



CLYNFYW COMMUNITY
BENEFIT SOCIETY



Business Plan

2023-28

AN OPPORTUNITY TO BE A PART OWNER OF A RURAL ESTATE

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Contents

Executive summary	2
1. Vision & purpose.....	3
1.1 Our vision and values	3
1.2 Our aim and strategic objectives.....	4
1.3 About Clynyfw Community Benefit Society.....	4
1.4 Relationship between Clynyfw CBS and Clynyfw CIC.....	10
1.5 Reducing our environmental impact	11
2. Background and context.....	12
2.1 Background	12
2.2 Our community	13
2.3 Supported Housing Market and Meeting the Needs of Vulnerable People.....	13
2.4 Wider context	15
2.5 Document status	16
3. Delivering the Vision	17
3.1 The business proposition.....	17
3.2 Key assumptions	18
3.3 Operations.....	19
3.4 Share offer plan	21
3.5 Share offer marketing and communication plan	22
3.6 Timeline	24
4. Financing the vision	25
4.1 Capital requirement.....	25
4.2 Property acquisition.....	25
4.3 Valuation	25
4.4 Working capital	26
4.5 Funding mix.....	26
4.6 Financial Forecasts	26
5. Risk Management	34
5.1 Risk register.....	34
5.2 Responding to the risks	35
5.3 Insurances.....	36
6. Data Protection.....	36
7. Monitoring & Evaluation	36
8. Appendices.....	37

Executive summary

This business plan provides information about Clynfyw Community Benefit Society and our proposed purchase of Clynfyw Farm including four residential properties, farm outbuildings and approximately nine acres of land in Abercych, north-east Pembrokeshire (bordering Carmarthenshire and Ceredigion).

Clynfyw Community Benefit Society Limited (hereafter referred to as Clynfyw CBS) was established in 2021, is led by local people and aims to secure and safeguard the future of Clynfyw Farm and ensure it continues to act as a community hub, developing and supporting local resilience, and is owned in perpetuity by the local community.

Following discussions with the current owners, an agreement in principle was made to purchase the Farm, subject to the success of a Share offer to finance that purchase. In the first instance Clynfyw CBS has the opportunity to purchase the four Cottages, Farm outbuildings and approximately nine acres of land that are currently tenanted: the cottages through supported living tenancies; and the remaining buildings and land by Clynfyw Care Farm. Clynfyw CBS intends to retain the current tenancies at affordable rents and ensure that the properties are retained in community ownership and available for vulnerable people in perpetuity. The properties are in reasonable to good condition, the cottages and studio having been fully renovated in 2002 and the other farm buildings in 2019/2020.

Clynfyw CBS seeks to raise £550,000 for the purchase of the four residential properties, farm outbuildings and land, as well associated costs such as administration and legal fees.

The Society aims to raise these capital funds through a time-bound Community Share Offer between 18th September 2023 and 30th October 2023 ****N.B. now extended to 31st May 2024****. Subscribers to the share offer will be able to purchase £1 withdrawable shares with the minimum shareholding being £100, up to a maximum shareholding of £35,000 or 10% of the total share capital raised, whichever is the greater. All subscribers will become members of the society and investment in community shares through this offer is an investment in Clynfyw Community Benefit Society as a whole. Members will have voting rights on a 'one member – one vote' basis, regardless of the size of their shareholding.

The financial plan for the business is based on rental income from the four cottages, and from the Care Farm, with a small amount generated by fundraising activities, events and courses from Year 2 onwards. The plan forecasts figures as follows for the first few years of trading (net of depreciation) and is profitable from Year 1: £13,639 (year 1); £36,849 (year 2); £29,931 (year 3 – includes increased staff time).

The Community Shares will carry a target maximum interest rate of 4% with first interest payments anticipated to be made available in 2025. Interest will only be payable when the Directors consider the society can afford it.

If successful with the capital raise, the society aims to purchase the properties in December 2023 ***now expected to be July 2024***.

1. Vision & purpose

1.1 Our vision and values

Clynfyw Community Benefit Society Limited (hereafter referred to as Clynfyw CBS) is a venture created and led by local people to secure and safeguard the future of Clynfyw Farm in Abercych, north-east Pembrokeshire (bordering Carmarthenshire and Ceredigion) and ensure it continues to act as a community hub, developing and supporting local resilience.

Our Vision is to make Clynfyw a model and contributor to a sustainable, inclusive and resilient future.

Our purpose is to:

- Ensure that Clynfyw Farm remains at the heart of the community;
- Protect and support the goals Clynfyw CIC;
- Share our skills and assets to contribute to community resilience;
- Provide a place for people of all ages to socialise and learn from;
- Provide a comfortable and welcoming space for use by local organisations and individuals;
- Use local produce and support local businesses and form partnerships with local companies and organisations, focussing on collaboration whenever possible;
- Be a fair employer and secure employment and training opportunities for local people, young and old, and support them to fulfil their potential;
- Adapt to ensure availability and accessibility that meet the community's needs;
- Promote and facilitate a range of activities which encourage participation, including constant outreach so we offer what our community wants and needs;
- Run an efficient and viable business;
- Provide safe and accessible accommodation for vulnerable adults;
- Advance and support sustainable land use and food production with community involvement;
- Work in harmony with nature and towards zero carbon.

Our Values

We want Clynfyw CBS to continue to bring benefits to the community and be:

- Welcoming – both the place and its people
- Inclusive – with open arms to all
- Thorough and transparent– in all that we do
- Straight and true- in word and deed
- Fair – in our dealings with each other and with the world
- Progressive - develop more effective ways to self-govern and manage the economy
- Respectful – of our history, community and culture
- Be open – to new ideas and opportunities

1.2 Our aim and strategic objectives

Our aim is to enable the local community to buy Clynfyw Farm in order to run it as a cooperative enterprise and to be an ethical landlord to Clynfyw Care Farm and people who live on the farm in supported tenancy accommodation (in four cottages).

We believe that Clynfyw Farm is a vital community asset and that its value and benefits will be best preserved if owned and run by a Community Benefit Society like ours. We have a unique opportunity to become owners of the farm, and by doing so, be able to contribute significantly to community resilience.

West Wales is seeing a surge in 'green endeavours.' Our community is well aware of the challenges we face and there is a drive to organise and prepare ourselves for whatever impacts climate change will bring. Members who become part of Clynfyw CBS, will become part of a network of resilience initiatives addressing the nature and climate emergencies. Historically, perhaps as a result of rurality and isolation, our local community has often done things for themselves - thus giving us the confidence and desire to make this venture a success.

We will deliver our aim by:

Strategic Objective 1: Establishing a Community Benefit Society with robust governance arrangements (Stage 1)

Strategic Objective 2: Purchase of Clynfyw Farm Cottages, Outbuildings and nine acres (approx.) land (Stage 1)

Strategic Objective 3: Developing the Farm to become a Centre for Community Resilience (Stage 2)

Strategic Objective 4: Purchase of further land and woodland at Clynfyw Farm (Stage 2 and beyond)

The first stage of the Clynfyw Farm project is a straightforward proposition for the CBS that involves the purchase of four residential properties, converted stone outbuildings and an adjoining nine acres (approx.) land from the Lewis-Bowen family who have resided at Clynfyw for generations.

Stage 2 will be to expand on existing Resilience work, developing a Centre where people can stay on the farm for a break or play a part in the fast-moving zero carbon social and economic revival, while continuing to support vulnerable people.

For further detail on delivery of objectives please refer to Section 3.

The Lewis-Bowen family have been supportive of the concept of community ownership since the Society first approached them in 2020, and have accepted an offer in principle, subject to funds being raised. The Society would like to thank them for their support and patience throughout the process.

1.3 About Clynfyw Community Benefit Society

Concerned about the future of the Care Farm and supported tenants, and the fact that it might be sold to an individual who would not wish to renew the existing leases, a small group came together during the spring of 2021 to see if a co-operative could be formed to buy the Farm and outbuildings and run it as a community venture. In recent months they have been exploring the possibilities of

forming and running a co-op, drawing inspiration from other similar initiatives across Wales and the UK.

Furthermore, in July 2023, we were very grateful to receive a donation (£3000) from the directors of Ty'r Eithin - a biodynamic farm charity combining the aims of bringing young people to experience small farm life, creating a community for people with special needs of many kinds and supporting wildlife. Their donation will support our efforts to secure the farm.

1.3.1 Structure

With support from the Wales Co-operative Centre (now Cwmpas¹), Clynfyw Community Benefit Society Limited was registered under the Co-operative and Community Benefit Societies Act (2014) in May 2021. The Financial Conducts Authority registration number is 8647.

The first Directors took the decision to incorporate under the Co-operative and Community Benefit Societies Act, rather than as a charitable organisation registered under the Companies Act, because of the scope it provided for potential community share issues. (The community share issue anticipated for mid-2023 has been part of Director thinking from the early days of the organisation). As a community benefit society, charitable status is recognised by HMRC rather than the Charity Commission.

Our organisation is member-led, with members exercising their powers at General Meetings. The Board of Directors is elected from the membership and there is the provision for up to two Board members to be co-opted during the year.

The Board will consult with members on our strategy, our focus and our future. Being a member provides investors with a say in how the CBS evolves, whether it is on the farm, or wider more progressive resilience endeavours locally.

Reflecting community benefit and Clynfyw's purpose to support vulnerable people, the CBS has agreed that supported residents living at Clynfyw be enrolled as members through a nominal £1 share (each) with no financial return, to ensure they have a say in the future of their homes. If they leave Clynfyw, they will automatically lose this vote.

1.3.2 Rules

The objects of the Society shall be to carry on any business for the benefit of the community by,

- (a) Providing therapeutic social, educational and health services to vulnerable people.
- (b) Providing quality training, employment opportunities and skills development to promote positive life changes, independence, and inclusion with a focus on community resilience and sustainable local development.
- (c) Provide supported accommodation and social care provision to vulnerable people.
- (d) Engaging with the community and working towards community regeneration and resilience.

