

Business Plan

Hen Eglwys Silian Old Church Project



Cyngor Sir
CEREDIGION
County Council



Cronfa Amaethyddol Ewrop ar
gyfer Datblygu Gwledig
Ewrop yn Buddsoddi mewn Ardaloedd Gwledig
European Agricultural Fund for
Rural Development
Europe Investing in Rural Areas



Llywodraeth Cymru
Welsh Government

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1.0 Executive Summary

Purpose of Plan

The purpose of this plan is to present a clear written document detailing how Menter Silian proposes to develop the disused St Sulien's Church (hereafter referred to as Hen Eglwys Silian), in the centre of the village of Silian, into a multiuse community facility with luxury tourism accommodation above. This plan will be used to support funding and planning applications to enable the development and thereafter to monitor the performance and usage of the facility, compared to the plan. The project's performance will also be monitored against financial and social impact indicators.

Projected Business Activity

Once Hen Eglwys Silian has been refurbished and brought up to date for contemporary community and other appropriate use, a range of community activities and services will be offered alongside luxury tourism accommodation (champing accommodation for a couple). The various uses will coexist independently of one another but combine to provide sufficient income to make St Sulien's a resilient and sustainable business. Menter Silian is a Community Benefit Society (CBS) formed to help regenerate the deconsecrated church into a vibrant community asset. It is intended that the building, post development, will host a number of events and activities throughout the year designed to create an active connected community within the village. The varied programme of events will include coffee mornings, health and wellbeing classes, the potential for remote working spaces, community meetings and a cinema club, for example. The activities to be staged will aim to appeal to all members of the community. In addition to the use for community events the multi-use ground floor area (previously the nave and aisle) will be available for private hire by individuals and



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businesses. The purpose-built mezzanine floor with private access will create bespoke luxury couples' tourism accommodation. The trend of "staying" overnight in a church is known as "champing" (i.e like "glamping") and is becoming an increasingly popular tourism sector.

The pandemic has amplified feelings about health and wellbeing and reconnecting "localness and sense of community". This project, therefore, is very relevant to a post-Covid world with Hen Eglwys Silian supporting a range of needs, including providing vibrant village activities, attracting visitors to Ceredigion, and ensuring the building remains as a place of historic, peaceful reflection.

Financial Projections

As a result of the detailed work undertaken into this project, the following indicates realistic financial projections for the refurbished and modernised building once development works have been completed.

Financial Projections

Year	Projected Turnover	Profit Before Tax
Year 1	£25,903	£7,136
Year 2	£30,000	£9,413
Year 3	£33,342	£12,693
Year 4	£35,870	£10,580
Year 5	£38,063	£13,356



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Funding Requirement

The success of the Hen Eglwys Silian project is dependent on a grant award of approximately £860,000 to cover essential development and modernisation activities including building works, fitting out and working capital requirements.

Item	Amount
Building works	£810,111
Furniture and Equipment	£50,000
Total	£860,111

Gaining this initial grant award will “pump prime” this new community business and place it in a strong position to generate income to maintain the building and ongoing activities for the future.



2.0 Background Information

Heritage significance

Without the intervention of the community, the future of the former church is very uncertain. Although the exterior of the building is relatively sound for the time being, without regular maintenance there is a high risk of further deterioration, and, as mentioned on page 17, the internal integrity is under immediate threat. The site is brimming with history, having lain at the heart of the community for some 1500 years (for a full description of the former church's historical and archaeological significance see Appendix 1). The earliest evidence for Christianity on the site is the 'Silbandus stone' – a late 5th- to early 6th-century inscribed grave marker built into the external south wall of the former church. The stone is one of only a handful of its kind in Ceredigion. Its Latin inscription (superimposed by a 7th- to 9th-century carved cross) has been translated as 'Silbandus lies here' and the village of Silian is thought to have derived its name from the personal name on the stone. Two important pieces of early medieval stone sculpture lie loose within the building, both dating from the 9th to 10th centuries. One of these has statutory protection as a scheduled ancient monument. A Romanesque font of Pwntan sandstone with four carved heads, thought to be 12th- to 13th-century in date, also lies loose within the church. The collective presence of the three early medieval stones and medieval font bowl is critical in helping provide an understanding of Silian's unique place in the pre- and early post-Conquest ecclesiastical history of the region. To remove any of the monuments from their current site would not only break this direct link with the past, but would result in the collection being broken up, as the 'Silbandus stone' is part of the fabric of the building. The churchyard's circular boundary is mirrored by the adjacent field boundary which forms part of a curvilinear outer enclosure. These landscape features probably date to the early medieval period: there are



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not many churchyards with surviving outer enclosures in Wales and Silian's is a very well-preserved example. The upland section of the parish was part of one of the extensive granges belonging to the Cistercians of Strata Florida.

The recent condition survey has confirmed that the current building probably sits on medieval foundations, the nave's south end possibly incorporating medieval walls in its lower courses. The current building is a delightful example of a simple, High Victorian parish church, retaining many of its original features and rustic rural charm. Constructed in 1873 to the designs of architect, R.J Withers, its unusual, geometrical bellcote is considered an interesting example of his later, more adventurous work. The church's east window (The Stewart Window) is unique, being the only known example in Wales of the work of Arts and Crafts artisan A.E. Lemmon, a prominent member of the Bromsgrove Guild. The lancets depict the Divine Teacher, the Annunciation and Dewi Sant – each commemorating the life of a member of the Stewart family (John Stewart being the first headmaster of Silian National School); the portraits in the bottom panel of each light are thought to be a true depiction of each family member. If removed from the building the window would be unlikely to remain in Britain as there are so few repositories for redundant stained glass. Re-siting it elsewhere would require either some reduction of the window or additional glass around it, meaning its intended effect would be changed and its site-specific qualities lost (see Appendix 2 for report by Martin Crampin, stained glass specialist). The building is not listed, but the project has the backing of Richard Suggett, Senior Building Investigator at the Royal Commission on the Ancient and Historical Monuments of Wales (see Appendix 3 for letter of support), who notes that the building is worth saving as a publicly accessible building both for its architectural merit and archaeological interest. Louise Mees, Cadw's Regional Inspector of Ancient Monuments and Archaeology for south-west Wales, has



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conducted a site visit and has advised on the early medieval carved slab that is already scheduled. As a result of the visit, she has also recommended scheduling for the 'Silbandus stone' and the other early medieval cross-carved slab. The church is often visited by academics and others with an interest in early Christianity. Menter Silian will work closely with Cadw throughout the project, to ensure that the medieval artefacts are protected during any capital works and that appropriate plans for their permanent display and interpretation are incorporated into plans for renovating the building. The project is strongly supported by the Strata Florida Trust (see Appendix 4 for letter of support from Director, David Austin) and preliminary discussions have highlighted the possibility of a community archaeology project exploring the early origins of the church and its site under the auspices of the Strata Florida Landscape Project. This would considerably add to the heritage significance of Silian, as it would be part of a much larger study within the framework of tourism development in the upper Teifi Valley.

The war memorials on the walls of the former church and the gravestones in the yard each have a unique local connection and story to tell. One example is Betty Davies, mother of designer David Emanuel, who served as a nurse during World War 2 and is recorded on the role of honor within the building. Another example is the grave of Cayo Evans, infamous for his links with Welsh Nationalism and the Free Wales Army. The settlement of Silian is traditionally Welsh and this was the language of choice used in church services for many years. The Hen Eglwys Silian Old church project aims to promote bilingualism, celebrating the community's Welsh heritage by promoting the language and showcasing its distinctive culture, customs and music to tourists and the wider community.

Opportunities to learn Welsh, and to use the language in a range of activities and meaningful contexts, forms an integral part of the project. This is in line with the



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Local Development Plan's objective to support the development of the Welsh language and to promote inclusive bilingual communities within Ceredigion, thus reflecting the Welsh Government's vision to achieve its target of securing 1 million Welsh Speakers by 2050.

The current building is a simple rural High Victorian church, designed by R.J. Withers as the latest of his works in south-west Wales and constructed in 1873. Its unusual, geometrical bellcote gives the building much of its external charm and is considered a good example of Withers' later, more adventurous work. The building interior remains an essentially unaltered example of Withers' work, retaining its 1872-3 fittings, including the alter, pine pews and choir stalls. The ceiling is of lath and plaster panels between exposed timber rafters. Menter Silian aims to preserve the character of the building and retain as many of the original features as possible (either in situ or through reuse as part of the new design).

2.1 Business Background

The small rural village of Silian has approximately 300 residents. At present Silian is devoid of its own amenities, services or meeting places. The village is becoming increasingly isolated as a bus service is no longer available within the village.

From 2005 to 2010, when the former village school became derelict, there was an ongoing and hard-fought campaign to acquire the building for the village for a community hall. This was ultimately unsuccessful as the Crown Estate were unwilling to gift the building to the village.

St Sulien's Church, owned by the Church in Wales was closed in 2017 and is now redundant. This has provided the opportunity to transform it into a space for the



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community, with the potential to create a new village hub that will be an asset to the people of Silian into the future. This is seen as the community's final chance to acquire a community building. If Menter Silian do not take over the lease, the community will not have any control over what happens to the building, and it is probable that the Church in Wales would follow the usual protocol of putting it for sale on the open market. The building could either fall into disrepair or be sold to private owners (meaning it could be developed or dismantled without any regard to community or its heritage).

A Community Benefit Society, Menter Silian, has been established by a group of residents and former church goers, to lead on the process of acquiring the building and converting it into a multi-purpose community and tourism facility fit for the twenty-first century. The organisation will be run by the community for the community, on a not-for-profit basis with the aim of creating a resilient, thriving community.

The former church is the only building in the village suitable for use as a community facility and talks with the Church in Wales have established that they are amenable to leasing the church to the community at a peppercorn rent for 25 years or longer. Menter Silian received grant funding of 12,050 for a feasibility study, funded by the Architectural Heritage Fund and the Cynnal y Cardi LEADER scheme. The feasibility study was completed in 2019 and showed the scheme would be viable.

The element funded by the Architectural Heritage fund paid for a conservation accredited architect to produce a condition survey of the building, along with a measured survey and (working with Menter Silian) potential architectural designs for the renovated building. The element funded by LEADER paid for a consultant



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to work with Menter Silian on community and stakeholder engagement. This included two consultation events, with a total of over 100 attendees, including a wide range of community members, Ceredigion MP, Ben Lake, and representatives of Cadw and the Church in Wales. A community study visit to look at examples of similar buildings and community projects facilitated an understanding of best practice and a shared vision in terms of the architectural design. The feasibility study was completed in 2019 and showed the scheme would be viable.

As an outcome of community consultation, which highlighted a strong desire to care for the village and socialise as a community, Menter Silian was responsible for setting up a village gardening group. The group has been successful in several small funding bids, including two Keep Wales Tidy Local Places for Nature packages. and the Enterprising Solutions and Catalyst Cymru programmes, which allowed them to constitute as a Community Benefit Society and begin developing a business plan. Following completion of the business plan, Menter Silian will be in a position to progress the project.

Quotes from people who have benefitted from the gardening group:

“The community of Silian, by coming together on this project, have changed a small rural wasteland into a well cared-for community relaxation area.

This is all made possible by a committed local community taking a project initiated by Menter Silian to its heart & supporting it”.

“I have really enjoyed the Community Garden Project. It’s sociable and fun. All those jobs like digging, weeding and anything involving a spade seem less daunting when there are more of you to tackle them”.



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Menter Silian was also instrumental in campaigning for broadband to the village, which has now been successfully achieved. In 2020-2012 the group received regular mentoring and coaching support from Wales Cooperative Centre

Funding of £860,000 is being sought in order to ensure completion of the project to the desired standard, that will meet the needs of the community of Silian both now and into the future.

2.2 Legal Business Description

Menter Silian CIC Ltd. is a Community Benefit Society.

2.3 VAT Status

Menter Silian is not VAT registered.

2.4 Key Organisational Personnel

Menter Silian currently comprises 5 members with the following Key Personnel within the society:

Eryl Evans – Chairperson

Eryl is a founder member and currently Chairperson of Menter Silian. She is a neighbouring farmer to Hen Eglwys Silian and has good local knowledge of the area and its people. She is partly responsible for the motivation and engagement of community members to ensure the project is supported and reflective of the needs of the community. Eryl is Chair of Llangybi Community Council, Club leader for Bro Dderi YFC and a key member of Silian's village gardening group. Alongside



her husband David they also run both a construction and building business and as a family are keen to support local community projects.

