

# The Owain Glyndŵr Community Hotel

## Business Plan

2023



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

# Chairman's Summary

The Owain Glyndŵr Hotel (OG) holds a cherished place in the hearts of the people of Corwen and for the first time in its history it has an uncertain future.

It has been up for sale for a number of years and like many similar pubs and hotels in the UK it could easily end up closed, boarded up or perhaps in the hands of unscrupulous developers. We, as a community, have the opportunity to prevent that from happening and to give the OG a secure and profitable future benefiting the hotel and, as this document describes, to the wider benefit of the local population.

The key strengths underpinning the plan are:

- The OG has unique historical and cultural importance with direct links to Welsh hero Owain Glyndŵr and deserves a new lease of life.
- The OG has been independently valued at £380,000 and is therefore a good buy at £300,000 which includes all fixtures, fittings, furnishings and equipment.
- Tight financial rules have been established through the registration of the Owain Glyndŵr Community Hotel Limited as a Community Benefit Society with the Financial Conduct Authority.
- The OG will offer much more to the local community than just hospitality facilities. With a regular programme of social events, support for other community groups, clubs and societies and profits reinvested into the community the possibilities are endless. As a shareholder you have a voice in moulding an exciting future for the hotel and the town.
- The OG will remain open and begin development of catering and other services throughout the modernisation process.
- The 'Bottom Bar' reopening, recommencement of catering, refurbishment of guest rooms, and the establishment of a designated smoking area are our first priorities.

The OG has a wealth of opportunities to build its business through local custom and increased tourism, building on the 'Owain Glyndŵr' brand and the unique character of the hotel and attractions in the surrounding areas.

The OG will be turning a profit within two years and by year five will be contributing circa £600,000 directly to the local economy. The 5000+ hotel residents per annum bring further indirect 'tourist pound' benefits. This along with increased visitor footfall from the railway and 'Coach Friendly' status will boost the local economy.

By year five, if not sooner, we should be able to pay interest to shareholders. At current Bank of England base rate (5.4%) we could pay 10% of share value, £20 per annum per share.

Modernisation priorities are to improve the quality of the accommodation, with the installation of a passenger lift to function rooms and some bedrooms, to restore the exterior appearance and original stonework and to future proof the building with improved thermal characteristics from the use of renewable technologies.

The OG will be in a very strong position to raise money from grant sources to effect modernisation. Grant opportunities for purchase, such as the Community Ownership Fund, are however few and increasingly competitive. It is therefore desirable that we raise enough from the share offer to purchase the property outright.

We are all aware of the declining fortunes in our town over recent years, with the loss of the Pavilion and the closure of pubs and other businesses. As a community we have a unique opportunity to take matters into our own hands to reverse that process by buying the OG and seeing it thrive. With the arrival of the Llangollen and Corwen Railway there has never been a better time to do this. We must not miss this opportunity!

With your support we can make this happen and I sincerely hope that this business plan will give confidence to businesses and the community to invest further in our share offer.







# Introduction

# Introduction

This Business Plan sets out a vision and roadmap for the Owain Glyndŵr Hotel in Corwen.

Known fondly by many locally as the OG, the Owain Glyndŵr Hotel is one of Corwen's most iconic places, physically, economically, socially and culturally. It is an establishment steeped in history with evidence to suggest that its origins lie in the 13th century.

The OG has experienced a significant decline in fortunes over the last decade. This partly reflects changes in consumer choice and correlates with a similar decline in Corwen's own fortunes.



It should be a success. It has architectural presence and a Grade II listing, extensive facilities, impressive history and an enviable past reputation. It is at the heart of Owain Glyndŵr country and the home of the first modern Eisteddfod. It also sits directly on the A5, North Wales' second busiest arterial route, which sees over 3 million vehicles passing the door every year.

The OG has been on the market for a number of years now. Over the last 18 months a group of local people, with varied backgrounds and careers, have come together to rally the community to take ownership of the hotel and return it to its former glory.

The Owain Glyndŵr Community Hotel Limited was established as a Community Benefit Society to buy, develop and run the OG as a community business operated primarily for the benefit of the community.