¹ <https://cwmpas.coop/>

- (e) Promoting health and wellbeing initiatives and opportunities.
- (f) Developing partnerships and collaborations with other community initiatives, community organisations and relevant public sector bodies.

The Society has the powers to borrow providing that the amount outstanding at any one time does not exceed £10 million and it has the power to mortgage and charge any of its properties. The Society's borrowing and interest payable in relation to investment by individuals is governed by the rules and interest shall not exceed 4% per annum.

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.

1.3.3 Governance

The Society has adopted the Community Benefit Society model Rules drawn up by Cooperatives UK. A copy can be found on our website: [Rules of Clynyfw CBS](#)

Day-to-day running of the enterprise will be the responsibility of staff, overseen by the Board, who will be the legal Directors of the Society. Clynyfw CBS intends to employ three part-time members of staff over the next 5-year period and will seek funding to ensure effective running of the CBS, through a part time Finance and Administration Officer and Maintenance Officer/Caretaker (from Year 1) with a Development Officer/ Manager being recruited in Year 2. Staff and volunteers will be managed by a named Director in the first instance, with the Development Officer/Manager taking over once in post (in Year 2).

The appointment of members of the Board 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 General Meeting (AGM). At the AGM, Directors will report on the year completed and present the annual accounts. The CBS's annual report including accounts are available via the FCA register. Quarterly newsletters are sent to members, supporters and other partner organisations. We will also hold an annual Members' Barbeque. This will be a free event held to provide an informal space to meet other members, discuss progress with staff and share stories in addition to the AGM.

Elected members of the Board of Directors will hold office for a period of three years in the first instance. Those members who form the initial Board of 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 Board will retire in a phased way over the following years in accordance with the Rules of the Society. A retiring Director shall be eligible for re-election. All new Board members will be elected by the Society's members. The Board of Directors may also co-opt up to two external independent Directors who need not be Members and are selected for their particular skills and/or experience.

Members will be entitled to attend the AGM and stand for election to the Board. In addition to the Directors, we will draw on the support of volunteers to get the enterprise up and running and help keep things going. Volunteers will be welcome to get involved on the farm, and sub-committees will be set up according to member's interests and projects to be developed, such as activities and events, and development opportunities for the buildings.

Directors meet regularly for Board meetings (a minimum of quarterly): these are structured with agendas and papers sent to Directors in advance; and all meetings are formally minuted. The Directors have adopted policies and procedures covering Board of Directors Code of Conduct, Terms of Reference for the Board and a Memorandum of Understanding with the Clynyfw CIC. The Directors work to a plan that includes managing risk through a [Risk register \(see link\)](#) which is reviewed at the Board on a regular basis.

All Directors contribute their time and skills voluntarily and it is clearly understood by all Directors that personal benefit or gain cannot be sought through CBS work. Directors and members will not benefit financially in any way from the activities of the Society, other than through participation in the Society's share offers.

The Board regularly reviews the skills and knowledge at Board level (including perceived skills gaps) and has gradually recruited a skilled and capable board spanning multiple professional disciplines. The Board believes it is strongly represented in terms of: care and supported housing sector experience, financial management, charity and voluntary sector management, sustainability and experience of community-led projects.

Addressing potential conflicts of interest

The Board of Directors is responsible for managing Declarations of Interest and keeps a register with the following particulars:

Names, addresses and occupations of Directors, date of becoming a Director and when left, the officers of the Board of Directors and any declarations of interest of the Directors. This should be updated regularly and annually at a minimum.

Should any potential conflict of interest arise, the Society's rules shall be applied strictly: *A Director shall declare an interest in any contract or matter in which s/he has a personal, material or financial interest, whether directly or indirectly, and shall not vote in respect of such contract or matter, provided that nothing shall prevent a Director voting in respect of her/his terms and conditions of employment or any associated matter.*

1.3.4 Board and advisor competencies

The initial Board of Directors has been formed from amongst the founder members of Clynyfw CBS and the local community. The Board consists of 5 people, and at its meeting on 21st July, 2023 agreed the details of the Business Plan and of this Share Offer.

The members of the Board of Directors are as follows:

Dr John Morgan (Chair) - a retired medical doctor and experienced senior executive with chief executive experience in the NHS sector. Post retirement in Wales he has been active in the charitable and third sector holding a number of trustee and chair roles with a number of charities

and public sector bodies including the Hywel Dda Community Health Council and Hafan Cymru Housing Association. He brings in depth knowledge of the trustee role and governance issues. He also has extensive experience of coaching and mentoring at all levels.

Ben Heneker FCCA (Treasurer) - A qualified accountant and Director at Green and Purple Ltd, overseeing a portfolio of CFO-led virtual finance teams and providing advice to a range of growth businesses. With 16 years' experience, he has provided finance support for a variety of industries and helped produce forecasts and raise finance for differing business needs. He understands that each entity has different needs and support requirements which is critical to all involved. He is distantly related to the Lewis-Bowen family (third cousin).

David Clarke - co-founder and CEO of Synaptica®, providers of enterprise software solutions for knowledge organization and discovery. Dave leads research and development at Synaptica, including software solutions for taxonomy and ontology management, text analytics and auto-categorization. Synaptica software solutions have attracted numerous international awards and in 2016 Dave was awarded the Knowledge Management Leadership Award by the Global Knowledge Management Congress. A resident of Abercych, Dave is a Fellow of the Royal Society of Arts, London, and a Leadership Fellow of St. George's House, Windsor Castle.

Catrin Bradley - Catrin has experience of working as a finance manager on grant-funded rural development initiatives and as project manager or administrator for a range of community-led projects. She is currently undertaking doctoral research into the potential impact of using digital technologies such as augmented reality (AR) to interpret place-based folklore and myth, and has a role as a Welsh Language Engagement Officer with University of Wales Trinity Saint David. Having been brought up in Bwlchygroes, North Pembrokeshire, Catrin has a strong association with the area and is pleased to support Clynfyw with their endeavours to secure a thriving future.

Jim Bowen - Jim's family have lived on Clynfyw Farm since the 1750s. He set up Clynfyw Countryside Centre in 1998 and Clynfyw Care Farm in 2011 (of which he remains a Director and staff member). He is a mentor for Renew Cymru, Social Farms and Gardens and Farming Connect. He writes books, including 'Care Farming for Beginners' (2019). He is committed to grass roots community development, with particular concern about the changing climate and the impact this has on us all and has recently become a Director of Grwp Resilience.

In addition, the Board is able to call upon **Advisors** as required and are currently supported by:

Piers Heneker – Initially a Founder member of the CBS, and former Director, the conditions of his employment has meant he stood aside, while continuing to bring his skills to the Board as an advisor. Piers was brought up in the local area, being distantly related to the Lewis-Bowens and then left to work in industry for 10 years before bringing his family back to be raised in the local community. Piers has worked with Jim in the past at Clynfyw Countryside Centre and has worked for the last 15 years at the Citizens Advice Bureau as a Specialist adviser in debt related matters.

Sarah Hughes (Society Secretary) – has spent the last twenty-five years supporting community-led action and ownership in Wales and is an experienced facilitator with project finance and management skills. She has a background in environmental, rural, and sustainable development as well as group and community engagement.

Cris Tomos - has been extensively involved in community development and is currently the Enterprise and Business Coordinator for PLANED as well as volunteering with various projects, including Canolfan Hermon; 4CG Cooperative; Cwm Arian Renewable Energy cooperative and more recently Chair of Menter Iaith Sir Benfro. Cris received the award of Welsh Co-operator of the Year in 2012 and Welsh Social Enterprise Champion of the year in 2013 and supported the community purchase of Tafarn Sinc where 509 people raised over £400,000 to buy the iconic pub in North Pembrokeshire.

Cwmpas staff – who have provided guidance and advice to set up the CBS and this share offer and will continue to support CBS Board members and staff in future.

1.3.5 Partners and stakeholders

Clynfyw CBS operates on the basis that it can meet its objectives more effectively and efficiently by working in close partnership with other organisations. Discussions have been held with some key stakeholders and partners, who are in full support of this development. These include:

- Statutory organisations – Hywel Dda University Health Board, Pembrokeshire, Carmarthenshire and Ceredigion County Councils, Pembrokeshire Coast National Park Authority
- Third sector organisations – Grwp Resilience, Voluntary Sector Councils: PAVS, CAVS, CAVO, West Wales Action for Mental Health (WWAMH)
- Local community groups – Ffynnone Community Resilience, Cwm Arian
- Local businesses such as The Nags Head, Abercych
- Elected Members – Stephen Crabb MP, Paul Davies MS, County and Community Councillors

1.3.6 Membership and Community involvement

Many discussions have helped to shape this business plan and the share offer, as well as future opportunities for the CBS. The feedback received during engagement activities showed that there is considerable support for the initiative within the local community. Regular coffee mornings at the Care Farm have provided opportunities to maintain our engagement with local supporters. With the Care Farm benefitting from a Facebook following of over 2000 individuals, from all over the UK and further afield, people far and wide have shown support and interest in securing the farm for the future.

From the start, Clynfyw CBS has been clear that the CBS should operate as a membership organisation, open to all. Firmly rooted in our local community and also within communities of interest, members will shape the future direction of the society, have roles on working groups and sub-committees, have access to volunteering opportunities, as well as being part of positive action to address the climate and nature emergencies. We know there is an increasing demand for practical courses around horticulture, environmental resilience and other areas of low impact living, restorative farming and sustainability and members will have the opportunity to shape what courses are run, as well as contribute skills and experience. When you become part of Clynfyw CBS, you become part of a network of resilience initiatives taking steps to repair damage to our society and world.