Nikki Vousden – Secretary

Nikki is a founder member and Secretary of Menter Silian. She has lived in the village for 20 years, and prior to the closure of the church was treasurer of Silian Parish Church Council. As secretary, Nikki has an active role in completing all administration tasks associated with the Community Benefit Society, including but not limited to the creation of documents, management of social media, completion of applications and the sharing information with stakeholders. Nikki is a research consultant with a background in archaeology and heritage. She recently completed her doctoral research on the landscape archaeology of early medieval ecclesiastical sites and has in-depth knowledge and understanding of the archaeological and historical significance of the church site.

Siw Jones – Vice Chairperson

Siw is a founder member of Menter Silian and Vice Chair. Siw's family have lived within the parish of Silian for several generations, with her father being the oldest member of the congregation. As such, Siw is passionate about preserving the building and giving it a fresh lease of life and has been involved in the project since the church's closure. Siw has spent her whole career in education, holding various positions including, headteacher, and senior lecturer in higher education. She continues to work as an advisor and inspector of schools. She offers a wealth of experience and a wide range of skills within the group.

Jill Barnicoat – Treasurer

Jill joined Menter Silian in 2019 to take on the post of treasurer and continues to play an active role within the Community Benefit Society. Jill attended the



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university in Lampeter in the 1990s and fell in love with Wales. In 2013 she moved back with her family to live in Silian. She is part of the accounts team for an international veterinary information service and is a part time artist. She has two Welsh speaking children and enjoys being part of her local community group.

Steve Coviello – Member

Steve, who has a wealth of IT and communications knowledge, joined Menter Silian in 2019 increasing the skill set of the Society. Steve has lived within the Parish of Silian for 30 years. He manages his own IT and Communications business from his offices in Silian. He is currently a community councillor for the Llangybi / Silian ward. He was instrumental in connecting all Silian properties to the Ultrafast fibre infrastructure for digital communications and internet. Joining Menter Silian in 2019, he adds the technical knowledge that is essential to the society

Whilst the board of Menter Silian will oversee the capital works phase of the project, we will be employing qualified professions (e.g. project manager and heritage accredited architect). During the public consultation conducted as part of this project, Silian residents and those connected to the church have been invited to take an active role within Menter Silian, this has generated 20 potential new volunteers, who are keen to support development and ongoing running of the building in the future. Such support is indicative of the importance of this project to the village and surrounding area.

How will the Community Benefit Society work?

The aim in establishing this Community Benefit Society is to save the church building and use it as a valuable asset that is used and supports the local community in a variety of ways. Each member will have one vote and will have limited liability via membership.



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A key rule is that each Member has one vote, regardless of how many shares they own. Each share has a value of £1. Members must be over 16 (although shares may be brought on behalf of a minor and held in trust by an adult). Shares must be paid in full on application.

The Society has adopted the Community Benefit Society Model Rules and Governance drawn up by the Wales Cooperative Centre. Day-to-day running of the Society will be the responsibility of the Directors of the Society. The appointment of members and the approval of policies regarding paying interest on shares and share repurchases will be made by the members of the Society at each Annual Meeting. Elected members will hold office for a period of three years. Those members who are the initial Directors will all retire at the first AGM in accordance with the Society's Rules but may offer themselves for re-election. Thereafter, members of the Steering Group will retire in a phased way over the following three years in accordance with the Rules of the Society. Members will be entitled to attend the AGM and stand for election. In addition, we will draw on the support of volunteers to get the enterprise up and running and to help with all activities once trading. Volunteers will assist according to their interests, expertise, and availability; specialist subgroups are likely to be set up to assist with Hospitality, Premises cleaning and maintenance, events and so on.

Repurchase of Shares

Shares cannot be sold or transferred except on death or bankruptcy and their value cannot be realised except on application to the Society itself for their original value. Withdrawals must be funded from surpluses or new capital raised from members. Three months' notice will need to be given to withdraw shares; however, it is anticipated that no withdrawals will be permitted within the first



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five years. When it is possible to consider share repurchase, the Directors will set appropriate criteria and annual limits. It is important to note that the Directors may suspend withdrawals depending on the long-term interests of the Society, the need to maintain adequate reserves, and the commitment to the community.

Asset Lock

The Society's Rules include a legally binding asset lock. This ensures that any surplus earnings remaining after it has paid interest to its shareholders and repaid any capital which is withdrawn must either be reinvested in the business or used for the benefit of the local community or for another charitable or community cause. This means that, if the Society should close but the building has appreciated in value, it would be possible to sell the assets and return capital to members up to the value of the original investments, but not to distribute any surplus value in that way.

Remuneration

Directors and members will not benefit financially in any way from the activities of the Society.

2.5 Wider Support Team / Stakeholders

Menter Silian will not operate in isolation and recognises that to achieve its mission and goals it will be essential to work together with several external stakeholders who are identified below:

Church of Wales/ Lampeter Diocese

Whilst a lease for the building has been provisionally agreed by the Representative Body of the Church in Wales, the surrounding grounds including the modern



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graveyard, a small external storage building and an outdoor green space, to the rear of the graveyard, suitable for seating are under the management of the parish of Lampeter. As such an agreement will need to be formalised around which areas Menter Silian will be leasing and held responsible for.

Silian residents

In order to create a venue and programme of events which will most benefit the community, the residents of Silian will be consulted at all stages of the development to shape the thinking and delivery of the project. Whilst the core members of Menter Silian identified above will largely be responsible for ensuring the project reaches its completion, Silian residents will be encouraged to become more actively involved as the project progresses. Initial consultation activities, conducted in October and November 2021 which generated over 70 voluntary responses from community members, demonstrated widespread support for the redevelopment of the building. (See the attached consultation feedback in the Appendix 5).

Landsker Business Solutions Ltd

The Landsker Business Solutions team have assisted with the development of this business plan and will provide some ongoing support to Menter Silian, including advice on robust funding and community engagement strategies, to help bring this very important project to fruition. The work conducted by Landsker helps Menter Silian to identify a clear development path for the church, that is both feasible in the long term and begins to seek project funding from a variety of funds.



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Cynnal y Cardi

The Cynnal y Cardi project, which is administrated by Ceredigion Council, aims to improve resilience and promote transformational change in rural communities. Recognising the potential that the Hen Eglwys Silian project must revitalise the village of Silian, building a sense of community and reinstating a hub to the village, Cynnal y Cardi, have provided funding for the work being completed by Landsker in order to allow the project to progress.



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As the project progresses Menter Silian will begin to work more closely with the following stakeholder groups and will welcome their input to help shape the development in order for the former church building to continue to serve the community albeit in different capacities.

It is the intention of Menter Silian to work in collaboration with a variety of organisations and to encourage their use of the refurbished building:

- Activity groups
 - Community groups
 - Local businesses, including crafters and producers
 - Education providers
 - Health and wellbeing providers
 - Nature and environmental practitioners/organisations
 - Heritage, arts and culture practitioners/organisations
-
- Grŵp Garddio Cymunedol Silian Community Gardening Group was set up by Menter Silian in 2019 and has been instrumental in bringing the local community together. It is run by volunteers from the community, with a view to making Silian a beautiful place to live. The group are viewed as significant key stakeholders, and the community building will provide them with a place to meet and hold fundraisers.



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There are a mix of small businesses operating within Silian and the surrounding area, and once the building is refurbished Menter Silian will liaise with them to see if they too could benefit from use of this flexible space. The large downstairs area (previously the nave and the aisle) will provide an ideal space for meetings, training sessions and community engagement events.

Menter Silian have developed a number of media connections both through promotion of the project and personal relationships. Going forward it is recognised that the Society will continue to work with these individuals and organisations to provide the project with the best chance to succeed.

The vision and mission of Menter Silian:



Vision: 'A bright future for our community shaped by a shared sense of belonging centred on our unique local heritage, culture and environment'

Mission: 'To breathe new life into the parish of Silian by building a vibrant, inclusive and resilient community'

3.0 Vision, Aims and Objectives of the project

3.1 Vision

Menter Silian will run the redeveloped former church for the benefit of the community on a not-for-profit basis. The finished multipurpose building will include luxury couples' en-suite tourism accommodation in a newly constructed mezzanine level, with its own private access, a multi-function large room and a well-equipped kitchen available for hire. In addition, there will be WC facilities and some storage space. The aim is following the receipt of "pump priming" funding to finance the redevelopment that the income generated will create a trading surplus making the "business" viable and resilient. Financial reserves over time will be accumulated to offset future capital maintenance works.

3.2 Mission, Purpose, Values

Menter Silian aims to create a resilient, thriving community that knows the people within it, the skills they have and the services they need. It is envisaged that once completed, the Hen Eglwys Silian project, will become the heart of this vibrant and active community. A simple, but clear and realistic mission statement for the project is:

"To create a multiuse venue that will meet the needs of the community and provide a warm welcome base for tourists and visitors in the heart of Silian."



Purpose

Organisational purpose can be defined as the meaning and enduring reason to exist and can be used to shape the creation of long-term performance or financial goals.

Menter Silian's purpose for the project can be clearly defined as, to create a financially independent facility which will revitalise the sense of community and increase local connectivity within the village of Silian.

Menter Silian's Core values

- Community: empowering people to come together and take ownership of shared local resources
- Identity: a strong commitment to promoting Welsh language & culture and strengthening our local sense of place
- Equality: ensuring every member of the community has a voice and facilitating equal opportunities for all
- Heritage: cherishing our cultural heritage to pass on to future generations
- Creativity: imaginative problem-solving, with the flexibility and perseverance to adapt and evolve.



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Operating Values

Menter Silian have a number of core values to which they will ascribe during the development process and after when the building is “open for business” facility. These values are:

- Being open and transparent with all stakeholders
- Treating all stakeholders inclusively and with respect and kindness
- Listening and responding to stakeholders positively and proactively
- Ensuring that Hen Eglwys Silian remains contemporary to the needs of the local community
- Always acting with integrity.

3.3 Business Objectives

Hen Silian Eglwys has a range of clear business objectives. These objectives will be used to assess the business’ performance and growth over the short (0-18 months), medium (18-36 months), and long term (36 – 60 months).

Short Term Key Objectives

- To accept and pursue the content of this business plan
- Disseminate the key actions and next steps to all stakeholders
- Bid for and secure the required funding to commence the project
- Gain community support and encourage involvement to progress the project
- Finalise plans for the conversion, gaining the necessary consents for development
- Undertake a tender process and engage contractors to undertake the work.



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- Develop and/or enlarge the Menter Silian “team” with appropriate skills to progress the capital project.
- Discuss results with CiW stakeholders (Representative Body).

Medium Term Key Objectives

- Secure and begin draw down of project funding
- Commence the construction of the proposed mezzanine and external extension
- Investigate booking agents in line with the marketing strategy included to market the tourism accommodation
- Review and agree the aims of the Community Benefit Society to ensure they are still fit for purpose
- Ensure that the development is completed to budget, timescales and quality and meets the needs of the agreed target market
- Recruit additional local volunteers to support the venture once it is trading
- Develop and implement an effective and realistic marketing strategy (inc. website).

Long Term Key Objectives

- Gain 5-star visit Wales self-catering tourism accommodation standard
- Become recognised through positive reviews and feedback as a high-quality tourism destination
- Achieve occupancy rates set out within the financial projections
- Grow the volunteer number to between 10 and 20 active participants who have appropriate skills



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- Host a minimum of 6 community events per month, positively impacting upon 1400 annually people within the community
- Offer exceptional levels of customer service to all
- Maintain appropriate marketing and business activities outlined in this plan
- Achieve revenue per year in line with the financial projections
- Gain nominations within regional and national tourism awards.
- Job creation for cleaner/caretaker



3.4 Critical Success Factors

The following factors are critical to the success of the building's redevelopment:

- Securing the required funding
- Gaining the necessary consents to “trade” as per the business plan
- Maintaining the support and trust of the community, especially during the development stage
- Attaining 5-star Visit Wales Self-catering accommodation rating
- Maintaining high quality standards in all aspects of the business, and ensuring regular repeat custom
- Creating an attractive and welcoming, sustainable community and visitor experience
- Achieving revenue per year in line with financial projections
- Successfully implementing the marketing activities outlined in this plan to attract sufficient custom
- Recruiting the right volunteers with appropriate knowledge, skills and behaviours
- Working in partnership with other local businesses and organisations on a mutually beneficial basis (we will not be competing directly with nearby holiday accommodation, which offers stays for larger groups/families)



3.5 Key Performance Indicators

A number of Key Performance Indicators with SMART (Specific, Measurable, Achievable, Realistic and Time bound) characteristics will be defined to monitor the “trading/performance” health of the refurbished facility. This information, will captured, analysed and acted upon either weekly or monthly. Measures will include:

- Turnover/income broken down by different revenue streams
- Costs
- Cash at bank and reserves
- Visitor numbers/occupancy rates/repeat booking frequency
- Community usage
- Feedback from all users/customers, measured by entries in the comments book, anecdotal feedback and/or online reviews
- Informal benchmarking of services and pricing against other local “alike” organisations
- Identifying the source of all inbound “booking enquiries” to help validate marketing activities
- Measurement of the conversion rate of an enquiry to a booking
- Capturing the amount of volunteer time committed to the building’s running, which may be helpful for future bids requiring some “match funding”.