The vision is to return the OG to its former position as a major focal point for Corwen and a source of civic pride.

The revitalised OG will provide:

- Two public bars, one at the heart of the OG offering a relaxed and convivial atmosphere, the other, a sports bar aimed at younger people and a venue for major sports events.
- Function rooms for gigs, comedy nights, cultural social events, private functions, talks, classes and fund-raisers.
- A suite of meeting rooms for local clubs and societies, as well as external organisations and businesses.
- High quality, year-round accommodation for visitors to the town and area.
- Food and drink of an equally high standard, including bar meals and a restaurant.
- A continual programme of social, community and cultural activities, for all ages.

The idea is not simply to return the OG to its former glory but to also develop it as a community resource that will act as a stimulus for further investment and development in Corwen itself.





# Introduction Continued

Along with its primary function as a hotel and coaching inn the OG will deliver a range of added benefits and opportunities, including:

- Providing new local employment and training opportunities.
- Facilities and services at prices relevant to the Corwen community.
- Applying a 'Love Local - Trust Local' philosophy benefitting a range of local businesses, including food, drink, laundry services, office supplies, linen, soft furnishings etc.
- Opportunities for local contractors to work on the restoration and renovation of the OG.
- Facilities for local clubs and societies at a nominal cost.
- A hub for Welsh cultural and language events.
- Support for the arts in all its forms providing a venue and potential exhibition space for local artists and creators.
- A focal point for tourism in Corwen, consolidating its position as a visitor destination alongside the new railway terminus for the Llangollen-Corwen Railway, Corwen Museum, Corwen Church and other local attractions.

Once purchased work will begin immediately to modernise parts of the hotel. Our initial priorities are to reopen the 'bottom bar' as a sports bar, establish a more convivial smokers' area, replace the gas boiler and effect some minor roof repairs.

The modernisation plan will enable the OG to continue to trade and develop its commercial activities at the same time as work to refurbish the hotel is undertaken.

It has been estimated that over the next five years over £1 million will be required to modernise the OG. This will be funded from income generated from the business, fund raising, and grant investment.

Key elements of the modernisation plans are to improve access with a lift, restore the outward

appearance of the building and to futureproof the green footprint of the building.

It is a challenging but viable and worthwhile pursuit and one that will bring significant financial benefit to the local community. The projected turnover of circa £800,000 per annum will inject around £600,000 into the local economy through job creation, use and support of local businesses, share interest payments and community benefit funding from profits. In early years grant monies will benefit local contractors. The anticipated increased footfall in Corwen from visitors spending and staying in the town will be a further boost through the 'tourist pound' and will offer further opportunities for local businesses.



Within two years the OG will be profitable and sustainable, and within five years all the ambitions set out in this plan will have been achieved.

This is an innovative, unique and stimulating vision for the OG and one that will ultimately, bring significant economic, social, and cultural reward to the local population.

This is an initial five-year plan, setting out a phased programme of redevelopment which will see the OG gradually refurbished and a range of new services, programmes and activities introduced over those five years.





# The Owain Glyndŵr Community Hotel 2023 - 2028





## Owain Glyndŵr Facilities

The OG has an array of facilities, and whilst there is currently a need for a comprehensive programme of refurbishment, they collectively have significant potential.

The facilities include:

- A restaurant with a minimum of 20 covers.
- Three bar areas, one in the main upstairs function room, the 'bottom bar' and the main snug and bar area.
- 15 guest rooms, all with private facilities.
- A large commercial kitchen.
- A sizeable manager's flat at the heart of the hotel.
- A private car park across the road with capacity for 15 vehicles.
- An internal courtyard which offers additional opportunities.

### The Restaurant / Dining Room

The dining room will be appropriately refurbished as an early priority. Every effort will be made to keep the character and charm of the room (see photograph below).



With a minimum of 20 covers, the dining room will offer breakfast, afternoon teas, Sunday lunch, private and signature dining events.

The adjacent room, whilst much smaller in size, can also offer a convivial location for additional covers, especially for afternoon tea or private dining.

### The Bars



The main bar area and snug (see photograph above) remains a popular focal point for the community. It has a charm and aesthetic fitting for a building of this age and needs little refurbishment at present. It will continue to operate from day one.