Ultimately it is the members who control the organisation and elect the Directors. This provides a further opportunity for members to share their skills and experience to help move Clynfyw CBS forward. Clynfyw CBS membership is open to anyone over the age of 16 with a genuine interest in the work of the society on investment of a minimum of £100 as a shareholding in the society and the society's rules also allow for corporate membership. Shares can be bought on behalf of children, but an adult will be named as the voting representative.

Community shares are important because, literally, they represent 'buy in' to our work by local people and from those who believe in our approach. Investor-members receive only one vote regardless of the size of their investment, and this means that everyone has a democratic voice.

Four visioning events with the local community, interested individuals and prospective shareholders were held in the winter and spring of 2021/22. Each had a theme, looking at different areas of community resilience and how Clynfyw could play a part. Engagement has continued at monthly Care Farm coffee mornings with over 150 different people having informed our thinking, continuing to raise awareness of community shares and developing the pledge list. Each had a theme, looking at different areas of community resilience and how Clynfyw could play a part including topics such as Social Enterprise, Inclusion and Advocacy, Climate change, Regenerative land use and Farms as a community asset.

Most of our supporters live locally in North Pembrokeshire but the society is open to investment and for membership from people from all over. Anyone who invests in the society through a community shares issue automatically becomes a member. Regular member e-newsletters will keep everyone up to date with the latest news, events and activities of Clynfyw CBS, as well as website and Facebook page updates (<https://www.facebook.com/clynfywcbs>). Members will be invited to events, activities and courses, the content of which will be decided upon by members themselves.

In the run up to Christmas 2021, we ran a Pledge Campaign to research interest and the potential for the share offer. We were pleased to find over £100,000 was pledged in four weeks, with very little promotion or detail of the scheme. It fills us with confidence for the actual launch of the share offer in the autumn of 2023 and that with a targeted media campaign and a fully costed business plan we will be able to reach our minimum target. The share offer will re-engage the 'pledgees' as a priority group for investment.

The Society continues to develop its membership and whilst the majority of membership is local, it is also clear by the number of subscribers to Clynfyw's regular newsletter, and pledges received from further afield, that there is wide interest in and support for the proposed developments at Clynfyw Farm.

1.4 Relationship between Clynfyw CBS and Clynfyw CIC

Clynfyw CIC's Care Farm and Clynfyw CBS are separate organisations with different Boards, constitutions, bank accounts etc., but they have agreed a Memorandum of Understanding which enables them to work together for mutual benefit and the benefit of the wider community as a whole, and includes the statement:

'The overarching aim of this partnership is to establish an understanding and trust at the start of the partnership that will be able to evolve while ensuring the security of the existing care farm work, the participants who come to the farm and that of the tenants who live on the farm.'

As a minimum, Board Members of the CBS and CIC will meet twice a year to share plans and discuss opportunities, and any issues that may have arisen, with a view to working together and complementarily.

1.5 Reducing our environmental impact

Clynfyw CBS believes in the importance of protecting the environment and society for future generations and is committed to the use of sustainable resources. These principles will be embodied into our activities and are essential to achieving our vision to develop Clynfyw as a community hub, a sustainable business and multipurpose facility.

We will adhere to Sustainable Development Principles by:

- thinking and planning for the future;
- preventing problems before they occur;
- integrating our services, skills, planning and responsibilities;
- involving our tenants, participants, colleagues, volunteers and the community in our decision making;
- working with other organisations to ensure everyone's well-being.

Working with the Ffynnone Community Resilience² and the wider Grwp Resilience³ network, we are committed to supporting community resilience, sharing skills, knowledge, facilities and assets whenever possible. 'Resilience' means many things to different people and situations. What we mean by the word is more generally to strengthen our community against challenges to come, such as climate change.

Running a successful venture would share the energy and spirit of co-creating the future throughout the community. It could boost collaboration and way of life in this rural area, at a time when it is needed more than ever. We might even inspire others to take ownership of the future of their local assets.

² <https://ffynnoneresilience.org.uk/>

³ <https://grwp.org/>

2. Background and context

2.1 Background

Clynfyw Farm is a 395 acre organic farm and woodland in North Pembrokeshire that has been farmed by the Lewis-Bowen family since the 1750s. Clynfyw Farm is owned by Tom Lewis-Bowen and leased to Jim Lewis-Bowen under a farm business tenancy agreement. The buildings were leased to Clynfyw Countryside Centre (CC) in 1998 (the current landlords of the tenanted cottages), and Clynfyw CIC (est. 2011) has a further lease of the buildings and surrounds that will end in 2032. The majority of the land is presently rented out to an organic farmer, with another nine acres (approximately) leased to the CIC's Care Farm. Most recently, in 2023, the Big Barn roof has been leased to Egni Co-op⁴ for community-owned photovoltaic panels (solar PV) in return for generated electric at a cheaper rate.

Since 1985 Clynfyw has offered high-quality accessible accommodation in converted Victorian farm buildings and has been an award-winning pioneer of community focussed farm diversification for over thirty years. Focussing on supporting people the most vulnerable people in the community, the reach has been far and long lasting.

As of 1st June 2023, Clynfyw is home to ten people living in supported tenancy, the longest resident having lived at Clynfyw since 2013. Tenants often remain at Clynfyw for years, and some never want to leave with Clynfyw becoming their permanent home, while for others Clynfyw aims to be a transitional home, helping learn new skills and then move on to more independent living. With rental usually covered by Local Authority care packages, the cottages are almost always full. There is a growing demand for supported accommodation, and particularly as the Clynfyw offer is unlike others available, a waiting list of prospective tenants for Clynfyw has built up.

The Care Farm, with a focus on supporting vulnerable people, rents outbuildings for various activities including an accessible commercial training kitchen and dining room, workshop spaces, new accessible toilet facilities and the CIC office, as well as several stores and barns. In addition, productive vegetable patches, apple orchards, chicken runs, three polytunnels and a fruit cage are located on the nine acres of land.

Now with an established reputation and having built a stable foundation, discussion has turned to Clynfyw's ageing landlords and with siblings in different parts of the country, the likelihood of the estate being broken up once they are no longer with us. With the Care Farm lease due to end in 2032, security of tenure for those most vulnerable in our community became a concern.

In order to secure long term stability for the tenants, protect the land and ensure that the farm remains a community asset, purchasing the Farm has been determined as the most secure option and this is central to the Society's objectives.

In 2020, when the idea of the share offer was first seriously mooted, the buildings and land was independently valued by Rural Chartered Surveyors, Edward H Perkins for £750,000. Land and building prices have increased in Wales during the Covid-19 pandemic, but the Lewis-Bowen family decided to honour the initial valuation. In June 2023, the family, wishing to further support our

⁴ <https://aat.cymru/egni/>

community endeavour, very generously reduced their asking price to £500,000 for which we are immensely grateful.

Please see our Introductory Film for more info:



2.2 Our community

Located in Abercych, West Wales, almost at the point where Carmarthenshire, Ceredigion and Pembrokeshire meet, Clynfyw Farm is situated in the Manordeifi Community Council area, in the Cilgerran electoral ward. Abercych is a village of approximately 100 households, with the nearest town of Cardigan (population 4000 approx.) seven miles away.

Ceredigion and Pembrokeshire are predominately rural, so population sparsity and geographical isolation have important implications for service provision particularly for those with additional needs. Population density (2015) in Ceredigion was 41.8 people per km², and in Pembrokeshire 76.3 people per km² (in contrast to Cardiff Local Authority area which has 2523.5 persons per km²) meaning access to services is limited. The Welsh Index of Multiple Deprivation (WIMD) 2019 lists wards (lower super output areas) according to their 'Access to Services' and Cilgerran in which Clynfyw is located is the 124 most deprived of 1909 areas in Wales, with neighbouring wards of Beulah (68), Clydau (82), Crymych 1 (86) and Cenarth (121) respectively, all within the most deprived 10% in Wales.

Manordeifi area is typical of a rural economy based on agriculture and to some extent tourism with many residents living in isolated properties throughout the ward (population circa 550 (2011)). People can become further isolated once they lose the ability to travel independently as public transport does not service the community. A number of external factors such as low-skills based employment, a decline in traditional industries such as agriculture, and poor infrastructure have compounded issues for vulnerable groups in this, a vulnerable area.

2.3 Supported Housing Market and Meeting the Needs of Vulnerable People

Pembrokeshire County Council (PCC) has been using Clynfyw CC's cottages for long-term and respite stays through its Learning Disability team since 2009, with care support provided by a

number of different registered domiciliary care providers (commissioned directly by PCC). All four cottages are fully equipped and accessible for those with additional needs.

The demand for supported housing is growing, as changes in approach and legislation mean that more vulnerable adults are seeking opportunities to live independently in local communities. The Mid and West Wales Supporting People Programme's core principle is that "People have the right to aspire to safe, independent lives within their community and the financial security and health to enjoy that community".

The West Wales Care Partnership⁵ Population Assessment and Area Plans document a range of needs and improvements to services required for an estimated 1,483 people over 18 with a moderate or severe learning disability in West Wales (2015 figures). West Wales Care Partnership Care and Support Pathway highlights demand for "social care in residential settings, with a focus on supporting independence, building on strengths and improving outcomes for individuals over time".

In March 2019 the Auditor General for Wales said: 'We estimate that authorities will need to increase investment by £365 million in accommodation in the next twenty years to address both the growth in the numbers of people with learning disabilities who will need housing, and the increase in the number of people with moderate or severe needs.'

The National Commissioning Board's 'Good Practice Guidance on Commissioning Services for People with a Learning Disability' states: "...people with learning disabilities should be supported to live in small scale, community-based flats and houses, indistinguishable from other accommodation in the vicinity, and close to their family and community roots."