Hen Eglwys Silian Old Church Project

3.6 Social Value

Menter Silian have considered the impact on social value of the development of the former St Sulien’s Church into a community facility and champing tourism accommodation. Social value encompasses social, economic and environmental values which need to be in line with the Sustainable Development agenda in Wales. The full Social Value Outcome Matrix is included within the Appendix 6. The table below indicates the forecasted change in social impacted value experienced once the development is complete.

Stakeholder	Forecasted change in social impact value experienced
Menter Silian Committee	Greater opportunities for skill sharing and socialising. Impact on way of life; how they live, work, play and interact with one another on a day-to-day basis. Health and well-being – health being a state of complete physical, mental, social and spiritual well-being and not merely the absence of disease or infirmity. Increased confidence and control over future.
Potential Menter Silian Committee members	Access to skills, social activities, environmental engagement, outdoor activity. Safety and awareness raising. Impact on way of life; how they live, work, play and interact with one another on a day-to-day basis. Health and well-being – health being a state of complete physical, mental, social and spiritual well-being and not merely the absence of disease or infirmity. Increased confidence and control over future.
Other Volunteers	Required to provide the time necessary. Benefits gained from being involved with information sharing on business, community activities, safety, health and well-being. Health being a state of complete physical, mental, social and spiritual wellbeing and not merely the absence of disease or infirmity. Satisfaction gained from skill sharing. Increased access to paid employment.
Immediate Silian Community	Increase in social provision for residents. Increased physical activity, and their access to and control over resources. Increased community cohesion, stability, character, services and facilities. Decrease in feelings of isolation/loneliness
Wider Community Silian	Increased access to social, physical and environmental activities. Increased community cohesion, stability, character, services and facilities. Increase in environment and beach management. Decrease in feelings of isolation/loneliness.
Local Government	Increased provision of health and well-being measures. Increase of skilled and informed community members. Increased community involvement. Health and well-being savings gained from early intervention and preventative measures. Saving gained by the increased education and skills training leading to greater employability of citizens.
Tourists	Increased range of facilities and local activities to participate in., Access to a previously inaccessible area.

Hen Eglwys Silian Old Church Project

4.0 Delivery of Products and Services

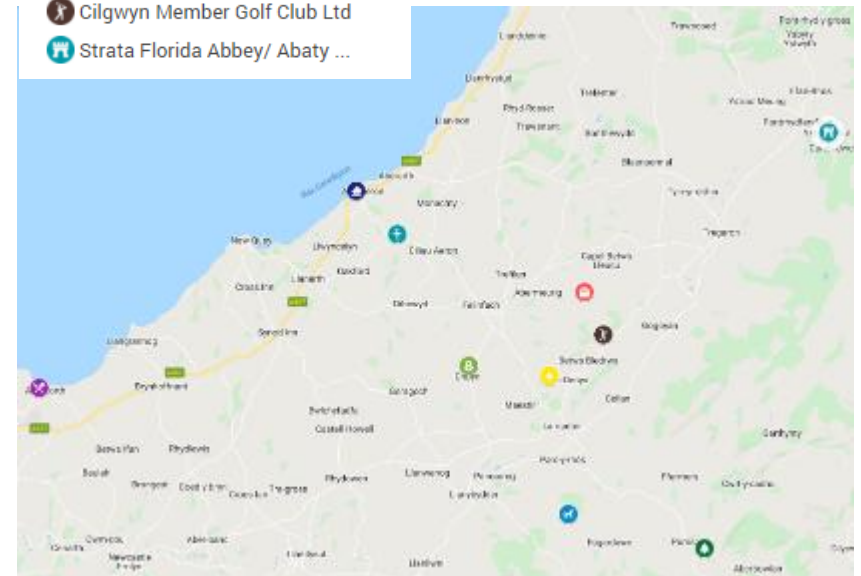
4.1 Products and/or Services

The completed project will comprise high quality (Visit Wales 5 star graded self-catering), en-suite tourism accommodation aimed at couples in a specially constructed mezzanine area, with its own private access. The self-contained unit housed within Hen Eglwys Silian will be designed to complement the existing architecture, in cooperating a range of appropriate materials to create a warm, relaxing environment within the historic building. The tourism accommodation will feature a well-equipped kitchen with dining facilities, and a comfortable seating area. The double bedroom will consist of a zip and link bed, meaning it could be turned into two singles, will be calm and relaxing with a natural style throughout accentuated by simple, high-quality decoration and accessories. The mezzanine accommodation will have Wi-Fi and a smart entertainment system.

Guests will receive a complimentary welcome hamper including a selection of local produce and information on a range of local events and attractions which they may wish to visit during their stay. These will be personalised dependent upon the interests of guests welcomed.

Silian's location, 'off the beaten track' but close to local amenities and major arterial routes is a significant asset. There are stunning, far-ranging views over the Dulas valley and towards the Cambrian Mountains and Aeron Valley. There is very little noise pollution, and at night there is little or no light pollution with great potential for stargazing.

- ★ Hen Eglwys Silian
- 🌿 Cae Hir Gardens
- 🏰 National Trust - Llanerchaeron
- 🏠 Aberaeron - Adventure Beyond
- 🍷 Deli Delights
- 🐎 Saddle Tramps Trail Riding
- 🧶 Jane Beck Welsh Blankets Ltd
- 🌳 National Trust - Dolaucothi
- 🏰 Talley Abbey
- 🏌️ Cilgwyn Member Golf Club Ltd
- 🏰 Strata Florida Abbey/ Abaty ...

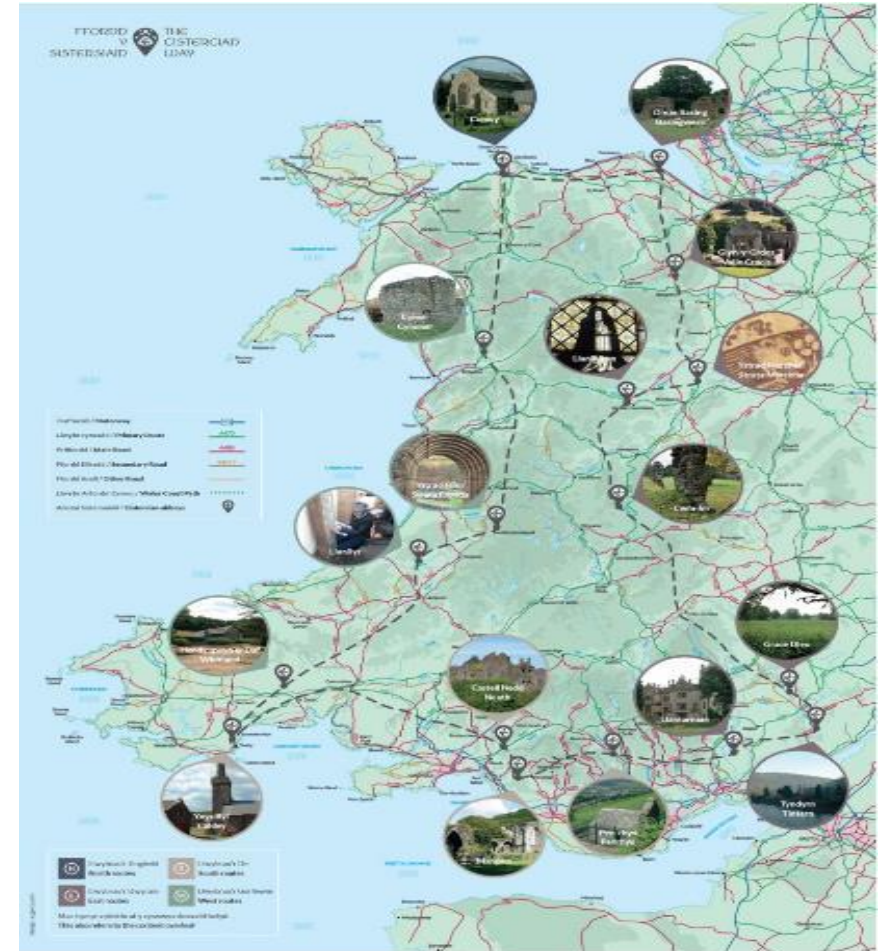


Hen Eglwys Silian Old Church Project

Many guests will enjoy the seclusion and comfort provided within the tourism accommodation. A c.3 mile circular walk beginning at the former church takes in most of the parish's upland area, including the 'top common', known for its skylarks in summer and stunning panoramic views all year round. The Hen Eglwys Silian project plans to incorporate local walking and cycling routes into its marketing and development strategy.

If guests are interested in exploring the area further, several attractions are easily accessible from Silian, including but not limited to those detailed on the map opposite. In the summer months, the National Gardening Scheme offers a wide variety of open gardens to visit. The village is situated just over two miles north-west of the small market town of Lampeter (which serves a wide geographical area and has independent shops, supermarkets and a range of cafes and other amenities). A number of popular local walking/cycling routes link the two communities. Forest Road, a quiet minor road, links the two communities directly

In addition to these attractions Silian is located on the Ceredigion Coastal Path and close to the Cambrian Mountains, with excellent short and long-distance walking on marked footpaths. Guests may wish to explore these historic trails during their stay. Nearby is Strata Florida. Strata Florida Abbey (Welsh: Abaty Ystrad Fflur) a former and great Cistercian abbey situated just outside Pontrhydfendigaid, near Tregaron, Wales. The abbey was founded in 1164. Strata Florida is a Latinisation of the Welsh Ystrad Fflur; 'Vale of Flowers'. Strata Florida has great spiritual significance in Wales and is a key part and destination for current pilgrimage activities in Wales. It is a much-visited ruined Abbey and is a major tourism attraction for the local economy.



Hen Eglwys Silian Old Church Project

The Lampeter-Aberaeron section of the Wales Coast Path is also part of the Cistercian Way, a pan-Wales walking route connecting Cistercian Abbeys, which passes through Silian on its way from Lampeter to the Aeron Valley and the Cistercian nunnery at Llanllyr, then on towards Strata Florida.

The area also has excellent local cycling routes (Sarn Helen cycling club, Caron cycling club). Cycling holidays are very popular due to the picturesque routes with little traffic. Silian is very close to Longwood, the largest community woodland in Wales, which can be accessed from the nearby A485. Adjacent to Longwood stand the earthworks of 3 Iron Age forts, Castell Goetre, Castell Allt-Goch and Castell Olwen.

The tourism accommodation will have designated parking for one vehicle close by, carefully located, so as not to impede, the use of the community function room.

The multi-function community room and kitchen facilities will be available to hire for members of the community, local businesses and community groups. The hirer will have full use of the downstairs community function room and the community kitchen facilities. The function room benefits from separate access which will not be used to access the tourism accommodation.

In addition, Menter Silian will be developing and hosting regular community events within this space, to build and revitalise the community within Silian. The programme of events will be carefully considered and planned to ensure that they appeal to a broad range of community members and are appropriate to the setting. These events will range from regular coffee mornings, community cinema evenings to seasonal fund raisers, for example. Suggestions received through the public consultation will be carefully considered and incorporated when creating



Castell Goetre



Castell Allt-Goch



Castell Olwen

the events programme. The consultation activity carried out gives a clear indication of the type of activities that people would engage with at the community building and their relative popularity.

4.2 Customer Service

It is Menter Silian's aim to provide the highest standard of service in all areas of the new development, including customer service. The following factors characterise the society's approach to providing great customer service irrespective of whether the customer is hiring the community hall or are guests in the luxury champing tourism accommodation:

- Extending a warm and friendly welcome to all customers
- Supplying high quality accommodation and services ensuring that all facilities, are clean, well maintained, attractive and fully compliant with all relevant legislation
- Personalising the stay for guests, where possible (e.g., putting up cots for babies, adjusting the content of the welcome pack according to guests etc.)
- Being 'easy to do business with', i.e., having the ability to book and pay online, inclusive of all extra costs, being easily contactable etc.
- Complying with all Post Covid regulation and participating in the "Good to Go" hospitality scheme
- Offering a clear and fair pricing policy which reflects the quality of services provided
- Offering a flexible approach for arrival times for customers travelling from far away
- Always acting with honesty and integrity



Hen Eglwys Silian Old Church Project

- Responding quickly to guest and user feedback and striving to always improve the visitor experience.
- An easy access system for entry to the building (e.g. key pad/cards)

4.3 Terms of Business

Initially, the Tourism Accommodation will be fully managed by a local booking agency specialising in high quality bespoke accommodation, such as West Wales Holiday Cottages. The agency will require a non-refundable 40% deposit at the time of booking. The remaining balance is due 6 weeks prior to the booking start date. The agency will remit any fees one month after the fees are received.