Whilst not in recent use, the fabric of the 'bottom bar' is in reasonable condition. It will however need some cosmetic improvements and work to the bar area to transform it into a modern Sports Bar. We hope that this bar will become the natural home for many of the sports clubs and associations in Corwen. Investment will also include a pool table, dart board, and television screens for live sports.

Corwen's sporting traditions and Wales' proud achievements on the world stage will be reflected in the furnishings, hopefully including club and national team shirts and memorabilia. Bar Meals will gradually be introduced and it is proposed to offer sports clubs the opportunity to host post-match hospitality and other formal and social events.





## Guest Rooms

Whilst the 15 rooms are clean and have adequate facilities, there is a fundamental need to invest in refurbishing and modernising the rooms to ensure that they meet the increasing expectations of modern visitors.

A phased plan is proposed, with six rooms on the first floor targeted for initial refurbishment. Due to the number of staircases, it is feasible to continue work on the other rooms without disturbing guests staying in the newly modernised rooms.



## Function Rooms

There are currently three function rooms, with capacities of 100, 50 and 20 respectively.

The main function room, (see top right photograph) is located on the first floor. Despite needing modernisation in due course, it has played host to several fund-raising events of late. It is an ideal venue for gigs, talks, comedy nights and community events.

It is proposed to have a weekly event programme, and all three rooms will be deployed to host a range of activities and community programmes.



## The Kitchen Area

This is a sizeable area with a range of facilities and storage areas commensurate with, and arguably beyond, what is required to service likely short-term demands. Some of the facilities and equipment are however outdated and investment will be required to meet the anticipated demand for food as the OG develops.

## The Manager's Flat

This is a substantial space within the OG that offers an additional incentive for potential recruits for the Manager's post. It requires significant refurbishment however if it is to be offered as a realistic part of the remuneration package.

## Car Park Area

The private car park has space for 15 cars and is located across the road near to the main car park. This area has potential for an outdoor bar and events facility for summer use or linked to wider community activities such as food festival or Christmas market, in collaboration with partners such as the railway and Corwen business association.

## Internal Courtyard and outbuildings

This is an undeveloped part of the building at present but is the obvious place for a more conducive smokers' area. It could also accommodate a pizza oven or barbecue facility.

## Key Issues to Consider

### Architectural Review

The building is relatively large with elements added from the 13th century onwards. We have had early discussions with the Architectural Heritage Fund. We anticipate that they will fund an architectural review to ensure that the historical, architectural and aesthetic features are fully considered in any refurbishment, in line with the buildings Grade II listing. The review will focus specifically on access issues, improving the outside appearance and improving the green footprint of the building, including new windows, extra insulation and energy efficient heating solutions.

### Access and Facilities

The architectural review will consider improved access as a priority. Key to this is to examine the feasibility of introducing a lift to the first floor function rooms and a small number of bedrooms. The review will also consider other access issues into and around the main public areas of the hotel.

Toilet facilities are adequate at present but need modernising and need to include appropriate family and disabled facilities.

### Design

Building on our strengths in terms of the links with Owain Glyndŵr we intend to reflect the themes of his story in the design and look of the public areas of the OG through the use of replica memorabilia and other exhibits, working in partnership with the Corwen Museum. There is also the possibility of renaming specific themed areas in recognition of modernisation sponsorship from businesses or individuals..

### Phasing

There are a number of critically important reasons to schedule the programme of refurbishment for the OG, including:

- **Prioritisation** - Some areas require more immediate focus and need to be addressed to ensure that the reputation and profile of the hotel is protected and new income opportunities brought forward. This will include the new sports bar and refurbishment of the restaurant.
- **Capacity** - The magnitude of the project is significant, and the project is primarily being managed by a group of volunteer committee members. It is therefore logical for the capital project to be phased over two to three years, with the programme of services gradually developed over the full five years.
- **Funding** - The scale of investment is estimated at between £1.25 million and £1.5 million and will be reliant on a mixture of funding streams including grant income, direct income generation through the business and fund raising. It is unlikely and unrealistic to expect the full funding to be available from day one, and therefore the schedule of work needs to be aligned with a programme of anticipated funding over the next two to three years.