Wales has an increasingly ageing population too, with the over 65s increasing from 17.4 to 20.8% of the population. With a decline in investment in the NHS and social care from central government, and an increase in number of people who will need these services in the community, demand for Clynfyw's services will only increase. Even if the need for supported tenancy faded, the 'accessible' accommodation will always be in demand.

Clynfyw Cottages are currently fully occupied (June 2023), and enquiries are regularly taken from Social Care Teams, with a list of potential tenants, should a vacancy arise.

2.3.1 The competition

Some supported housing is available, mostly in urban settings such as Cardigan and Carmarthen and in Pembrokeshire (e.g. Elliotshill), but as previously described the provision does not meet demand. Clynfyw cottages, with their proximity to the Care Farm provide unique opportunities in West Wales for those vulnerable people who aspire to living independently in a rural location, with outdoor and countryside skills provision literally on their doorstep. Clynfyw rents and associated costs are consistent with other local supported housing packages, and at the lower end of the local range for shared rooms (£100-£120 a week including bills).

⁵ <http://www.wwcp-data.org.uk/>

Other resilience projects are establishing themselves in local communities, but by their nature are there to strengthen the resilience of their own communities. As part of an ever-growing network in West Wales (and further afield) Clynfyw is keen to work collaboratively to tackle the nature and climate emergencies and we welcome opportunities to share good practice and experience. Information on courses and events will be disseminated across our networks, and as members will shape our programmes of activity, we expect to minimise competition, and become part of a wider offer.

2.4 Wider context

The CBS's strategy and this project are also responding to national legislation and local priorities on sustainability and well-being.

The Social Services and Well-being (Wales) Act 2014⁶ vision is to maximise people's independence, connect people with their communities and reduce or postpone people's dependency on intervention by social care and health services. It emphasises that local authorities need to be innovative in their approach to preventative services, making best use of resources, achieving value for money, and pro-actively engaging with communities, the third sector, social enterprises and other providers to meet identified needs within communities, and to promote people's health and wellbeing so as to delay or prevent the need for statutory care.

The Well-being of Future Generations⁷ (Wales) Act 2015 aims to improve the economic, social, environmental and cultural well-being of the people of Wales. Through seven well-being goals and five ways of working, public bodies in Wales are required to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change and make a real difference to the lives of residents.

Welsh Government's Welsh Development Quality Requirements 2021 'Creating Beautiful Homes and Places' (WDQR 2021) sets out the minimum functional quality standards for affordable homes and states "*Housing is a key priority for Welsh Government and it is recognised that living well in a quality home brings a wide range of benefits to health, learning and prosperity supporting the government's wider agenda for improving outcomes in health and wellbeing and educational attainment as well as on poverty and decarbonisation.*"

The Welsh Government has declared a climate emergency and has identified a need to prepare and protect communities across Wales. Prosperity for All: A Climate Conscious Wales⁸ is a 5-year climate change adaptation plan that states Welsh Government's intention to make sure people in Wales are:

- aware of the issues,
- prepared for the impacts, and
- adapting to the future that climate change may bring.

⁶ <https://gov.wales/sites/default/files/publications/2019-05/social-services-and-well-being-wales-act-2014-the-essentials.pdf>

⁷ <https://gov.wales/well-being-of-future-generations-wales>

⁸ <https://gov.wales/climate-change>

Prosperity for All: A Low Carbon Wales⁹ outlines Welsh government's strategy for "*Cutting our emissions and transition to a low carbon economy in a way which maximises wider benefits for Wales, ensuring a fairer, healthier and more equal society*".

In March 2021 Senedd Cymru approved a net zero target for 2050¹⁰. Net zero means balancing the greenhouse gas emissions with the amount of gases Wales is removing from the atmosphere.

2.5 Document status

This high-level business plan presents our vision for Clynfyw Farm and outlines how we intend to develop and run the venture, ensuring its future viability and that it achieves our social mission. The business plan will also support our grant applications (Appendix 1 outlines some of the grant funds for which we may be eligible) that will be developed.

This document, along with the Share Offer Document, Financial forecasts and Risk register have been developed by the Clynfyw CBS Board of Directors and have achieved the Community Shares Standard Mark.

External review and advice have been provided by the following:

- Cwmpas (previously Wales Cooperative Centre)
- Ethex¹¹
- Pembrokeshire Association of Voluntary Services¹²
-

The business plan was formally approved by the Clynfyw CBS Board of Directors on 21st July 2023. We recognise that this business plan will evolve, and we will develop a more detailed plan for further share offers once the first share issue has been completed and a wider membership in place.

⁹ <https://gov.wales/prosperity-all-low-carbon-wales>

¹⁰ <https://gov.wales/net-zero-wales>

¹¹ <https://www.ethex.org.uk/>

¹² <https://www.pavs.org.uk/>

3. Delivering the Vision

3.1 The business proposition

Clynfyw CBS has been established (Strategic Objective 1) to run community share offers as a means of generating capital for its projects. This we hope, over time, will enable the whole farm to become community owned, honouring its current uses, while focusing on progressive community resilience, and regenerative land usage so that it can be enjoyed as a secure community asset, benefiting more people in perpetuity.

This business plan is a 5-year plan for Clynfyw Farm and places the purchase of the properties (Strategic Objective 2) within the context of the Society's future intentions for the wider farm. The proposed addition of these assets to the Society's portfolio is a simple, stand-alone sustainable element of the business and will contribute to the wider sustainability of the Society.

We want Clynfyw Farm to remain a community asset for generations to come - a stable point in an unstable world and a hub of increased resilience against the challenges we are facing. The people living at Clynfyw will have a voting share (membership) attached to their tenancy (with no financial return) to ensure they have a say in the future of their homes. Their security and that of the community, is paramount. If, together, we succeed, we can make a difference to more than just Clynfyw Farm.

As well as being ethical landlords, we plan to provide placements, training opportunities, mentoring and support for others following a similar path, sharing our experiences to help make their journeys easier.

Our vision (as outlined in Section 1) for Clynfyw Farm is based on the sustainable development of the land and buildings for the following:

Current activities

- Providing supported accommodation for 10 vulnerable individuals
- Providing accommodation and facilities to support the work of Clynfyw Care Farm
- Leasing roof space to Egni for community-owned Photovoltaic panels (solar PV) in return for generated electric at a cheaper rate

Planned activities

- Developing facilities to expand the work of Clynfyw Care Farm
- Developing more areas for community growing at Clynfyw Farm
- Planting more fruit trees
- Running land-based courses
- Creating services to support wider mental health and wellbeing of our community
- Exploring opportunities for the development of further accommodation

In the first share offer (Stage 1) investors would be buying a share of Clynfyw CBS which would become the new owner and landlord of a complex of Victorian farm buildings comprising four cottages where people live in supported tenancy and numerous large stone buildings. Some of these already house a pottery, industrial kitchen, juicing room and office, while others are empty and ready for new uses. The Big Barn also provides roof space for a 34KW Solar PV array. There is

also the land and buildings used by the Care Farm; nine acres including the vegetable gardens, 250 tree apple orchard and pasture land.

The rent paid by the tenants and from the Care Farm provides a secure income that will enable the CBS to run efficiently and shareholders to receive generous interest on their shares leaving a surplus for community investment too, while events run on the farm by the CBS will generate additional income for wider benefit.

The Society does not yet employ staff and income will need to cover the costs of running the properties, provide for management and maintenance costs and create a maintenance fund to cover longer-term cyclical maintenance and repairs. We anticipate that surpluses generated by the income generated from rent will cover the overhead costs of the Society – insurances, office rents, meetings and room hire, accountancy and bookkeeping and banking costs and will enable the Society to make provision for part-time staff.

With a successful Stage One, we will be able to demonstrate community support for the CBS which would enable us to apply for grant funding to develop the project further. With a large number of shareholders, we will have a group of supporters interested in the success of the CBS and its networks.

Stage Two will be to expand on existing Resilience work, developing a centre where people can stay on the farm for a break or play a part in the fast-moving zero carbon social and economic revival, while continuing to support vulnerable people (Strategic Objective 3). The CBS could run apprenticeships for people interested in the full Care Farm experience, or shorter stays with courses around community resilience, regenerative farming, rural micro-enterprises and sustainability from local practitioners. Shareholders/owners, as members of the Society will have a say in the direction the CBS takes.

Later stages may see more farmland and woodland offered for purchase to the CBS which will enable more community growing and progressive forms of land management in the years to come. A plan is to run a second share offer in future with the aim of enabling the CBS to purchase more of the farm (Strategic Objective 4), and also to create additional accommodation space which could be used for additional supported tenancy accommodation, affordable housing for local people with access to land for community supported agriculture, or accommodation for people visiting for courses and training. All of these would offer benefits to the close Clynyfw community and also the wider community as a whole.

Development of income streams will focus on the interests of supporters and shareholders, and the wider resilience-related community. All stages will be sensitivity managed, taking into account community need, cultural sensitivity and the ever-changing world we live in.

3.2 Key assumptions

Our figures are derived from the historic trading figures of the supported tenancies and running the CIC (see section 4.6.4) and experience of rural services in comparable communities with similar facilities to those we have at Clynyfw. We have also received advice from people with extensive experience in the Supported Housing and Care sectors and are aware that the rental figures are

comparable to those paid elsewhere through local authority agreements. Continuing to engage with our partners, we will keep up-to-date with market developments with the aim being to create a sustainable business, by generating a small profit by end of year 1 and increasing it thereafter to grow the business gradually.

3.3 Operations

3.3.1 Premises

Clynfyw CBS operates from a small office base at Clynfyw Care Farm in an office shared with Clynfyw CIC staff. This is sufficient to meet the current and short-term needs of the organisation. Care Farm buildings provide the Society with a secure office base, good quality broadband/Wi-Fi along with access to free meeting room and events space.