When the marketing and billing is taken in house, the same payment terms will apply.

The community facilities will be bookable through Menter Silian, with payments required prior to use. As usage of the facilities increase a dedicated bookings coordinator will be employed to lessen the burden on the community volunteers.

4.4 Suppliers and Terms of Trade

Hen Eglwys Silian will have few general overhead suppliers beyond utilities, however, where regular supplies are needed trade accounts requesting 30-day terms will be established.

The business will create individual arrangements with suppliers of goods within the welcome hampers. The business aims to support local and artisan suppliers to help support the local economy and deliver a 'Sense of Place' to guests by offering a truly Welsh experience. This contributes to Visit Wales' high level tourism strategy of *Croeso Cynnes Cymraeg* (i.e. creating a warm welcome to Wales).



Hen Eglwys Silian Old Church Project

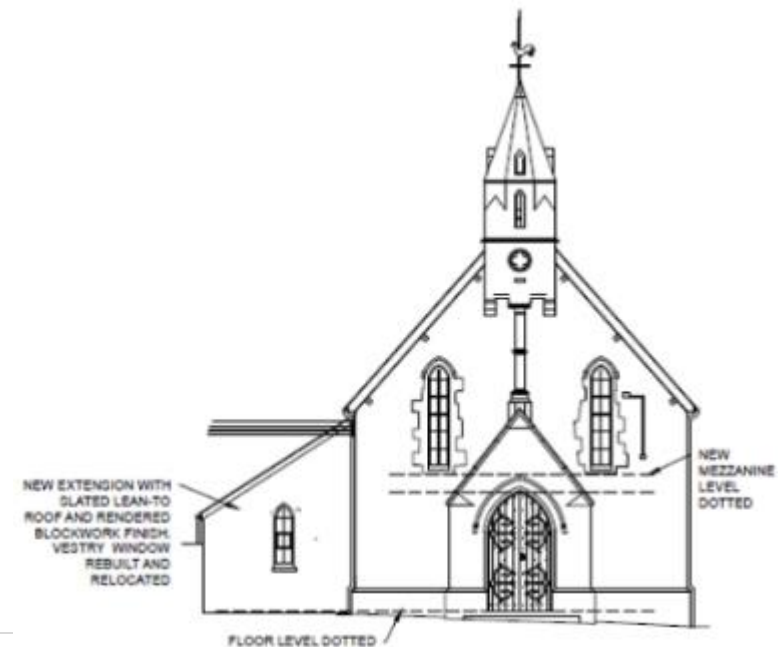
4.5 Premises

St Sulien's Church dates back to 1873 and was a vital part of community life until 2017 when it was closed by the Church in Wales, since then the building has been vacant. It is the intention of Menter Silian to create a multifunctional space including, both tourism accommodation, a flexible function room and a commercial kitchen for community use and restore St Sulien's as a hub for community activity.

Following consultation with conservation-accredited architect, Caroline James of CJ consulting, it has been proposed to increase the usable floorspace within the building. This will be achieved through a number of clever design solutions, creating a mezzanine level and an external extension. The building works will be developed to incorporate the original historic features, whilst increasing the functionality of the space.

The new space created in the mezzanine level will house the luxury tourism accommodation aimed at couples, with an open plan living space, compact kitchen and en-suite facilities. The luxury accommodation will be sympathetically developed to retain the character of the former church and showcase a number of the original features, including the original windows and roof beams.

In addition to the creation of the mezzanine level, a side lean-to extension is also proposed, to create a commercial kitchen, toilets and storage/office space for community use. The flexible space will benefit from its own access and will be able to be used either in conjunction with or independently of the other facilities. The main community function area will be on the ground floor and will be accessible through the main doors at the front of the property and from the side door.



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The internal space will have a bright and clean finish and will be easily adaptable to meet the needs of the hirer, whilst retaining a number of character features. A retractable partition to allow the space to be used as a whole or split to create two smaller spaces, (i.e. (1) the nave and aisle and (2) the transept, altar and chancel). A range of tables and chairs will be available to the hirer to use upon request.

The altar area of the church will be preserved and enhanced by the display of the historic early medieval stone carved stones and medieval alter which feature within the former church. This area can remain a quiet space for reflection and thus retain the connection to the building's former use.

Externally there is a small raised green space available to the rear of the building and side of the graveyard. It is possible that this could be utilised in the future for an outdoor seating area.

A nearby dedicated car parking space will be investigated. Several other car parking spaces will also be created near the church entrance for those visiting the building for other reasons. Menter Silian intends to investigate utilising a small area of common land between the road and the Nant Tawelan stream for this purpose. However, the church is within walking distance for the majority of Silian residents, and it is intended that locals attending the building will walk or cycle where possible as parking availability in that part of the village is restricted.



4.6 Legislation

Menter Silian is aware of its legal obligations and will work hard to comply with the following legislation in the provision of services. The following list is indicative and not a full list of applicable legislation:

- Employment Right Act 1996 provides a range of contractual rights for employees, including National Minimum Wage legislation, arranging employer's liability insurance, and ensuring equality of treatment in recruitment
- Health and Safety at Work etc. Act 1974 and the Health and Safety (Miscellaneous Amendments) Regulations 2002, which set out general obligations towards staff, volunteers, clients, and members of the public in terms of health and safety
- The Equality and Diversity Act
- Fire Precautions (Workplace) Regulations 1997 (amended in 1999) and the Regulatory Reform (Fire Safety) Order 2005
- The Equality Act 2010 forms the basis of anti-discrimination law in Great Britain
- Local planning and Building regulations
- The Well-Being of Future Generations (Wales) Act
- The Tourism (Sleeping Accommodation Price Display) order 1977.
- The Welsh Language Act (2015)

4.7 Insurances

The Community Benefit Society will ensure that appropriate insurances are in place. This includes employers and public liability insurance, building and contents insurance. Policies with adequate cover will be secured in the most cost-effective



manner. Menter Silian will agree the level of cover required following receipt of a formal lease from the church of Wales.

4.8 Staff Requirements

It is envisaged that once development works are completed, initially all roles will be undertaken by Menter Silian volunteers, utilising their varied skills to oversee the management of the site, coordinating community events, managing the bookings, completing changeovers and keeping the project's social media presence up to date and relevant. Almost immediately, a caretaker would be needed.

As the labour demands increase, and income rises Menter Silian may employ a small team consisting of a caretaker and Booking coordinator to handle the day to day running of the facilities. This will reduce the pressure on volunteers and bring employment to rural Ceredigion. It is envisaged that a caretaker may be required when the champing activities and main community space are open and being used. A Booking Coordinator is projected to be required in the fourth year of trading.

4.9 Volunteering and Time Banking

At present all members of Menter Silian are volunteers, the group have a collective interest and passion for creating a facility within Silian to enhance and support the village community. New volunteers will be welcomed and encouraged to join in helping to run the community facility. Members of the community are already volunteering with the gardening group with hundreds of hours already banked.



An important method of raising funds which will be used is Time Banking. The hours given by volunteers (when captured) have a monetary value – typically between £10 and £20 per hour dependant on the role. As Menter Silian are solely reliant upon volunteers there is the potential to accrue a significant time banked value over time. This value can be used as Match Funding to show Menter Silian’s in-kind contribution to help raise funds. For example, if a grant application for £30K requires 50% match funding, £15,000 in accrued and proven volunteer hours can be used in place of physical finances.

4.10 Governance

Governance will be covered in the Community Benefit Society Rules developed when the Menter Silian was constituted. Such detailed as the length of time that officers can serve and when the organisation is “quorate” (i.e., the numbers required to make key decisions) should already be developed within the Constitution. As the organisation progresses with this project it is likely that additional Governance assistance may be needed to recruit and develop additional Board members with requisite skills relevant to the project. Fully funded support for such activities to help develop internal Governance competence can be sought from organisations such as Wales Cooperative Centre who are funded to provide such support to Community and social enterprises by Welsh Government.

4.11 Policies

Menter Silian will benefit from a suite of bespoke policies, developed to reflect their commitment to Equality and Diversity, Sustainable Development, Volunteering and use of ICT. These can be found within the appendices of this document. Additional policies may be required going forward and funded support to generate these can be given by Wales Cooperative Centre. These policies are included in the Appendix 7.



5.0 The Market

5.1 Market Overview

Wales is becoming an increasingly popular tourist destination within both the UK and Europe. Boasting a rich and unique blend of culture, landscape, heritage and world class tourist attractions, its popularity is set to increase further. In the 12 months ending June 2019 (pre pandemic), an estimated 4.8 million overnight trips to Wales were made equating to a 6% increase on the year before - outstripping the corresponding 2% GB average, with visitors spending approximately £1.9 billion in the Welsh economy. Recent reports, post pandemic, indicated that tourism expenditure in Wales increased to nearly £3 billion, according to Visit Wales, with hot spot areas such as the coastal fringe, where Silian is, receiving the bulk of the custom. It is anticipated that such visitor numbers may reduce a little as the impact of the pandemic subsides, but its occurrence is expected to leave a long-term legacy for tourism, which will benefit the champing accommodation being developed. Holiday makers are looking to stay in quirky locations – people are looking for memorable experiences.

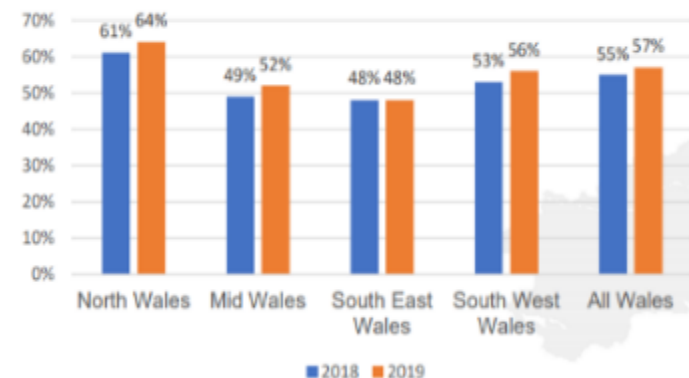
Visit Wales accommodation occupancy survey Annual report 2019

In 2019 the average occupancy for annual self-catering units pan Wales was 57% an increase of 2% compared with the 2018 report. Occupancy rates for self-catering units in Mid Wales increased by 3%, marginally above the average increase pan Wales.

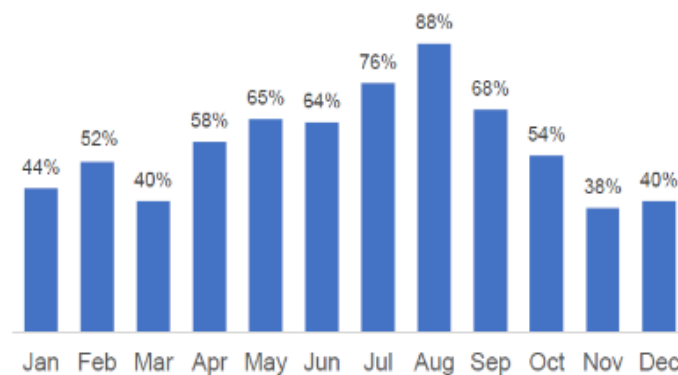
Peak occupancy rates were achieved in August when 88% occupancy was achieved across Wales, with November having the lowest occupancy rate of 38%.

Demand for luxury tourism accommodation priced £800 and over per week remained strong during 2019, achieving 56% occupancy throughout 2019.