# The Market and Opportunities

# The Market

The strength that underpins this business plan is the range of market opportunities open to the Owain Glyndŵr Hotel.

These opportunities can be divided into two key market areas:

1. The visitor market.
2. The communities of Corwen, Edeirnion, Denbighshire and North Wales.

Although they are not mutually exclusive, they are generally distinct and have different implications for the types of services and the focus of promotion and marketing. What will not differ is the quality and level of service and the values and ethos of the OG as a community focused business.

## The Visitor Market

The visitor market is multi-faceted and the OG has a number of latent strengths and opportunities that, if optimised, will allow the business to grow and prosper.

Whilst Corwen is not enjoying the visitor numbers that Llangollen and to a lesser extent Ruthin are now experiencing, it has the distinct benefit of being on the A5, one of Wales' busiest arterial routes for both business and tourism. Transport for Wales figures for Corwen showed over 3.65 million vehicles passing through the town in 2019. Whilst traffic levels have not

returned to pre-pandemic levels, in 2022 over 3.3 million vehicles came through Corwen.

Corwen Town Council have expressed full support for this project and are working towards improving the visitor experience with free toilets, Coach Friendly status for the car park and new signage on the A5 and around the town itself.

Corwen can lay claim to be at the heart of Glyndŵr country. There has been a recent renaissance in interest in Wales' most enigmatic and captivating historic figure. Corwen's profound connections with Owain Glyndŵr and the fact that the hotel is named after him, places the OG in an advantageous position to capitalise on this interest.

Corwen is strategically located, offering access to Eryri (Snowdonia), the Berwyn Mountains, the Dee Valley AONB, Llangollen, Wrexham, and the North Wales coast. The completion of the Corwen terminus of the Llangollen-Corwen Railway earlier this year offers another fantastic opportunity.

The intention is to develop a marketing and communication strategy that will develop both generic and specific campaigns using both traditional methods and digital solutions to target key sectors.

Below are the primary sectors identified as offering the most potentially fruitful opportunities in the first five years.

FAMILY



SHORT BREAKS



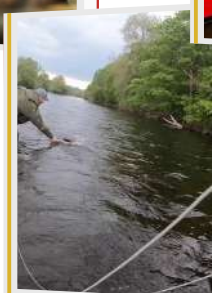
INTERNATIONAL



HISTORY AND HERITAGE



OUTDOOR



FISHING, GOLF, FIELD SPORTS



ADVENTURE



HERITAGE RAILWAY



## The OG and the Community.

As emphasised throughout this business plan, the community of Corwen, and the wider communities of Denbighshire and beyond, lie at the heart of the proposal.

A survey was conducted to determine the level of interest in the community for buying the OG. The results indicated a minimum potential footfall of 400 visits per week from the 325 respondents, representing only 10% of the people of Corwen and the nearby communities.

Further engagement was also undertaken with local business leaders. This highlighted their need for local corporate entertainment facilities and meeting rooms and their willingness to use the OG for these in the future.

The OG offer is thus balanced between servicing the visitor economy and providing the people of the area with amenities, services and activities that are appropriate to their needs.

This aligns with the vision of Visit Wales, Denbighshire County Council, and the North Wales Economic Ambition Board, all of which subscribe to the notion of sustainable tourism. Denbighshire's most recently published Destination Management Plan noting:

*"Our local businesses are particularly important to tourism in Denbighshire. Local business plays an important part in the Council achieving its economic ambition plans. Strong, thriving businesses help create economic sustainability for our local economy by providing services to the community and employment opportunities for our residents."*

The facilities, events and programmes on offer will be developed equally for the people of the area and visitors. This is not merely a social objective, it is also commercially logical as the hotel will need to rely on both sectors if it is to become sustainable and viable in the long term.

Reflecting on research work undertaken with the community, and the knowledge and awareness of

the Corwen Partnership and its strategic stakeholders, an initial portfolio of target audiences has been developed.