3.3.2 Equipment

The Society's operations are currently underpinned by a group of committed Directors with occasional support from external freelance contractors. In this respect, the Society's equipment requirements are minimal. Office printing and photocopying facilities are provided as an additional cost. Across the next five years of the Society's business plan, this will change and at the point that the Society starts to employ staff, it will invest in additional equipment to meet staff needs.

3.3.3 Staffing

The society does not currently employ staff and to date has managed its operation through a Board of Directors who play both a strategic and operational role, with some hours provided by CIC staff on a freelance basis (grant funded).

However, Clynfyw CBS plans to employ three part-time members of staff over the next 5-year period to ensure effective running of the CBS: a part-time Finance and Administration Officer will be needed to manage day-to-day administration including maintaining CBS shareholder and financial records, managing the website and social media and preparing newsletters. This role will be established at the beginning of the project, and the part-time Maintenance Officer/Caretaker role currently funded through the Clynfyw Countryside Centre (to maintain the cottages and buildings) will be transferred to the CBS on completion of the property purchase. These roles have been costed into the financial forecasts from Year 1.

The Board anticipates that as the CBS looks to develop further activities a part-time Development Officer/ Manager will be needed and has costed this into the business plan from Year 2. This person would work on developing Clynfyw CBS activity including event programming, grant searching, project coordination, promotion and future planning.

Members of the Board will provide supervision and management of staff and volunteers, and cover staff holiday and sickness absence in the first instance, if required. Once the Development Manager is in post (Year 2) they will become the line manager for the Finance and Administration Officer, the Maintenance officer/Caretaker and any volunteers.

3.3.4 Equality, diversity and inclusion

The Society's Equality, Diversity and Inclusion Policy is summarised in this section and a full version of the policy is available on the website: [Equality, Diversity & Inclusion](#)

Our commitment

Clynfyw CBS is a community benefit society, with membership open to all those who support our aims, without discrimination. We commit to working for equality in society. We welcome the fact that our community is diverse, and we commit to striving to ensure that our membership and our activities reflect this diversity. We recognise that some individuals and groups in society suffer discrimination, on the grounds of age, gender, sexual orientation, gender assignment; race, colour, nationality or ethnic or national origin; disability; and marital status, cultural and socio-economic background. We commit to working to ensure that we do not engage in direct or indirect discrimination on these grounds.

We understand that the Directors have primary responsibility in ensuring that our equality, diversity and inclusion policy is fully adhered to, and that the organisation meets all its legal obligations under equality legislation.

The legal framework

The Society's policy recognises and reinforces the legal frameworks around equalities and addresses different forms of discrimination including direct and indirect discrimination, harassment and third-party harassment, associative and perceptive discrimination, victimisation and failure to make reasonable adjustments.

The policy covers equal opportunities in employment, volunteering and in relation to suppliers and importantly, as a supported housing provider, the Society's policy covers equal opportunities for tenants.

Training

We will provide information and guidance to our Directors and staff on equality, diversity and inclusion issues. In particular, we will ensure that those involved in recruitment or other decision making where equal opportunities issues are likely to arise understand their responsibilities and their obligation to avoid the risk of discrimination.

Monitoring and review

The policy will be monitored and where appropriate reviewed by the Board of Directors at regular intervals, not less than once every twelve months. The current policy was last reviewed in 2023 and due for review in 2024. This policy will also be reviewed at the board meeting when the Directors first make the decision to take on responsibilities as an employer and employ staff.

3.4 Share offer plan

Clynfyw CBS proposes to launch a time-bound community share offer on 18th September to run for 7 weeks.

Optimum Raise: The optimum target raise for the share offer is **£550,000**.

Minimum Target: £350,000 - Should the share offer not achieve the £550,000, the project could still go ahead with additional funds secured from grant or loan finance to make up for a shortfall of up to £200,000 on the share offer.

Maximum Target: The project can accept amounts over and above the £550,000 target raise as any finance from additional community shares can be used to develop proposed community activities and events sooner than anticipated. The maximum share offer target has been set at £600,000.

The share offer will launch with a target of £550,000 and will offer shares at £1 per share with a minimum shareholding of £100, to a maximum shareholding of £35,000, or 10% of the total share capital raised, whichever is the greater, per individual investor. Shares will be offered to investors with a target maximum interest rate of 4% and investors will be asked to opt for either No interest (0%), Half interest (2%) or Full interest (4%) if and when it becomes available. Applications for shares will be encouraged online via the [Investment Form](#).

We wish to make the share offer as accessible as possible, and should an individual wish to invest but does not have £100 immediately, they are encouraged to contact the Board of Directors via adminCBS@clynfyw.co.uk to explore options for working towards the minimum shareholding.

Investors will have the option of re-investing any interest or receiving payment of interest when it becomes due. Corporate investors will have the opportunity to invest in community share offer and these investments will be subject to the same terms and conditions as for individual investors. The Directors will consider a first interest payment for the second year of the investment following the purchase of the properties. This will be discretionary and payable at the end of the year and will not be due before March 2025.

The Society will manage the capital liquidity of withdrawable shares for Clynfyw CBS through an initial lock to prevent withdrawal in the first three full years following completion of the purchase of the properties. By Year 4 we are forecasting a £45,365 surplus, which will enable us to offer withdrawals as per the terms of the business plan. Shares are withdrawable by selling them back to the society. Clynfyw CBS Directors will only consider requests to withdraw shares three full trading years after the original shares issue - after March 2027.

Withdrawal is subject to 3-months' notice and is at the discretion of the Directors and withdrawals will be made in the order that requests for withdrawal have been received. The Society has placed a limit on withdrawal of shares in any one year of 7.5% (from Year 4) of the value of community shares held by the society.

The Directors strongly encourage investors to consider their investment to be a long-term commitment to the work of Clynfyw CBS and will ask investors to leave their money within the society for as long as possible.

3.5 Share offer marketing and communication plan

The Society has developed an outline marketing and communications strategy that aims to generate wider interest locally in the work of the Community Benefit Society and generate share income from local and national audiences. The work for the Share Offer is being led by the Clynfyw CBS Directors to develop and implement the plan.

The strategy is based around a story, audiences, communication channels and tools, monitoring impact and regular refreshing of marketing messages. Local marketing, communications and regional and national promotion including social media will be part of the Finance and Administration Officer's role in the first instance and managed by the Directors of Clynfyw CBS.

3.5.1 Story

Clynfyw Estate has been owned by the Lewis-Bowen family since the 1750s when places like this were community hubs, providing food and employment for large numbers of people. Over the years food production changed and farms became lonely places. The CBS is the next stage in the farm, and the family's evolution. The farm will be saved from a future sale and grow as a community hub of activity, combining mixed farming with human care while restoring rural skills and pioneering new techniques. Our ownership is not future proofed. Action now, selling the farm to a CBS, will secure this oasis of sanity into the far future.

3.5.2 Audiences

The share offer is open to anyone over the age of 16 who has the means to invest at the minimum level in the project. Within this, a number of key audiences will be prioritised and allow the campaign to use appropriate communication tools for the different audiences. Key audiences for the share offer are: the local community of rural North Pembrokeshire; Care Farm participants, tenants and their families; wider Clynfyw Care Farm supporters and those wishing to support vulnerable people; Clynfyw CBS members and supporters, particularly those who have pledged to support a share issue; general supporters who subscribe to the newsletter; general public across the wider West Wales area; individuals wanting to make a positive environmental and social impact; local and national supporters of the community-led resilience movement and social investors interested in supporting sustainable community projects.

3.5.3 Communication Tools

The marketing and communications plan sets out the key tools for engaging with audiences.

These will include:

- Creation of short video content
- Hashtag for the share offer
- Press Releases and ongoing contacts with local newspapers, news websites, broadcast media
- Physical & e-Leaflets, posters, newsletters.
- Zoom launch event with a Q&A with the Clynfyw CBS team; streamed via Facebook Live on their Facebook page
- Dedicated web pages on www.clynfyw.co.uk, and online investment and other forms

- Regular Twitter, Instagram, Facebook (<https://www.facebook.com/clynfywcbs>), LinkedIn, posting from Clynfyw CBS
- YouTube Channel – to host film
- Regular updates via the Clynfyw CBS mailing list
- Gaining support for the campaign from local councillors and politicians
- Using Clynfyw members / pledgees to share the offer to help raise the profile
- Sending video/PR out to local TV, radio, with a view to getting interviews with a Clynfyw CBS spokesperson

The share offer can be accessed at <https://www.clynfyw.co.uk/ccbs/invest.php>

3.5.4 Monitoring Impact

Actions to monitor impact will include:

- Regular reviews of web presence and take action – part-time staff member, reporting to Board members
- Regular review of levels of share investments throughout the campaign – Board members
- Identification of sources of investment – local, regional or national – Board members
- Adjustments and refresh of marketing and communications activity to stimulate investment at key points in the campaign - Board members

3.5.5 Programme

The marketing and communications action plan will have three distinct phases:

- The Planning stage before the offer goes live. This will include Board members engaging with a number of local audiences including CBS supporters and local organisations prior to the launch
- The Launch. This will be an outdoor event at Clynfyw open to everyone. This will engage with local audiences including CBS supporters and members, users, local dignitaries and local business, community and resilience organisations.
- The Delivery Phase. This is planned over a 10 week period and has specific tasks and activities allocated within each weekly period.

3.5.6 Evaluation

This will take place briefly once the offer has closed and will provide valuable feedback to Clynfyw CBS to inform any future campaigns.