Welsh Regions - Self Catering Unit Occupancy (Annual) 2019



Wales – Self Catering Average Unit Occupancy (monthly) 2019

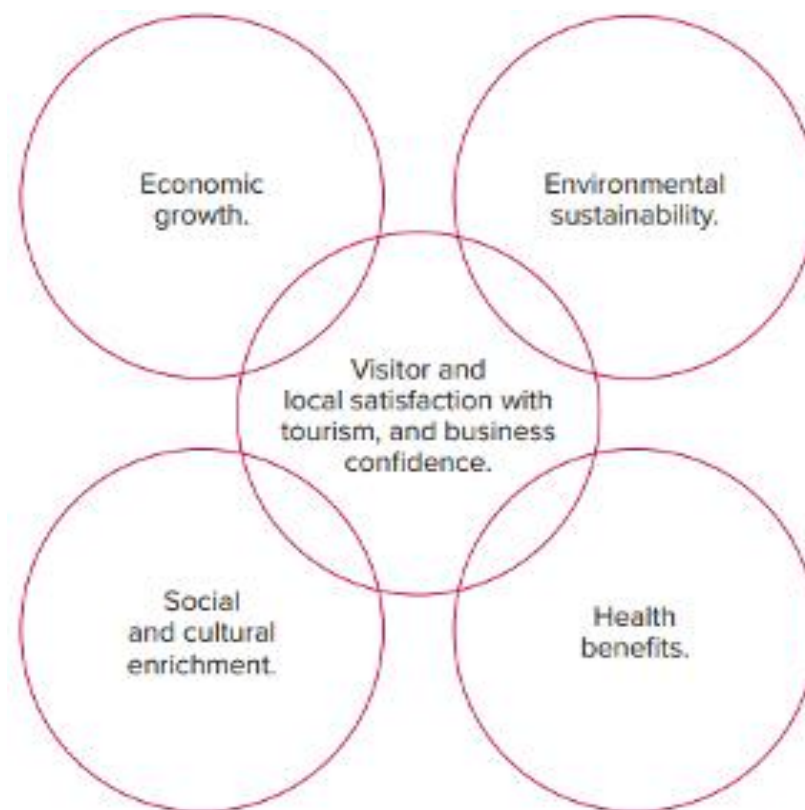


COVID-19 is likely to continue to impact upon the domestic tourism market for the next 3-5 years as consumers' confidence to travel abroad is rebuilt. With the demand for high quality domestic tourism accommodation expected to increase significantly and remain high over this time frame. The peak season is likely to extend as consumers take more domestic short breaks in place of one extended exotic holiday. It is anticipated and the accompanying financial projections show that the champing facility will attract all year-round custom, with most visitors staying out of peak holiday periods having short breaks of 3 – 4 nights (Friday pm to Monday am/Monday am to Friday pm).

Welcome to Wales: Priorities for the visitor economy 2020-2025

The welcome to Wales priorities, set by Visit Wales, for the visitor economy 2020-2025 sets the direction for tourism development for Wales over the next five years, *“Our ambition is to grow tourism for the good of Wales. This means economic growth that delivers benefits for people and places, including environmental sustainability, social and cultural enrichment, and health benefits”.*

The development of luxury and high-quality tourism accommodation supports this vision for tourism in Wales. The development will progress in as an environmentally responsible manner, as possible, bearing in mind the historical and Listed status of the church and the materials required to refurbish it. The development will seek to “elevate the status” of Wales and attract “high-value visitors from across Britain” by providing exceptional quality and “stand alone iconic”, accommodation in an unmistakably Welsh location.



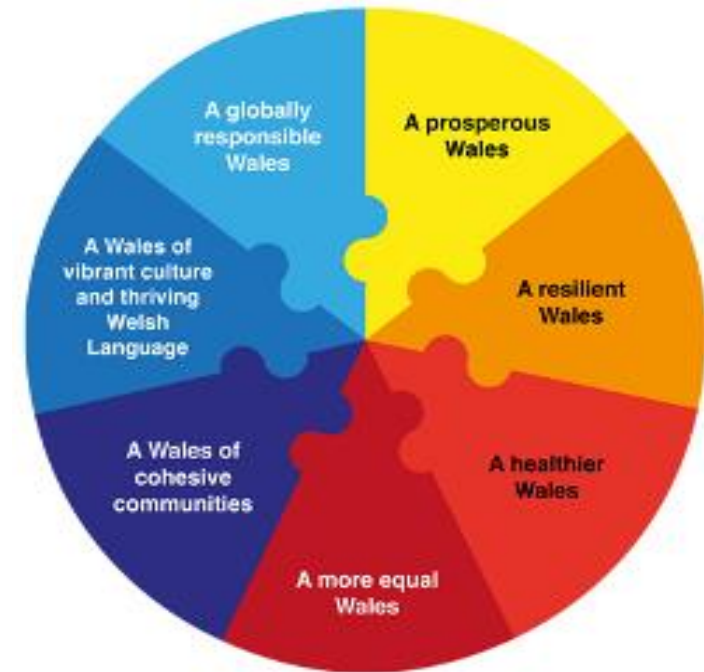
The Well-Being of Future Generations (Wales) Act

The Act is focused on improving the social, economic, environmental, and cultural well-being of Wales. Menter Silian naturally supports many of the seven well-being goals that form the basis of this Act, including supporting A Prosperous Wales, A Resilient Wales, A Wales of Cohesive Communities, A Wales of Vibrant Culture and Welsh Language and A Globally Responsible Wales. The business will do this by revitalizing the rural community of Silian potentially reducing outward migration of young people from rural areas and promoting environmental best practice, engaging with local organisations, and promoting Wales and its Sense of Place.

Visit Wales's Objectives

Menter Silian will create a Sense of Place and offer a warm welcome to Wales (Croeso Cynnes Cymreig), in keeping with Visit Wales's objectives, by embracing the site's unique location and heritage. Externally the building will remain largely unchanged, with original features maintained, ensuring it will continue to "fit in" with the surrounding area, using local trades people for installation works and capitalizing on the local heritage. Additionally, the business will reinforce the Welsh Brand:

- "Elevating Wales's Status". Located within rural Ceredigion, the building's location offers a chance for people to engage with one of Wales's undisturbed beautiful and iconic landscapes. By enabling the public to extend their time to spend in this area, the project will help to elevate



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Wales's status not only as a place of natural beauty but a place of adventure, activity, and history.

- The project will seek to "Surprise and Inspire", by highlighting what Ceredigion and the country of Wales has to offer, including breathtaking landscapes, quality venues, local business, activity providers and more.
- The project will aim to "Change Perceptions" by providing a new engaging way to experience the natural beauty of Wales in a modern, "consumer anticipated" way (that meets visitor expectations)
- The development will be "Unmistakably Welsh", on a site which dates back to the very beginnings of Christianity in Wales, housed within a fine example of a rustic rural parish church building. It will incorporate high quality Welsh furnishings and designs throughout, showcasing the best of what Wales has to offer via a contemporary and welcoming brand that attracts discerning custom.
- As congregation numbers dwindle nationally, Hen Eglwys Silian can be used as an example of best practice for alternative use, and the Church in Wales is already interested in showcasing the project as a model for churches in similar situations.



Community Facilities

It is estimated that there are approximately 10,000 village halls and community facilities throughout England and Wales. Each providing places to meet, socialise and become involved in the local community. Social interactions which formerly took place within the village pub, post office or local shop are now taking place in the village hall or community centre as the village has already lost its other amenities.

In 2004 The Charity Commission identified that a number of village halls and community facilities were struggling to survive, due to the falling demand in the traditional services offered, an ageing rural population and retiring “incomers” and a lack of interest amongst new residents who regularly commute out of the village to nearby towns or cities. Additionally, the high maintenance costs associated with the upkeep of often-historic facilities frequently exceeded their income. Charities often struggle to fund the modernisation of the facilities to comply with changes in regulations.

The Charity Commission identified six key attributes which were apparent in the most successful village halls or community facilities:

- A clear workable governing document
- A diverse trustee or management bodies
- A versatile building which meets legislative requirements
- Effective communication methods to engage with stakeholders
- A funding regime that is sustainable and diverse
- A strategic plan, that takes into account the impact of any proposed changes.

Menter Silian is incorporating all these attributes in its development of Hen Eglwys Silian.



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5.2 Customer Profile

The completed project is likely to appeal to two separate consumer groups, based upon the element of the building they are booking.

The community areas will attract custom from local community groups, business or families looking to host meetings, gatherings or functions within the village of Silian. These consumers are likely to have strong links to the area and travel less than 5 miles to the venue.

The customer profile at Hen Eglwys Silian tourism accommodation, will predominantly be High Net Worth (HNW) couples, that are looking for a unique place to stay in the heart of the countryside and secluded from others. Either for weekend breaks or short supplementary breaks throughout the year. Often such customers are described as “cash rich and time poor” and they value quality and the opportunity to vacate in innovative, unique locations. Such customers are much less seasonal explorers than families and tend to be more weatherproof than those with young children. The accompanying financial projections show realistic level of occupancy rates from this audience which will provide the bulk of the income necessary to sustain the building in the future.

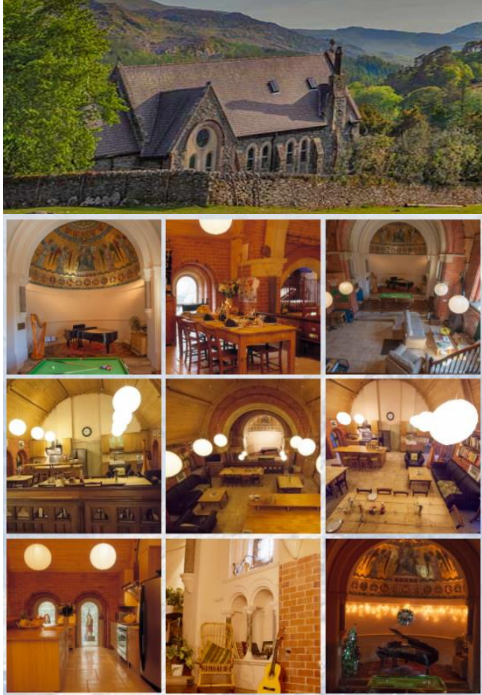
Most guests are likely to be from outside Wales and to travel from the major conurbations within a three-hour drive. The accommodation is highly likely to attract customers with a keen interest in history and religious sites including local pilgrimage routes.



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5.3 Competitor Analysis

The matrix below assesses a range of self-catering tourism accommodation within converted churches, of a similar standard as the proposed accommodation. This analysis has been used to help set pricing policy, to determine the type of fixtures and fittings needed and to give confidence to Menter Silian that incorporating champing into the building's redevelopment is a feasible thing to do.

Competitor	Details	Pricing
<p data-bbox="232 547 629 576">St Curig's Church, Snowdonia.</p>  <p data-bbox="232 1283 734 1305">https://www.stcurigschurch.com/accommodation/</p>	<p data-bbox="810 547 1489 695">The property has a hot tub* in the garden with views of the Snowdon Horseshoe. It has a zip wire, pool table, grand piano, guitar, table tennis, dressing up box and various board games.</p> <p data-bbox="810 703 1489 815">The well-equipped kitchen is on the mezzanine level giving a bird's eye view of the church's glittering mosaic ceiling.</p> <p data-bbox="810 823 1489 935">There is a drying room with a washing machine and plenty of boot storage. The property has a stable which can be used for storing bikes or kayaks.</p> <p data-bbox="810 943 1489 1011">Sleeps 12 available to rent per room or as an entire property.</p>	<p data-bbox="1516 547 1816 576">Self-Catering Low season</p> <p data-bbox="1516 584 1827 612">2 nights weekend £2090</p> <p data-bbox="1516 620 1827 649">3 nights weekend £2490</p> <p data-bbox="1516 657 1702 686">4 nights £2890</p> <p data-bbox="1516 694 1702 722">5 nights £3290</p> <p data-bbox="1516 730 1702 759">6 nights £3690</p> <p data-bbox="1516 767 1702 796">7 nights £4090</p> <p data-bbox="1516 804 1827 833">Midweek per night £750</p> <p data-bbox="1516 841 1816 869">Self-Catering High season</p> <p data-bbox="1516 877 2011 906">March to October and Christmas holidays:</p> <p data-bbox="1516 914 1798 943">2 nights weekend £2190</p> <p data-bbox="1516 951 1798 979">3 nights weekend £2590</p> <p data-bbox="1516 987 1688 1016">4 nights £2990</p> <p data-bbox="1516 1024 1688 1053">5 nights £3390</p> <p data-bbox="1516 1061 1688 1090">6 nights £3790</p> <p data-bbox="1516 1098 1688 1126">7 nights £4190</p> <p data-bbox="1516 1134 1798 1163">Midweek per night £890</p>

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High Haven, Little Haven, Pembrokeshire.

<https://www.holidaylettings.co.uk/rentals/little-haven/6912511>



This is a stunning conversion of a thousand-year-old building by the architect owners who have carefully preserved the character of this medieval treasure whilst creating a generous contemporary home with all the comforts and facilities for modern day living. Beneath the fine old Victorian roof is a spacious and comfortable double-height living area focused upon the elegant Stuv wood burner by night, and countryside views through the 15th Century windows by day... Beyond the Romanesque Font are the clean lines of a generous dining area overlooked by a modern kitchen specifically designed to include the old oak altar... And overlooking the main entertaining spaces is a mezzanine gallery with two workstations leading to two small bedrooms in the eaves with fantastic views over the Preseli Hills

All bookings are subject to a booking fee of £105 and owner fees of £50.

Peak – £96/ Night

Shoulder - £96/night

Off Peak – £96/Night

Hen Eglwys Silian Old Church Project

Capel Pennant, Llangollen.