- Gigs, quiz and comedy nights which have proved very popular over the last 12 months during the fund-raising campaign.
- A range of food services for visitors and locals from simple bar food to fine dining.
- There is an opportunity to regenerate Corwen as a destination for Welsh language, music and performance.
- There is a shortage of nearby rehearsal space for performers and artist. The facilities at the OG can provide the space for bands, artists and drama groups to rehearse and practice.
- Supporting Corwen's other events and activities and offering facilities and space for ancillary activities, e.g. the Walking Festival, and should they be arranged again in the future, the Corwen Food Festival and Gŵyl y Fflam. There is also an opportunity for new events e.g. a Christmas Market.
- The character, setting and history of the OG offers the perfect facilities for parties and celebrations. It also lends itself to weddings, christenings and funeral wakes due to its proximity to the Church.
- The Eisteddfod link is undoubtedly one of the jewels of the OG's crown. Its unique standing in the history of Wales' most important cultural festival offers a significant opportunity to develop the OG as a hub for Welsh language, cultural and literary activities.
- Small conference and corporate events can be easily accommodated within the OG. The varying size of function rooms offers opportunities to target different types of meetings and offer additional breakout rooms and bars for larger corporate events.

- Social events, including classes, talks and social gatherings e.g. film night, bingo and other fund-raisers will be held frequently.
- Heritage railways inscribe the North Wales landscape and many people in our communities are actively involved or are regular travellers. The opening of the new terminus offers a range of new opportunities and benefits as well as enhancing what Corwen can offer to tourists. The opportunity to link up with the Corwen Museum also offers mutually beneficial outcomes with the knowledge and expertise of the Museum complementing the facilities and capacity of the OG.
- Sports activities play an important role in the social fabric of Corwen. The football club and cricket club, in particular, have contributed significantly to the town's vitality over the years. The aspiration is to see the OG develop as a 'second home' for these clubs, hosting post-match food, fund-raising and presentation nights, and for gatherings after training. In turn we expect the OG to play a proactive role in supporting the clubs in the future.
- The OG is also reputedly home to one of Denbighshire's most famous ghosts and tales of fairies and spirit animals are abundant. Just up the road is claimed to be Wales' Roswell. The Berwyn Mountains UFO is a well-known tale that continues to attract significant interest locally and internationally. With renewed mainstream interest in UFOs, (or Unidentified Anomalous Phenomena (UAP)), including recent USA Congress meetings on the subject, and Radio 4's recent success with its 'Uncanny' series, there is an opportunity to run small events and exhibitions on paranormal subjects.



LOCAL TALKS



HERITAGE RAILWAY & OTHER ATTRACTIONS



CORWEN EVENTS



CORPORATE AND CONFERENCE EVENTS



LOCAL EVENTS



GIGS / STAND UP COMEDY



WEDDINGS ETC



SPORTS & COMMUNITY ASSOC



PARANORMAL



REHEARSAL SPACE



WELSH CULTURAL



COMMUNITY ACTIVITIES





# The Proposal

The ambition for the OG is to ensure that this remarkably historic Coaching Inn, one of only eight remaining on the A5 London to Holyhead route, continues to be a focal point for Corwen and, as importantly, to act as a catalyst for the revitalisation of the town itself.

There have been several successful examples of community owned public houses across Wales and notably in North Wales. What marks the OG proposal as unique is that it is, first and foremost, a hotel. A hotel who's role in the development of the modern Eisteddfod and links to the person of Owain Glyndŵr make it a hotel of national importance, worthy of its Grade II heritage listing.

The key components of the business plan include:

- Accommodation of a standard commensurate with a building of this stature.
- High end dining facilities.
- Function room / conference Facilities.
- Good value, bistro bar meals.
- Proactive engagement with the local community providing facilities, events, programmes, and social activities.

- A focal point for information on Owain Glyndŵr, to include interpretation, exhibitions and lectures.
- A hub for Welsh cultural and language events.
- A venue for gigs, comedy nights, concerts and drama and much more.
- Open air events.
- Weddings, funerals, bar mitzvahs and baptisms.
- Birthdays and other celebratory events.
- Festive and annual celebrations, e.g. Christmas, New Year, St David's Day, Diwali etc.