3.6 Timeline

We estimate the timeline for this project to be as follows:

18 th September 2023	Launch - formal share offer will open and will remain live for around 6 weeks.
September, October 2023	Active promotion of Share Offer - open days, harvest festival, reaching significant amount raised celebrations. The board will review progress and may extend the closing date (30/10/23 at present) if progress towards our funding total is positive.
November 2023	Uptake of loan (if required), development of funding applications (where appropriate), staff recruitment
December 2023	If successful in raising the entire amount via our share offer, we will negotiate with the owners for completion of purchase by 1 st December 2023. Transfer of leases and other legal agreements as property owner.
January 2024 onwards	The full business plan should be being implemented and Clynyfw providing a valuable community asset.

NB As of January 2024, and a decision to extend the share offer to close on the 31st May 2024, this time line will shift with a view to the purchase being completed by end of July 2024

4. Financing the vision

4.1 Capital requirement

The capital requirement for the realisation of the project is £550,000. This includes the purchase of the properties, fees associated with the purchase and administration of the initial share offer. The purchase will be funded in the first instance from the sale of community shares as a result of the Share Offer. If there is a significant shortfall then the project may need to be reconsidered, but if the shortfall is small then a decision to proceed could be made where the balance of the purchase price will be met by drawing down an appropriate proportion of loans, grants from other sources where terms allow, and other fund-raising activities.

4.2 Property acquisition

The properties at: Clynfyw Farm, Abercych, Boncath, Pembrokeshire SA37 0HF that will be acquired by the society are:

- A. Granary Cottage
- B. Ladderloft Cottage
- C. Saddleback Cottage
- D. Mews Cottage
- E. The Big Barn
- F. The Studio
- G. The Bull Pens
- H. The Open Fronted Shed
- I. The Bone House
- J. The Stable Block
- K. The End Garage
- L. Woodshed
- M. nine acres (approx.) of Land - includes the field which houses the growing area and the orchard, yards and car park.

The four residential properties (A-D) will form the Society's portfolio of rental properties that are rented through supported tenancies. The remaining buildings and land (E-M) are leased to the Care Farm. All the properties are currently tenanted, and the Society wishes to retain the current tenants for each property.

4.3 Valuation

A formal valuation of the residential properties, and the various outbuildings was carried out by Rural Chartered surveyors E H Perkins. The valuation has been carried out on the basis that the properties will be purchased by the Society with tenants already in situ (sitting tenants). The valuations for the four residential properties and outbuildings and land leased to the Care Farm (as listed in 4.2) total £750,000. However, in June 2023, and in support of our ambition, the Lewis-Bowen family very generously offered to sell the property to the CBS for £500,000.

4.3.1 Current Condition – building survey & repair costs

Building Surveys were carried out for each of the four cottages and range of outbuildings that make up the site by Nigel Stone (MRICS) of Nigel Stone Surveyors Ltd. in April 2022. The surveys identified a relatively small number of items that require attention and provide the society with a schedule of works required to maintain the buildings.

4.4 Working capital

The initial finance raised will need to cover initial costs of £550,000 including the property purchase, fees, administration and a small amount of contingency. Directors have been advised that the CBS will be eligible for multiple dwellings relief (MDR) of Land Transaction Tax on the property purchase. After these initial costs the revenue generated by the rental income on a weekly basis will build up the cash reserves to cover the daily costs and building estimated reserves of just over £27,000 in Year 2.

4.5 Funding mix

The proposed funding mix for the project is relatively straightforward and entails Community Shares (majority) and loan/grants should the need arise.

Community Shares are a way in which local communities – and other supporters – can invest in community projects. They differ from other types of shares in that they cannot be ‘traded’ – investors cannot sell their shareholding on to someone else and the value of Community Shares cannot increase (but it can go down).

The key source of funding will come from our local community, who, alongside the wider public, can purchase shares in the Society to become members and have a say in how it is run.

We will also seek opportunities to take advantage of grants from local and national governments, and from independent and charitable trusts.

4.6 Financial Forecasts

This section deals with the financial forecasts for project. The Business Plan assumes our efforts to raise sufficient funding, through a combination of selling shares, securing grants and other fund-raising activities, are successful. Full financial forecasts are available and can be downloaded [here](#)

The capital costs and sources of income for The Clynyw Farm project are:

Purchase Costs	£
Purchase	£500,000
Land Transaction Tax (incl. MDR)	£20,000
Legal fees	£10,000
Sub total purchase	£530,000
Share offer management, administration fees & contingency	£20,000
Total Costs	£550,000
Capital Funds	
Equity: Community Shares	£550,000
Total	£550,000

The Community Shares are due to be raised between 18th September and 30th October 2023, although the Board have the ability to extend the deadline if deemed appropriate, and these will be used to buy the property. On completion of purchase, the society will continue with maintenance and any repairs that arise.

4.6.1 Immediate Income Streams

Income will be generated immediately on a weekly basis with ten tenancies (across 4 properties) paying rent (and utilities) by monthly standing order (all tenants in receipt of Housing benefit). A small rental income from the lease of the Farm outbuildings to the Clynyfw Care Farm will be generated on a monthly basis.

There are no other intended sources of income in the first year from Clynyfw Farm.

The costs associated with generating this income are based on industry standards for social housing and include:

Voids –This is usually as the result of a change of tenancy and makes allowance for a period of a few weeks when a property has been vacated and before a new tenancy commences. However, as Clynyfw has a waiting list, new tenants could be secured within a week, and as it is very unlikely that a whole property will become vacant in one go (i.e. only one tenant within three), this loss of income is negligible. Nevertheless, as a matter of prudence, 5% of income will be set aside annually from Year 2 (as part of reserves).

Maintenance. General maintenance costs are allocated on the basis of £8731 per annum, (increasing by 3% per year) and cover day to day repairs, cleaning and maintenance. As part of the management of the properties, the Society has drawn up a regular maintenance scheme including cyclical repair costs. This includes an amount for cleaning and caretaking.

Sinking Fund. A sinking fund will be established in Year 1 with surpluses from income over expenditure held in reserves by Clynyfw CBS. This will develop a fund to provide for major repairs as they occur over the longer-term.

Insurances. This is provision for Landlord Insurance and covers public liability and buildings insurance for the residential properties. This figure is based upon quotations by Adrian Bonas at Towergate.

Community Shares. The Society has budgeted for a steady increase in annual interest payout from 3% in Year 2 to 4% in Year 5 on the portfolio of community shares for the Clynyfw Farm investments. This will be paid out (or written back to the share account) after March 2025 at the earliest, subject to Director's approval.

With rent from the tenants currently living at Clynyfw, and from the Care Farm, the CBS will have a basic annual income of over £75,000 (2024/25) and even with CBS running costs of approximately £54,000 it will mean a predicted profit of £36,500 from year 2. Even with the addition of more staff time, predicted profits remain around £30,000 annually. This would cover a 3% per annum return.

However, with some further investment in Year 3 and 4 for CBS events, the addition of some new tenants, and increase in rents we would look to increase the surplus over a 5 year period. (The cumulative surplus total figure increases to over £56,000 (Year 5) assuming our income generating activities are successful). This would deliver a 4% per annum return and allow for reserves and further investment to be made.

It is also worthwhile noting that the existing 21-year lease of the Big Barn roof to Egni (still with 20 years to run) for the 34KW Solar Array will be transferred to the CBS. Although this does not generate additional income, it does provide a reduction in electricity costs: any electric used while the panels are generating is charged at a reduced rate, thereby providing an indirect benefit.

4.6.2 Potential Income streams

Directors have considered a range of potential income streams, and these will be further shaped by members, the skills they bring and can share, and the activities that people want to pursue. Possible income streams outlined below are known ones, in that the Care Farm has run them, or similar ones, in the past. They do not take a great deal of investment to enable them to happen. We know there is an increasing demand for practical courses around horticulture, environmental resilience and other areas of low impact living, restorative farming and sustainability. Any expenses incurred in facilitating income generation will be returned to the CBS through sales of courses and items (e.g. food and produce).

Additional Low Investment income streams have been costed into financial forecasts from Year 2 such as: Coffee Mornings; Weekend Training Courses; Kitchen hire; Raffles/Auctions; Seasonal Meal Celebrations; Mentoring.

Once a programme of events and activities are established, it is anticipated that over £10,000 could be raised per annum from Year 2, increasing thereafter to over £23,000 by Year 5.

4.6.3 The Clynyfw Farm Capital and Revenue Forecasts

Key financial trading forecasts for the first five years (assuming we raise our optimum target of £550,000) are as follows (£):

	2023/24 (4 mths)	2024/25 (12 mths)	2025/26 (12 mths)	2026/27 (12 mths)	2027/28 (12 mths)
INCOME					
Tenancy rent	17,442	51,396	52,424	53,472	54,542
Utilities	4,635	13,792	14,205	14,632	15,071
Care farm rent	3,467	10,712	11,033	11,364	11,705
Grants/ donations	13,930	3,000	3,000	3,000	3,000
CBS Events and Activities	0	11,985	18,000	19,500	23,000
Total income	39,474	90,885	98,662	101,968	107,318
EXPENDITURE					
Utilities, cleaning, repairs/renewals	6,476	19,901	20,386	20,884	21,394
Insurance/accountants	1,752	5,416	5,578	5,745	5,918
Fuel costs	2,423	7,487	7,712	7,943	8,181
Administration (inc. p/t staff)	3,467	14,980	28,615	29,474	30,358
Others	11,717	6,252	6,440	6,634	6,833
Total expenditure	25,835	54,036	68,731	70,680	72,684
Net profit before interest payment	13,639	36,849	29,931	31,288	34,634
Shareholder Interest payment	0	16,500	16,500	22,000	20,350
After interest payment	13,639	20,349	13,431	9,288	14,284
Corporate tax	2,728	4,070	2,686	1,858	2,857
Surplus	10,911	16,279	10,745	7,430	11,427
Predicted surplus (culmulative)	10,911	27,190	37,935	45,365	56,792

BALANCE SHEET	2023/24	2024/25	2025/26	2026/27	2027/28
Investment Asset - Property	530,000	530,000	530,000	530,000	530,000
Bank	33,639	67,760	77,121	89,223	58,749
Debtors					
Current assets	33,639	67,760	77,121	89,223	58,749
Total assets	563,639	597,760	607,121	619,223	588,749
Current liabilities	-	16,500	16,500	22,000	20,350
Corporate tax liability	2,728	4,070	2,686	1,858	2,857
Long term liabilities	-	-	-	-	-
Total current liabilities	2,728	20,570	19,186	23,858	23,207
Total assets/liabilities	560,911	577,190	587,935	595,365	565,542
Equity	550,000	550,000	550,000	550,000	508,750
Reserves	10,911	27,190	37,935	45,365	56,792
Total equity and reserves	560,911	577,190	587,935	595,365	565,542

Any profit generated from trading will be used to cover the following fixed and discretionary items:

- Any corporation tax liabilities
- Maintenance of the premises
- Enhancing and developing the facilities
- Interest on share capital
- Facilitating the withdrawal of shares from time to time

For prudence, we will aim to build a modest reserve fund to cover unexpected costs. This would be to maintain cash of more than £50,000 and reserves of £20,000.

