
MAY 2024**