<https://www.holidaylettings.co.uk/rentals/llangollen/597344>



Capel Pennant is an old estate chapel on the Chirk Castle estate, only a mile from the National Trust castle, within the grounds of an historic seventeenth century upland manor house, Plas Pennant. Only a short distance from Llangollen, Chirk and the market town of Oswestry. The chapel has been meticulously restored by Cadw's Inspector of Historic Buildings and fitted with beautiful antique furniture and paintings. The centrally heated accommodation includes a large sitting room open to the roof timbers, wood burning stove, fitted kitchen, bedroom with antique iron bed, and shower room. There is a private terrace with table and chairs and the chapel garden with far reaching views.

Subject to a £65 Booking fee.

£65/Night All year round

Hen Eglwys Silian Old Church Project

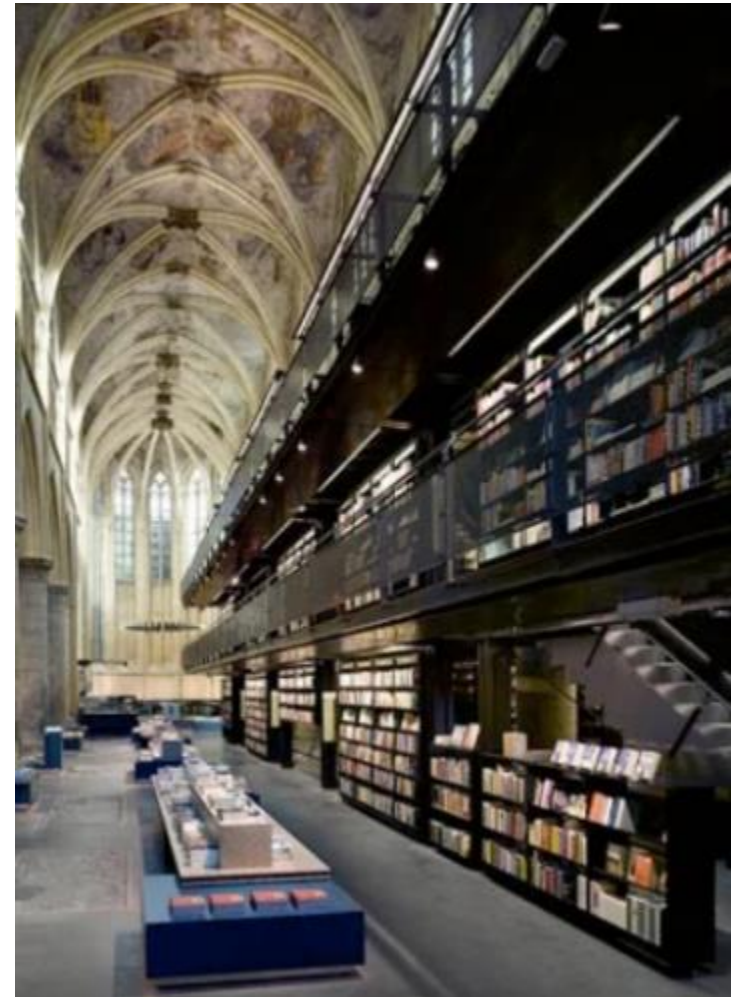
The proposed multiuse area on the ground floor will become a fantastic community asset and enrich village life substantially, particularly for those without their own transport. Similar facilities within West Wales are detailed below giving an indication of pricing and facilities:

<p><u>Tregroes and District Village Hall</u></p> <ul style="list-style-type: none"> • Seating Capacity - 60 people • Meeting Room Seating Capacity - 35 people • Other Rooms - One, but presently used for storage • Car Park Capacity - 20 spaces • Disabled Parking and Access - Yes • Lighting Equipment - Yes • Kitchen Utilities - Hot and cold water, Tea urn, Cooker, Crockery • Hire Charges - £25 a session 	<p><u>Talsarn Village Hall</u></p> <ul style="list-style-type: none"> • Seating Capacity - 64 People • Kitchen • Disabled Parking & Access • Mobile Phone Signal Available - Orange/EE • Alcohol Licence • Hire Charges - £20 for 3 hours. £10 for Kitchen Reduced for Small Groups 	<p><u>Sarnau Memorial Hall</u></p> <ul style="list-style-type: none"> • Main Hall - includes a piano £5 per hr • Committee Room £3.50 per hr • Seating Capacity - 120 people • Meeting Room seating capacity 40 people • Car Park Capacity - 15 spaces • Disabled Parking & Access • Permanent stage with stage wings • Equipment available - Projector Screen • Premises Licence • Kitchen Utilities - Hot and cold water, Tea urn, Cutlery, Crockery
<p><u>Pontgarreg Neuadd Goffa/Memorial Hall</u></p> <ul style="list-style-type: none"> • Seating Capacity - 160 people • Meeting Room, Seating Capacity - 30 people • Car Park - 22 spaces • Disabled Parking & Access • Permanent Stage with Stage Wings • Changing Rooms • Kitchen Utilities - Hot & Cold Water, Tea Urn, Cooker, Microwave, Fridge, Cutlery, Crockery • Hire Charges - Organisations pay annual: - registration fee £40 + £10 per session Private hire: £15 an hour 	<p><u>Pentre Cwrt Village Hall</u></p> <ul style="list-style-type: none"> • Seating Capacity - 100 people • Car Park - 20 Spaces • Disabled Access • Lightning & Sound Equipment • Mobile Phone Signal Available • Bar Area • Premises Licence • Hearing Loop • Valid Fire Certificate • Kitchen Utilities - Hot and Cold Water, Tea Urn, Microwave, Fridge, Cutlery, Crockery • Hire Charges - £5 per hour 	<p><u>Mydroilyn Village Hall</u></p> <ul style="list-style-type: none"> • Seating Capacity - 120 People • Storeroom • Car Park - 60 Spaces • Disabled Parking & Access • Stage Type - Portable Stage • Other Equipment - Projector Screen, Digital Projector, Broadband, Laptops, Flipchart, Bowls Equipment, Table Tennis Equipment • Premises Licence • Kitchen Utilities - Tea Urn, Cooker, Microwave, Fridge, Cutlery, Crockery • Hire Charges - £6 per hour plus VAT

5.4 Competitive Advantage

Hen Eglwys Silian, will gain competitive advantage to generate sufficient income to create and maintain a sustainable and resilient venue by a combination of the following factors:

- Achieving a 5-star Visit Wales grading for alternative accommodation
- Providing attention to detail from the initial booking enquiry to departure to help encourage repeat and referral custom
- Providing great standards of volunteer customer care and trying to meet the individual needs of all bookings and community users
- Configuring the building to have multiple uses and being able to be used simultaneously
- Developing a characterful building for modern contemporary use, that is very well equipped and fully compliant with Equality and Diversity legislation
- Offering a range of community events to attract community use in a very versatile space
- Being the only community venue within the village of Silian
- Developing a strong and attractive brand and marketing campaign that generates sufficient enquiries from the target audience
- Creating a pricing structure that is fair and reflects the quality of what is being offered that attains good occupancy levels
- Providing excellent quality premises that are totally unique and characterful.
- Utilising the current location in mid Wales and the coastal fringe to its advantage from a marketing and destination point of view
- Constantly monitoring community and hospitality trends elsewhere and adapting the building to enhance the customer experience



6.0 Marketing

6.1 Branding

Physical brand – the Hen Eglwys Silian project’s physical brand, has not yet been developed but Menter Silian intends to create a logo and brand palette that clearly manifests the societies brand values. Specially selected imagery, fonts, colours, styles etc will be incorporated that epitomises what the new building stands for. The brand will be manifested in a logo which will be consistently positioned on all business stationary, marketing literature, web presence and signage. This will also extend to physical on-site signage.

Emotional Brand/Brand Values – Hen Eglwys Silian will try to engender the following emotion or brand values amongst its customers and users:

- Post Covid safe, clean, space and healthy
- Inclusive - offering a warm welcome to everyone
- Providing quality throughout with great design
- A place to expand skills and build new relationships
- Living and promoting Welsh heritage
- Customers and users are treated as individuals with their own specific needs
- A place that you would want to return and recommend to others
- Friendly and personalised service promoting Croeso Cynnes Cymraeg.
- Will provide a bilingual service, promoting the Welsh language



6.2 Pricing

Menter Silian will develop their pricing based on the following factors:

Tourism accommodation

The grading standard and size of the accommodation and facilities offered.

Pricing will be adjusted to reflect seasonality and the length of stay (i.e., peak, shoulder and off-peak seasonal pricing)

Community facilities

The duration and reason for hire, i.e. One off private or business usage will incur a higher rental than a community event or a regular community group.

Pricing is set to ensure that the business can operate profitably and sustainably.

Pricing for accommodation and individual services is shown in the attached financial forecasts.



6.3 Marketing Methods

Website

Menter Silian will develop a website using local paid or volunteer expertise that is easy and logical to use. Specialist support may also be provided by organisations like Wales Cooperative Centre and Superfast Broadband Wales. Support provided will be graphic rich using great photography and it will be well optimised, using key search terms, so that it can be found easily via main search engines (i.e., Search Engine Optimisation (SEO)). The website will also be integrated with social media to help increase the online presence ensuring that the accommodation can be easily found. A programme of regular community events will be published on the website and over time a booking tool may be built into the website, subject to demand and need.

Social Media

Menter Silian already has a Facebook page and Twitter account. An integrated social media strategy will be developed to help raise market awareness and to reach new local and distant audiences. Hen Eglwys Silian tourism accommodation will have dedicated Facebook and Instagram pages. Menter Silian will ensure that consistent high-quality content is posted on a regular basis. Details of upcoming events and social activities taking place at Hen Eglwys Silian will also be available through separate social media accounts. Activity on all social media platforms will help generate a following and enquiries. Guests and community facility users will be encouraged to use their social media contacts to



Hen Eglwys Silian Old Church Project

Online Links

create a viral marketing effect, thus promoting the accommodation and facilities to their own contacts.

As the business is looking to eventually manage booking and marketing in house Hen Eglwys Silian tourism accommodation may subscribe to online directories such as, The Wanderlist, Visit Wales etc., which will help maximise the online impact of the champing accommodation. Initially the business will use an external booking agent whilst it becomes established, as such a fixed commission has been included within the financial plan for bookings arising from an appointed tourism agent.

Word of Mouth

Customers/users will be encouraged to refer to friends, family, or work colleagues. The business will establish a working relationship with numerous activity, food and drink and other tourism and community providers locally to create cross referral activities and enhance the visitor experience by recommending something that is proven. Visitors will be encouraged to have a great time. Information in the welcome pack and a visitor's comment book will request honest feedback which may be a testimonial and/or a post on media such as Trip Adviser. It is hoped that the high majority of visitors will happily endorse and recommend the facilities.



Hen Eglwys Silian Old Church Project

Press

Menter Silian has already created a positive relationship with the local press. As the development progresses and reaches key milestones it is hoped that this will gain further press and media coverage. When Hen Eglwys Silian is close to launching, local and online newspapers and affinity magazines, will be contacted as there may be a chance of receiving free editorial coverage, especially due to the unique nature of the overall development. It is a very newsworthy story.

Signage

Appropriate signage will be positioned nearby to help with directions to the site. Additionally, the Welcome Pack provided in the champing accommodation will inform and signpost guests to local places of interest. For instance, OS maps are now widely digitally available (e.g. download the Ceredigion CC walking app and map- people use their phones to show routes these days) and paper copies will be available to encourage guests to explore the local area.



Hen Eglwys Silian Old Church Project

7.0 Finance

7.1 Financial Projections Overview

Year	Projected Turnover	Profit Before Tax
Year 1	£25,903	£7,136
Year 2	£30,000	£9,413
Year 3	£33,342	£12,693
Year 4	£35,870	£10,580
Year 5	£38,063	£13,356

The figures above show the anticipated turnover and profit that may be generated in years one to five once the development is completed and trading fully. The increasing profitability of the project each year reflects the assumption that there will be an increasing number of events and users as the hall becomes a core facility for the people of Silian.

The above figures assume that 100% of development and “fit out” funding is gained so that when the church reopens it has no debt. Two other financial scenarios have been projected indicating (1) where 10% of project costs have to be met by debt and repayable loan funding and (2) 25% of project costs also have to be met by debt and repayable loan funding.