After completion of 2 years of trading, and if the business is running successfully and has sufficient surpluses, we hope to be able to pay annual interest on members' shares of a maximum 3% as an initial return (if full interest amount requested). This would ideally increase over Years 4-5 and be at 4% by Year 5. The Directors will each year submit a recommendation regarding interest payments on shares for the approval of Members at the AGM.

We are aiming to offer three levels of return: A Benefactor Rate of 0% interest for those who do not presently need a return, a Supporter Rate equal to half of the proposed payout (2%) and a Standard Rate of the full amount proposed (4%). If shareholders would rather receive the lower interest rate, this would create increased surpluses to help develop upon the plans we make as a Society.

Applications for loan and grant funding will be developed during the share offer period and beyond, however the intention is to maintain 'business as usual' for the Care Farm and supported tenants, ensuring that income will be able to be generated immediately.

4.6.4 Financial forecast assumptions

Throughout the financial forecast, we have relied on a set of assumptions to enable us to make predictions and provide future estimates regarding the performance and profitability of the CBS venture. In all aspects, we have maintained a cautious and pessimistic approach to costs to establish a foundational model. Below is a summary of our assumptions:

1. Rental Income: The properties are all currently leased to tenants, and we have used the current rental rates as our baseline. We have factored in a 2% annual increase, in accordance with the contractual terms. Income is collected on a weekly basis and has been reflected as such in the profit and loss statement.

2. Utilities: Utility costs have also been included, covering projected cost increases. We have assumed a 3% annual increase, which aligns with anticipated market trends. However, it is important to note that these costs may vary depending on market conditions and actual expenses at the time.

3. Care Farm Rent: A portion of the property is rented to a charity supporting the care farm. We have applied a 3% annual rent increase in this category.

4. Grants: In year one, we have already received/agreed to grants totalling £13,930. We anticipate ongoing grant applications and receipt of funds for various activities. To account for potential fluctuations in grant availability and timing, we have allocated a consistent annual budget of £3,000 and spread this value evenly throughout the year to minimize impact.

5. CBS Events and Activities: Some team members are currently involved in organising and conducting events. Our plan is to integrate these activities into the business and market them to different groups and organizations. We have allocated resources for a key individual to lead this effort, and we aim to actively expand this revenue and sales segment, which is integral to our growth and return on investment.

6. Overheads: All overhead costs are based on known expenses from the current operational business. We have factored in annual increases of 2% or 3% depending on the specific area. Additionally, we have budgeted for additional hires and increased general expenditures, as well as an overhead buffer to account for unforeseen costs. Our board includes key individuals who provide valuable advice and guidance. We intend to deepen this support and seek external advice as needed, with budget allocations to cover such expenses.

7. VAT: At present, and due to our income being mainly exempt, we are not considering applying for VAT registration. However, we will continue to monitor and if of benefit to us and our clients we will reconsider as required.

The initial "Others" cost of £11,707 comprises expenses associated with the share offering and website development, which have already been mostly covered by one of the grants we've received (£10,930).

4.6.5 Fall-back plan

The purchase will be funded in the first instance from the sale of community shares as a result of the Share Offer. If there is a significant shortfall, then the project may need to be reconsidered, but

if the shortfall is smaller then a decision could be made to meet the balance of the purchase price via grants or a loan (where terms allow) and other fundraising activities.

An initial approach has been made to Social Investment Cymru who have confirmed our eligibility to apply for Community asset loan funding (CALF) up to £200,000, the interest payment of which (at 7%) has been modelled in an additional scenario in the Financial Forecasts - for £200,000 loan amount ([see Forecast here](#)). Repayment of the loan will be via a further share offer in the future and/or fundraising activities to raise capital for this purpose.

Should we only achieve our minimum target and require a £200,000 loan, financial forecasts have been calculated thus:

	2023/24 (4 mths)	2024/25 (12 mths)	2025/26 (12 mths)	2026/27 (12 mths)	2027/28 (12 mths)
INCOME					
Tenancy rent	17,442	51,396	52,424	53,472	54,542
Utilities	4,635	13,792	14,205	14,632	15,071
Care farm rent	3,467	10,712	11,033	11,364	11,705
Grants/ donations	13,930	3,000	3,000	3,000	3,000
CBS Events and Activities	0	11,985	18,000	19,500	23,000
Total income	39,474	90,885	98,662	101,968	107,318
EXPENDITURE					
Utilities, cleaning, repairs/renewals	6,476	19,901	20,386	20,884	21,394
Insurance/accountants	1,752	5,416	5,578	5,745	5,918
Fuel costs	2,423	7,487	7,712	7,943	8,181
Administration (inc. p/t staff)	3,467	14,980	28,615	29,474	30,358
Others	11,717	6,252	6,440	6,634	6,833
Total expenditure	25,835	54,036	68,731	70,680	72,684
Net profit before interest payment	13,639	36,849	29,931	31,288	34,634
Loan interest	4,667	14,000	14,000	14,000	14,000
Shareholder Interest payment	-	10,500	10,500	14,000	12,950
After interest payment	8,972	12,349	5,431	3,288	7,684
Corporate tax	1,794	2,470	1,086	658	1,537
Surplus	7,178	9,879	4,345	2,630	6,147
Predicted surplus (culmulative)	7,178	17,057	21,402	24,032	30,179

BALANCE SHEET	2023/24	2024/25	2025/26	2026/27	2027/28
Investment Asset - Property	530,000	530,000	530,000	530,000	530,000
Bank	26,305	39,360	34,321	32,023	3,749
Debtors					
Current assets	26,305	39,360	34,321	32,023	3,749
Total assets	556,305	569,360	564,321	562,023	533,749
Current liabilities	-	10,500	10,500	14,000	12,950
Corporate tax liability	1,794	2,470	1,086	658	1,537
Long term liabilities	197,333	189,333	181,333	173,333	165,333
Total current liabilities	199,128	202,303	192,919	187,991	179,820
Total assets/liabilities	357,177	367,057	371,401	374,032	353,929
Equity	350,000	350,000	350,000	350,000	323,750
Reserves	7,177	17,057	21,401	24,032	30,179
Total equity and reserves	357,177	367,057	371,401	374,032	353,929

Loan interest will not affect our ability to pay shareholder interest, and therefore this forecast has been calculated with the same levels of interest but will mean that there will be less shareholders to pay (reducing the amount required). It does, however, reduce the overall cumulative surplus figure due to the loan interest being higher. In this situation we would plan to undertake a further fund raise to reduce the loan interest.

A cashflow forecast can be found in Appendix 2.

At an appropriate point, and before major expenditure is incurred, a finalised financial plan, based on funding which has been secured, will be put to the members for approval.

If the Society is unable to complete its purchase of the Property and no alternative plan has been approved by the members, shareholders' funds will be returned, less any administrative costs incurred, and a proposal will be made to a General Meeting to discontinue the Society.

5. Risk Management

Nothing in this world is guaranteed, but buying a property is said to be one of the most secure investments. Investor's money would be secured against the property so, if sold, they would be most likely to get it all back.

There is a solid business model behind this plan, but there are always risks associated with investments. Buying shares in a solid, tangible asset, the value of which is unlikely to go down, investors will be reminded not to invest more than they could afford to lose.

Share capital cannot be withdrawn for the first three years of investment and thereafter only at the Directors' discretion. Directors reserve the right to refuse an application for withdrawal of investment to protect the stability of the Society's financial position.

Working with the Wales Cooperative Centre, now known as Cwmpas, to achieve the Standard Mark for Share Offers, we believe we are demonstrating good practice, due diligence and financial viability. Nothing is guaranteed, but we aim to always follow best practice to secure shareholder's investments and the long-term future of the farm.

As with any investment there is risk involved. Should Clynyfw CBS get into financial difficulties:

- We may have to suspend shareholder's rights to withdraw shares
- Shareholders may lose some or all the money they pay for their shares

If Clynyfw CBS is wound up, its assets will first be used to meet its liabilities; next to repay members for their shares; finally, any surplus remaining will be passed on to a charity or society of another asset-locked body serving the community of north Pembrokeshire.

5.1 Risk register

The single biggest risk to the project at present is raising sufficient capital to purchase the property.

Clynyfw CBS undertakes risk management through a detailed Risk Register ([link](#)) that sets out our analysis of how we manage and mitigate risk. Overseen by Board members with specific risks identified in relation to the purchase of and future management of the properties, this also includes the risks of not achieving the expected level of share investment and/or loan/grant income and how the CBS intends to manage risks such as the potential costs associated with unexpected future building repair costs.

Significant areas of risk have been mitigated – particularly repair costs - through a recently commissioned buildings survey which put in place the foundation for a regular process for the management of the repair of the buildings and site.

5.2 Responding to the risks

Please refer to the risk register for a comprehensive list of individual mitigations. ([link](#))

5.2.1 Property Purchase

The risks associated with acquiring the properties are relatively low as once funds are secured, the process is a straightforward purchase and transfer of deeds. The properties are already tenanted with tenants that have a good track record of paying regular rent.

5.2.2 Unexpected Building and Maintenance Costs

The cottages form part of a complex of Victorian farm buildings. Over the past 20 years, all of the cottages and most of the other outbuildings have been renovated to meet Building Regulations and have been well maintained. As a pragmatic landlord, our figures include insurance and contingency funds to cover repair and replacement costs, for instance if a boiler was to break down.

As part of the purchase, Clynyfw CBS is generating funds to place in reserve to ensure that we are able to undertake general repairs and maintenance. This should ensure that a managed maintenance programme will prevent undue deterioration of the buildings and raise any repair issues before they become major repairs. The surveys conducted by Building Surveyor, Nigel Stone, identified no significant or immediate concerns, but has identified a number of maintenance tasks for example, pointing to external walls, with levels of urgency from 1-3 that will need to be carried out as part of ongoing maintenance over the coming years.

The buildings will be fully insured. However, if required, Clynyfw CBS will seek to raise additional funds for major building works through further community shares issues or through social investment funders.

5.2.3 Risks to capital

The Community Shares portfolio is subject to interest payments for investors only when the Directors consider the Society is in a position to make interest payments. This is a core part of the contract with community shares subscribers. There is a relatively secure income stream from rents which more than covers the costs of running the properties and makes provision for share interest payments.

The withdrawal of a percentage of shares will be permissible in line with the share offer and at the discretion of the Directors. By Year 4, this is estimated to be 7.5% of the value of shares in the Society following an initial 3-year lock, with replacement shares being sought through an Open Offer. This is an area of risk for the Society and one that the Directors will continue to work on in the period before any withdrawals are permissible to build up a core of supporters able and willing to support the project in the future.

5.3 Insurances

The Society will manage its insurances through our specialist advisor, Adrian Bonas of Towergate Insurance (trading name of Advisory Insurance Brokers Limited), who are authorised and regulated by the Financial Conduct Authority (FCA), FCA number 313250.

6. Data Protection

The Society adheres to the principles of the Data Protection Act 2018 and will use and process personal data only for the purposes of Clynfyw Community Benefit Society. We will hold Member's data for both statutory and contractual reasons and will:

- use it fairly, lawfully and transparently;
- keep personal information that we hold securely and up to date;
- only use it for the specific purposes for which it was collected;
- keep it for no longer than is necessary.

For a copy of our Privacy Policy please see <https://www.clynfyw.co.uk/cbsprivacypolicy/> and for full information about how we manage your data and your rights, please see our data protection policy.

7. Monitoring & Evaluation

Monitoring and evaluation of the business plan takes place through the structure of the Society with implementation of the project being managed by Directors. They will be supported through the implementation of the community share offer and the purchase by Cwmpas.

The process of handling applications and payment for shares will be through the Clynfyw website secure process (as developed by Siop Havards Gymunedol Tydrath). The financial performance of the project will be monitored by the Treasurer. The Treasurer will report regularly to the Board of Directors that meets regularly (minimum of quarterly).

The Community Shares Standard Mark is awarded by the Community Shares Unit (CSU) to offers that meet national standards of good practice.



For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit, go to www.communityshares.org.uk

Capital at Risk Warning: You could lose some or all of the money you invest in this share offer, without recourse to the Financial Services Compensation Scheme or the Financial Ombudsman Service.

8. Appendices

Appendix 1 - Potential sources of grant funding

Pembrokeshire Association of Voluntary Services (PAVS) have agreed to assist with supporting the work of developing funding proposals. Via Welsh Government's Perthyn Small Grant Scheme, managed by Cwmpas, Clynfyw CBS already secured funding of £10,930 to support the development of this share offer.

With a successful Stage One, we will be able to demonstrate community support for the CBS which would enable us to apply for grant funding to develop the project further. Below are some examples of possible funding sources for the building refurbishment and development work and possible revenue funding sources for staffing:

- UK Government Community Ownership Fund

The UK government has launched a new £150 million Community Ownership Fund to help ensure that communities across Wales, Scotland, England and Northern Ireland can support and continue benefiting from the local facilities, community assets and amenities most important to them. Community groups will be able to bid for up to £250,000 match-funding to help them buy or take over local community assets at risk of being lost, to run as community-owned businesses.

- National Lottery Community Fund - People and Places

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. 'People and Places' can fund capital and revenue costs up to £500,000, such as equipment, staff costs and refurbishments. It can fund projects for up to five years.

- Welsh Government – Community Facilities Programme

This is a capital grant scheme 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. Grants can be used to improve community facilities which are useful to, and well used by, people in the community.

- Pembrokeshire County Council's Enhancing Pembrokeshire Grant

We have spoken to officers from PCC's Enhancing Pembrokeshire Grant who are encouraging about our plans, so long as we can demonstrate the project is strategic, can be used to help other groups and benefits the wider community. They have given grants of over £100,000, while others are a few thousand. 5% of what we are aiming for (£27,500) is plausible.

Appendix 2 - Projected cashflow forecasts

Cashflow forecast with no loan

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total PE 31/3/24	Total YE 31/3/25	Total YE 31/3/26	2026/27	2027/28
Cash b/w/d	-	550,000.00	20,000.00	26,469.63	28,450.42	30,431.21	-	33,638.50	67,760.13	77,120.91	89,223.04
Initial Investment raised	550,000.00	-	-	-	-	-	550,000.00	-	-	-	-
Purchase of rental properties	-	-500,000.00	-	-	-	-	-500,000.00	-	-	-	-
Land Transaction Tax	-	-20,000.00	-	-	-	-	-20,000.00	-	-	-	-
Legal fees	-	-10,000.00	-	-	-	-	-10,000.00	-	-	-	-
Shares repaid	-	-	-	-	-	-	-	-	-	-	-41,250.00
Shares bought	-	-	-	-	-	-	-	-	-	-	-
Net investment proceeds	550,000.00	-530,000.00	-	-	-	-	20,000.00	-	-	-	-41,250.00
Revenue received	-	-	20,929.17	5,772.67	5,772.67	6,999.17	39,473.67	90,884.46	98,662.49	101,968.12	107,317.45
Overheads and expenditure	-	-	-14,459.54	-3,791.88	-3,791.88	-3,791.88	-25,835.17	-54,035.13	-68,731.84	-70,679.86	-72,684.05
Net operating proceeds	-	-	6,469.63	1,980.79	1,980.79	3,207.29	13,638.50	36,849.33	29,930.65	31,288.26	34,633.39
Interest paid to investors	-	-	-	-	-	-	-	-	-16,500.00	-16,500.00	-22,000.00
Corporate tax	-	-	-	-	-	-	-	-2,727.70	-4,069.87	-2,686.13	-1,857.65
Net cashflow for year	550,000.00	-530,000.00	6,469.63	1,980.79	1,980.79	3,207.29	33,638.50	34,121.63	9,360.78	12,102.13	-30,474.26
Cash c/w/d	550,000.00	20,000.00	26,469.63	28,450.42	30,431.21	33,638.50	33,638.50	67,760.13	77,120.91	89,223.04	58,748.79

Cashflow forecast with £200,000 loan

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total PE 31/3/24	Total YE 31/3/25	Total YE 31/3/26	2026/27	2027/28
Cash b/w/d	-	550,000.00	20,000.00	24,636.29	24,783.75	24,931.21	-	26,305.17	39,360.13	34,320.91	32,023.04
Initial Investment raised	550,000.00	-	-	-	-	-	550,000.00	-	-	-	-
Purchase of rental properties	-	-500,000.00	-	-	-	-	-500,000.00	-	-	-	-
Land Transaction Tax	-	-20,000.00	-	-	-	-	-20,000.00	-	-	-	-
Legal fees	-	-10,000.00	-	-	-	-	-10,000.00	-	-	-	-
Shares repaid	-	-	-	-	-	-	-	-	-	-	-26,250.00
Shares bought	-	-	-	-	-	-	-	-	-	-	-
Net investment proceeds	550,000.00	-530,000.00	-	-	-	-	20,000.00	-	-	-	-26,250.00
Revenue received	-	-	20,929.17	5,772.67	5,772.67	6,999.17	39,473.67	90,884.46	98,662.49	101,968.12	107,317.45
Overheads and expenditure	-	-	-14,459.54	-3,791.88	-3,791.88	-3,791.88	-25,835.17	-54,035.13	-68,731.84	-70,679.86	-72,684.05
Net operating proceeds	-	-	6,469.63	1,980.79	1,980.79	3,207.29	13,638.50	36,849.33	29,930.65	31,288.26	34,633.39
Interest paid to investors	-	-	-	-	-	-	-	-	-10,500.00	-10,500.00	-14,000.00
Loan interest paid	-	-	-1,166.67	-1,166.67	-1,166.67	-1,166.67	-4,666.67	-14,000.00	-14,000.00	-14,000.00	-14,000.00
Loan capital repayment	-	-	-666.67	-666.67	-666.67	-666.67	-2,666.67	-8,000.00	-8,000.00	-8,000.00	-8,000.00
Corporate tax	-	-	-	-	-	-	-	-1,794.37	-2,469.87	-1,086.13	-657.65
Net cashflow for year	550,000.00	-530,000.00	4,636.29	147.46	147.46	1,373.96	26,305.17	13,054.96	-5,039.22	-2,297.87	-28,274.26
Cash c/w/d	550,000.00	20,000.00	24,636.29	24,783.75	24,931.21	26,305.17	26,305.17	39,360.13	34,320.91	32,023.04	3,748.79