Hen Eglwys Silian Old Church Project

7.2 Sensitivity Analysis

	Year 1	Year 2	Year 3	Year 4	Year 5
Income	£25,903	£30,000	£33,342	£35,870	£38,063
Variable costs	£5,164	£5,593	£5,426	£4,683	£3,862
Gross Profit	£20,740	£24,407	£27,916	£31,187	£34,201
Fixed Costs	£13,603	£14,994	£15,223	£20,607	£20,845
Net Profit	£7,136	£9,413	£12,693	£10,580	£13,356
Breakeven income	£16,990	£18,430	£18,182	£23,701	£23,199

The above table details the breakeven point for each year once the project is completed. It should be noted that in year one the breakeven percentage is 65.6% this reduces to 60.9% by year five.

7.3 Existing Assets

At present there are no existing assets. However, once completed and when the Church in Wales has given a long-term lease to Menter Silian, say of ideally 50 years plus, then the building as a redeveloped asset can be valued. This valuation will be critically important in helping to secure any debt finance needed if there is a grant funding shortfall.

7.4 Funding Requirement

As significant development work is required to complete the necessary works, funding of approximately £860,000 is sought to develop the project.



7.5 Funding Landscape

Exploration of the current grant landscape is outlined below. For clarity the grants outlined are a moment in time, the funding landscape is constantly changing as grants open or close, and/or are replaced by new versions or different grants. It is important to note that with the end of EU Structural Funds, the medium to long term funding landscape for capital projects Wales is likely to get worse rather than better. Another important point to note is that it is Landsker's experience that when the first two rounds of EU Structural Funding ended (i.e., Objective One and Convergence) "windfall" funds would arise from "unspent pots of money" that were reallocated to "shovel ready" projects. There is no guarantee that this may happen when Post Convergence funding ends, but it is a point worth considering; if a fully funded project plan has been developed and statutory consents are in place then Hen Eglwys Silian could be a potential recipient of such funding.

7.6 Potential Sources of Grant Funding

At the time of research, the following grants were available for consideration/further investigation indicating that the development project proposed for Hen Eglwys Silian may be eligible for support. The list below focuses on large grants greater than £25k. Brief notes about the grant are also provided. Some grants have closed for this round, but are worth considering when they open again, which most will but these "opening" windows were not known at time of writing.



People and Places – Large Grants

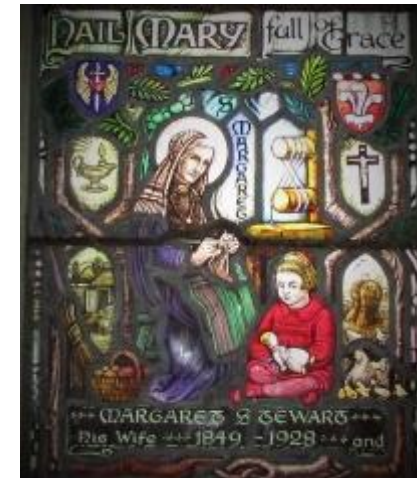
People and Places: Large grants offers funding from £100,001 to £500,000 for projects where people and communities are working together and using their strengths to make positive impacts on the things that matter to them the most.

Applications for awards of between £10,001 and £500,000 for projects that run for one to five years. People and Places are able to fund some or all of your costs including staff salaries, training, volunteer expenses, management costs, equipment, premises costs, monitoring and evaluation, and overheads.

NFU Mutual Charitable Trust

The NFU Mutual Charitable Trust was set up in 1998, to promote and support charities in the United Kingdom working in agriculture, rural development and insurance. The Trust focuses on providing funding to larger initiatives, which would have a significant impact on the rural community. The Trustees are particularly interested in initiatives in the areas of education of young people in rural areas and relief of poverty within rural areas. Donations of between £1,000 - £50,000 can be applied for.

The Trustees meet twice a year to consider applications received. These meetings are currently held in June and November. Applications can be made until the month prior to the meeting.



**NFU Mutual
Charitable Trust**

Lottery Grants for Heritage

Using money raised by the National Lottery, the National Lottery Heritage Fund inspires, leads and resources the UK's heritage to create positive and lasting change for people and communities, now and for the future. It funds projects that connect people and communities to the national, regional and local heritage of the UK. Heritage can mean different things to different people. It can be anything from the past that you value and want to pass on to future generations.

Applications are welcomed from £3,000 - £5 Million with a match funding requirement of between 0 – 10% dependent upon the scale of project applied for.

Other appropriate funds from The National Lottery include:

- People and places – £10,001 to £100,000, suitable for voluntary or community organisations. The application deadline is ongoing.
<https://www.tnlcommunityfund.org.uk/funding/programmes/people-and-places-medium-grants#section-4>
- National Lottery Awards for All Wales - £300 - £10,000, suitable for voluntary or community organisations. The application deadline is ongoing.
<https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-wales>
- National Lottery Climate Action Fund – Currently closed but further applications windows are likely.
<https://www.tnlcommunityfund.org.uk/funding/programmes/climate-action-fund-round-2>



Hodge Foundation

The Foundation supports charities working with people who may be vulnerable or disadvantaged and who need assistance to improve their lives. This includes a variety of causes and groups including the elderly, homeless, disabled, special needs and those with mental health issues.

The Foundation supports communities by providing funds towards projects such as facilities in church buildings and inclusive activities for the wider community

A maximum of £100,000 can be sought.

Ceredigion Association of Voluntary Organisations (CAVO)

CAVO promotes, supports and empowers voluntary community action in Ceredigion.

CAVO can support the organisation with:

- Developing funding strategies
- Identifying and pursuing funding opportunities
- Can facilitate direct access to funders
- Circulate funding updates
- They run their own grant schemes
- Co-ordination of funding training.



Historic Houses Foundation – Grants

The HHF gives grants for, the repair and conservation of rural historic buildings and structures located in England and Wales, including where appropriate their gardens, grounds and outbuildings, and the conservation, maintenance, and restoration of works of art and objects of outstanding artistic, scientific and historic interest.

Grants of up to £250,000 are available with the trustees meeting quarterly to assess new applications.

Architectural Heritage Fund Project Development Grants

Funding of up to £30,000 is available to support people, communities, and organisations to take ownership, to repair and to adapt historic buildings and places for new sustainable uses. The Project Development Grant scheme is intended to assist an organisation to cover some of the costs of developing and co-ordinating a project and taking it towards the start of work on site.

Ceredigion Community Grant Scheme

Grants are available to Community Groups, Community Councils or bonafide Voluntary sports and play associations who wish to improve and increase the range of facilities, activities, and opportunities within Ceredigion. The purpose of the scheme is to increase the range of facilities, activities, and opportunities within Ceredigion.

A maximum of £25,000 can be applied for.



Cyngor Sir
CEREDIGION
County Council

Hen Eglwys Silian Old Church Project

Community Facilities Programme

This is a capital grant operated by the Welsh Government, grants are available at two levels: small grants of under £25,000 and larger grants of up to £250,000. The focus of the Programme is on increasing opportunity, creating prosperity for all and developing resilient communities where people are engaged and empowered. All applicants are expected to work with partners which can come from the public, private or the third sectors.

Ceredigion County Council

The Ceredigion Community Grant Scheme is available for voluntary, non-profit making organisations which are properly constituted. The scheme is available for capital projects or revenue projects. Of particular interest for Hen Eglwys Silian may be revenue projects. The grant is available towards such things as the running costs of the organisation, costs of setting up the organisation or the costs of staging events. Each application is considered on its merits, but the maximum level of grant will be the lesser of 25% of the gross revenue cost or the amount required to fund the estimated deficit, subject to a maximum of £10,000. Applications must be emailed to financegrants@ceredigion.gov.uk.

<https://www.ceredigion.gov.uk/business/funding-grants/community-grants/>

The Waterloo Foundation Funds

The foundation has 4 grant programmes: World development, Environment, Children's development, and Wales. The Waterloo foundation is an independent



grant- making foundation that with a particular focus upon reducing the disparity of opportunities. Grants to a maximum of £100,000 are awarded.

Track 2000 Community Resource Services Grant Legacy Fund

Grants of £35,000 are available to small charities or social enterprises based within South Wales with an income of £500,000 or less. There are three key areas for redistributing these funds in Environmental Improvements to both inner town/cities and semi-rural areas. Training/Education, especially for disadvantaged youth/adults, individuals with special needs or who are disabled for careers opportunities and overcoming barriers to mainstream opportunities. Strengthening Disadvantaged Communities, this will specifically be aimed at in improving quality of life for individuals, families and assisting community regeneration, for improving quality of life for all who suffer hardship or poverty in deprived areas.

The Mid Wales Growth deal

Recent news suggests that approximately £110 million has been secured to invest in Mid Wales's future economic prosperity. The means by which these funds are delivered and administered is still unclear although it is hoped that this picture will become clearer in 2022. It is hoped that there may be the opportunity for Menter Silian to directly or indirectly bid for funding support for the building's redevelopment. It is likely that Ceredigion County Council will play a major part in how this funding will be allocated and drawn down therefore it is recommended that Menter Silian remain close to Physical Regeneration personnel within the Council.



Landfill Disposals Tax Communities Scheme

As the site is within five miles of the LAS recycling/ Waste transfer centre there may be an opportunity to bid for this scheme which offers awards of between £5-£49,999. The scheme closed in January 22 but other future rounds are expected. The scheme is administered by WCVA and the development meets the eligibility criteria by enhancing or developing a community facility.

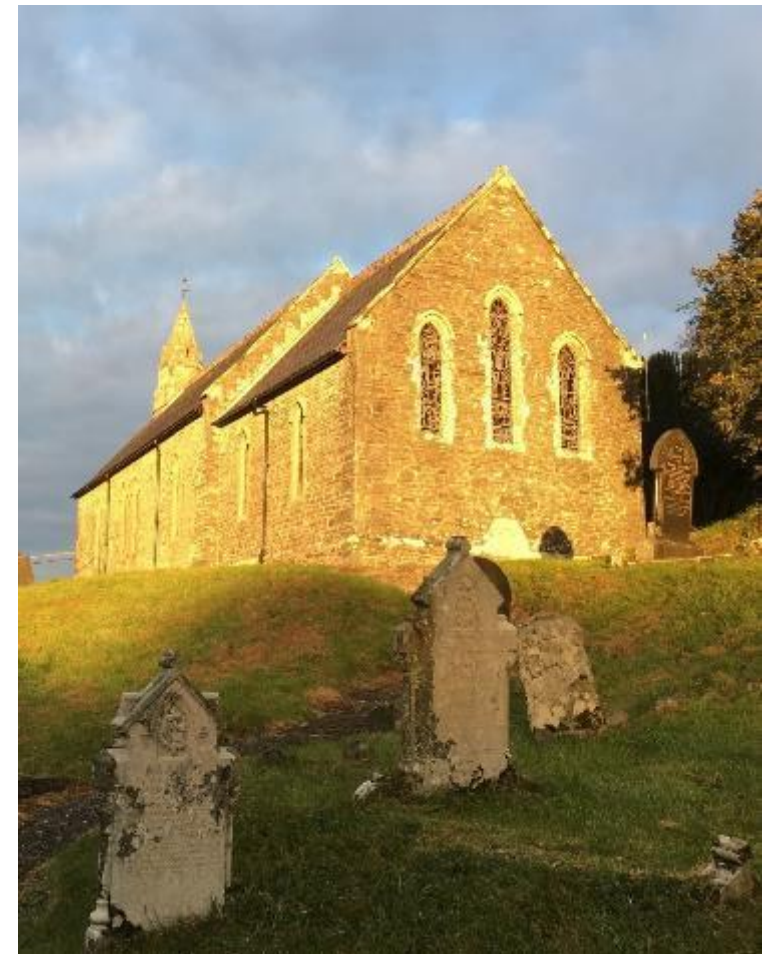
People's Postcode Lottery

The People's Postcode Lottery may be applied for up to £25,000 for some type of social enterprises. This funding is generated from lottery surpluses generated by subscribers. Many types of constituted charities and other third sector organisations can bid for funding, and it is done on a regional and monthly basis. <https://www.postcodecommunitytrust.org.uk/apply-for-a-grant/>

Cultural Recovery Fund

The Cultural Recovery Fund helps support and sustain various sectors including Heritage due to the ongoing challenges resulting from the Covid-19 pandemic. The fund is intended to provide essential, short term, support to organisations impacted by the pandemic. It is uncertain if Hen Eglwys Silian will be able to bid for this funding, but it may be able to access some support to help move the project forward for revenue requirements, such as employing someone on a part time basis to help with project development or to make funding applications. Funding of up to £10,000 may be available.

<https://applicationscrf10k.businesswales.gov.wales/?culture=en-GB>



8.0 Cross Cutting Themes

The Cross-cutting themes detailed below aim to improve the quality and legacy of the Hen Eglwys Silian project and to add value to the development as a whole. The cross-cutting themes will require consistent action across multiple operations. In line with Welsh government priorities Menter Silian and the Hen Eglwys Silian project will contribute to the following cross cutting themes:

- Equal Opportunities, Gender mainstreaming (the Welsh language is included in Wales)
- Sustainable Development
- Tackling Poverty and Social exclusion.

Equal Opportunities and Gender Mainstreaming (the Welsh language is included in Wales)

Menter Silian will embrace approaches which enable organisations to work together to ensure that activities and opportunities are accessible to all. Menter Silian will take every opportunity to promote and facilitate the use of the Welsh language in day-to-day delivery of activities and communications.



Sustainable Development

Menter Silian will encourage the use of sustainable transport solutions where possible for users of the Hen Eglwys Silian facilities. Resource efficiency will be encouraged, including water and energy efficiency and waste management.

A green energy report was recently prepared for the building. See Appendix 8. Sources of renewable energy will be considered in the development; this may include air source heating, solar/photovoltaic panels. Some grant funding may be available for these aspects of the redevelopment.

Tackling Poverty and Social exclusion

Menter Silian is committed to tackling barriers to inclusion and will offer activities to build skills and confidence within the community. Various volunteering roles will be available within the Hen Silian Eglwys project. When offering employment opportunities, Menter Silian will always pay the living wage or above.

8.1 Welsh Language

Operating in rural Ceredigion in a bilingual community, Menter Silian is committed to promoting the use of the Welsh Language. Menter Silian are committed to treating Welsh and English on the basis of equality, so far as members are reasonably able to do so. The ambition being to treat Welsh and English equally in every situation without exception. Menter Silian will ensure that members make constant progress towards achieving this ambition, and the included Welsh Language Policy sets out the current commitments in relation to using Welsh. The



scope of the commitments in this policy should be interpreted reasonably – they are limited to activities within Wales.

8.2 Equality and Diversity

Menter Silian are committed to offering equal opportunities to all, a full Equality and Diversity policy is included in Appendix 7.1.

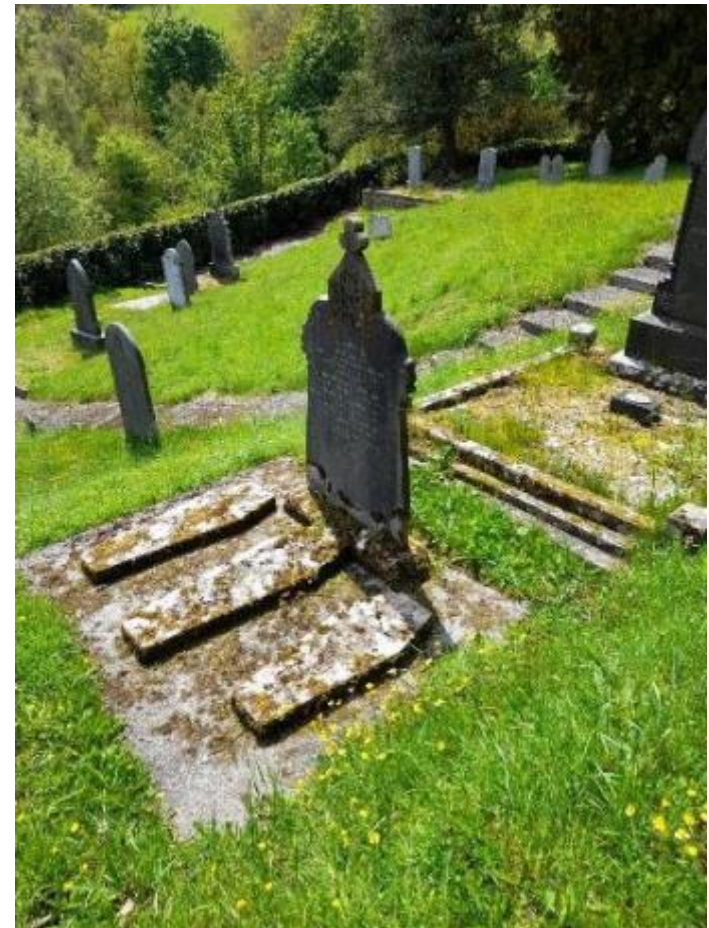
8.3 ICT

To Ensure the data security of all visitors and users, Menter Silian has a comprehensive ICT and Data protection policy. The full policy is included in Appendix 7.2.

8.4 Sustainable Development

Menter Silian has in place a strategic Sustainable Development policy included in full in Appendix 7.3.

The policy aims to ensure environmental and sustainability issues are considered and included within the strategic decision-making process. Menter Silian recognises that actions result in some emissions to air, land and water, and the generation of waste. It is Menter Silian overall aim to minimise their environmental impacts and to operate in an environmentally responsible manner.



9.0 Evaluation and Monitoring

9.1 Social Impact reporting

Social Impact Reporting or Social Accounting is the process of communicating the social, environmental and community effects of an organisation's economic actions to particular interest groups within society and to society at large. For Menter Silian it is about reporting the "impact" and "value" of what it does locally to appropriate audiences. It is important to do this for several reasons including:



There are a number of formal social accounting models that can be used to "measure" the above, however, due to Menter Silian's small scale it will develop its own "impact" measurements. These may be based on:

- Case studies of beneficiaries or users of the facility
- Measuring actual engagement and numbers of participants
- Commentaries, feedback or reports from stakeholder organisations
- Financial reporting of revenues and surpluses generated.



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Once open, Menter Silian will track and record the number of events that are held and the number of users that use the community facilities each year, in order to assess the impact, the facility is having upon the community.

In addition to this regular skills audits maybe carried out to help assess the areas for further development within the community and which activities would me most beneficial to users.

The tables below detail the expected event and user numbers for years one to five post completion.

Number of Events/Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Hall Hire	78	168	216	252	276
HES Own Events	71	71	72	72	72
Total	149	239	288	324	348

Number of Users

	Year 1	Year 2	Year 3	Year 4	Year 5
Hall Hire	972	2,124	2,688	3,072	3,432
HES Own Events	1,385	1,385	1,400	1,400	1,400
Total	2,357	3,509	4,088	4,472	4,832



10.0 Community Engagement

Menter Silian recognises the importance of engaging with the community at all stages of the Hen Eglwys Silian project. A public consultation has been carried out by Landsker Business Solutions to support the preparation of this report. During which surveys were circulated to all residences within the Silian parish boundary. Respondents were asked to contribute their views surrounding the proposed development and suggestions and comments were welcomed. In addition to the face-to-face survey online links were made available to community members to encourage additional feedback. The full results are included in Appendix 12.

As part of the consultation, community members were invited to become actively involved with the project as a volunteer, with 20 community members showing an interest in doing so.

High level results of the consultation were shared with the community at the Hen Eglwys Silian open day in the former church which occurred during Storm Eunice on February the 19th 2022. Over 40 local residents attended, despite the adverse weather conditions.

Approximately 130 questionnaires were distributed within the parish of Silian, prompting 71 responses, generating both quantitative and qualitative data. A summary of which is detailed below, full analysis of responses is included in Appendix 12.



Hen Eglwys Silian Old Church Project

The following are a selection of the questions which were posed to the stakeholders within the area opposite:

Are you aware of St Sulien's Church in Silian? Have you ever visited St Sulien church or its grounds?

99% of respondents were aware of the church in Silian, whilst only 94% had ever visited the church or its grounds.

Before hearing of this public consultation have you ever heard of Menter Silian before?

Over three quarters of respondents were previously aware of Menter Silian.

What are your views on what Menter Silian is trying to achieve?

The vast majority of respondents were very positive about the aims of Menter Silian. Much of the positive narrative centred around the creation of a meeting place for residents which the village has been lacking for a number of years. The need and desire for an increase in community was a clear second trend from the responses collected.

However, a number of concerns were also raised around if the village would be able to support and maintain a venture of this size, with other respondents unsure of the commercial element of the project.



Reference: Source for basemap: Ordnance Survey Digimap 1:25,000

"It is important to try to resurrect community spirit and provide a suitable building for the community to meet and undertake various activities social benefits that are beneficial to physical and mental health."

Hen Eglwys Silian Old Church Project

On a scale of 1-10, where 10 is very beneficial, when thinking about the transformation of St Sulien’s Church, how beneficial do you believe a community hall will be to those that live in Silian and the surrounding areas?

Encouragingly the responses supported the earlier feedback with 73% of respondents scored the project between 8 and 10, giving an overall average of 8.6.

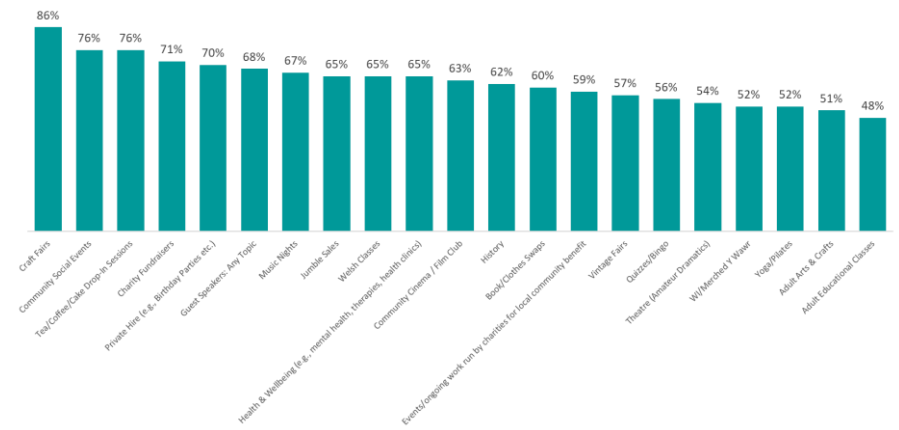
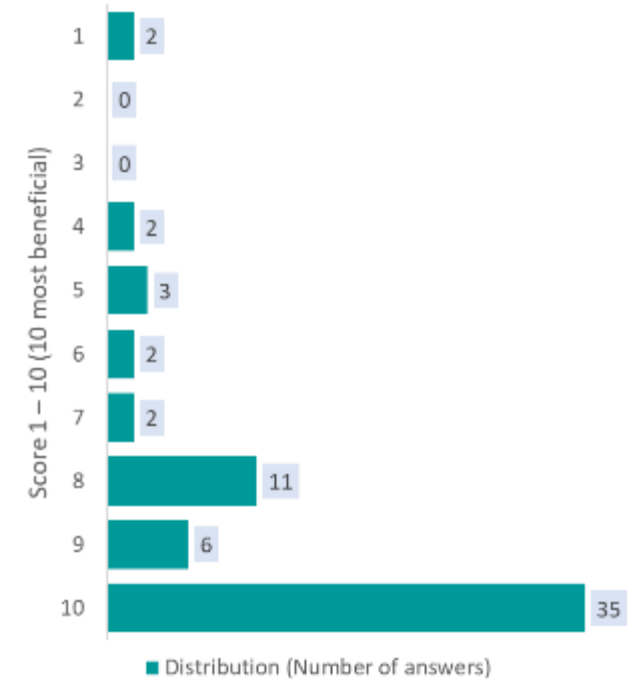
Why do you say this?

The majority of responses were positive and identified the need for a community hall and a more connected village.

Concerns stemmed from the potential negative effects on those who live close to the church, particularly in relation to car parking and potential noise. Others raised concerns around how the community hall would be managed.

To generate an income for running and maintaining the community hall, a one bedroom, tourist accommodation will be provided within the church. On a scale of 1-10, where 10 is very useful, how useful do you believe this will be to those that live in Silian and the surrounding areas, and those who wish to visit?

Respondents remained positive about the requirement for tourism accommodation, however to a slightly lesser extent with an average score of 7 being achieved.



Hen Eglwys Silian Old Church Project

Why do you say this?

Despite recognising that the tourism accommodation would be a useful addition a greater number of respondents held concerns.

Respondents recognised the necessity of funding for the project, and the benefits of a regular source of income.

Concerns centred around the appropriateness of providing accommodation within a church and the management of the accommodation going forward. This indicates that further communication is needed to influence people that although the building was a church and still looks like a church it no longer functions as a church.

Respondents both recognised the lack of tourism accommodation currently within Silian and queried it's benefit to local people.

When thinking about using the hall as a community space, what types of events or uses would you like to see held there in the future? Please select any of the options below that would be of interest to yourself, or a member of your household:

Respondents identified 47 separate activities which they would be interested in attending within the Hall with the majority identifying multiple activities.

Craft fairs were identified as the most popular uses, closely followed by, Community social events and Tea / Coffee / Cake Drop-in sessions, Guest speakers, Music nights, Welsh classes and jumble sales.

"I think it is a very positive proposal, as long as the community is supported and given the skills and expenses to make it a success. The community needs a place to focus on tuition. It will provide a much-needed resource for Silian."