The proposal is predicated on a five-year programme of development focused on the building itself, the facilities on offer, the quality of the service provided and the programmes and activities that will embellish the overall offer of the OG hotel.

This proposition will be underpinned by a Delivery Plan focused on five interlocking themes:

- Restoration and Development
- Governance and Management
- Digital Solutions
- Community and Culture
- Promotion



# Governance, Management and Operations





# Ownership and Future Management

The OG has been for sale for a number of years. For many centuries it has been a focal point for social activities in Corwen but its future is now uncertain.

The Save the OG group came together in September 2021 with a view of purchasing the hotel on behalf of the community. A postal and internet survey generated over 300 responses and demonstrated overwhelming support for the idea of buying the OG for the community.

The 'Save the OG' group came together with the existing Partneriaeth Corwen Partnership (PCP) and that combined group, under the banner of the Partnership, is leading the purchase bid. In July 2022, the current owner of the OG hotel signed an exclusivity agreement and agreed a purchase price of £300,000. Since then, the Partnership has been busy putting the appropriate legal procedures into place to support this share offer.

This led to the establishment of a Community Benefit Society, The Owain Glyndŵr Community Hotel Limited' (OGCHL) ultimately independent of the PCP, to supervise the ongoing management of the OG by its members (shareholders). The Society is registered with the FCA number 8933. The OGCHL was established using 'model rules' supplied by the Plunkett Foundation.

In addition to the Plunkett Foundation, we are working with other organisations providing assistance, including Cadwyn Clwyd, Corwen Town Council, Denbighshire County Council, Gwe Cambrian Web, Cwmpas, The Architectural Heritage Fund and SafeRegen in Bootle.

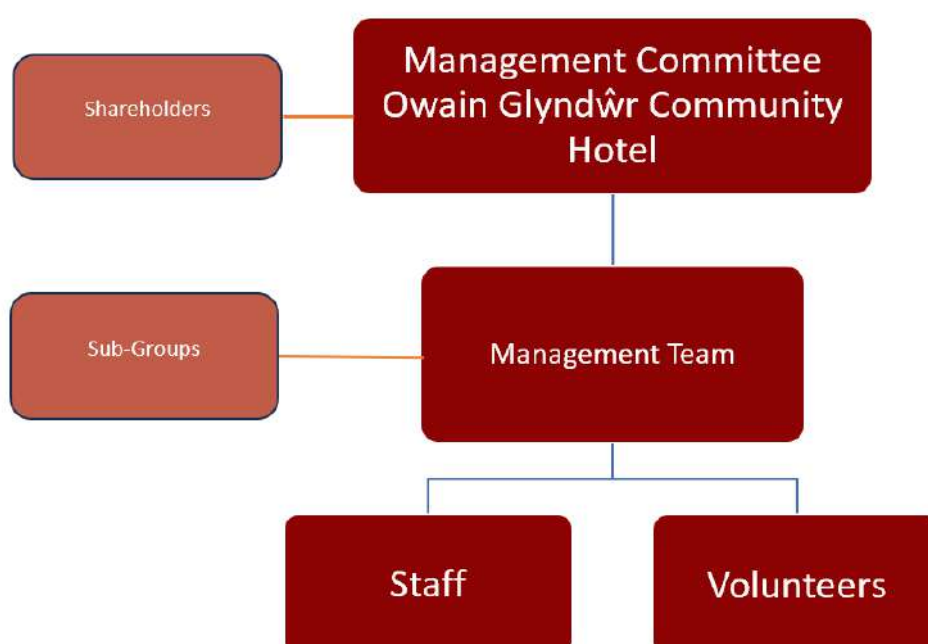
The following pages set out the proposed governance and management structure for the OG in its early years of operation. This will inevitably change as the business grows and evolves but provides the foundation, transparency and coherence appropriate for a community owned business.

The full rules of the society can be found on our website: <http://www.owainglyndwr.cymru>

The group of Corwen residents leading this project possess a wide range of skills and knowledge. The collective experience includes senior management at corporate level, health care, customer care, hospitality, tourism, heritage, construction and community development.

A profile of the key personnel within the group is provided as Appendix III.

Below is the overall governance structure proposed for the hotel.



# Governance

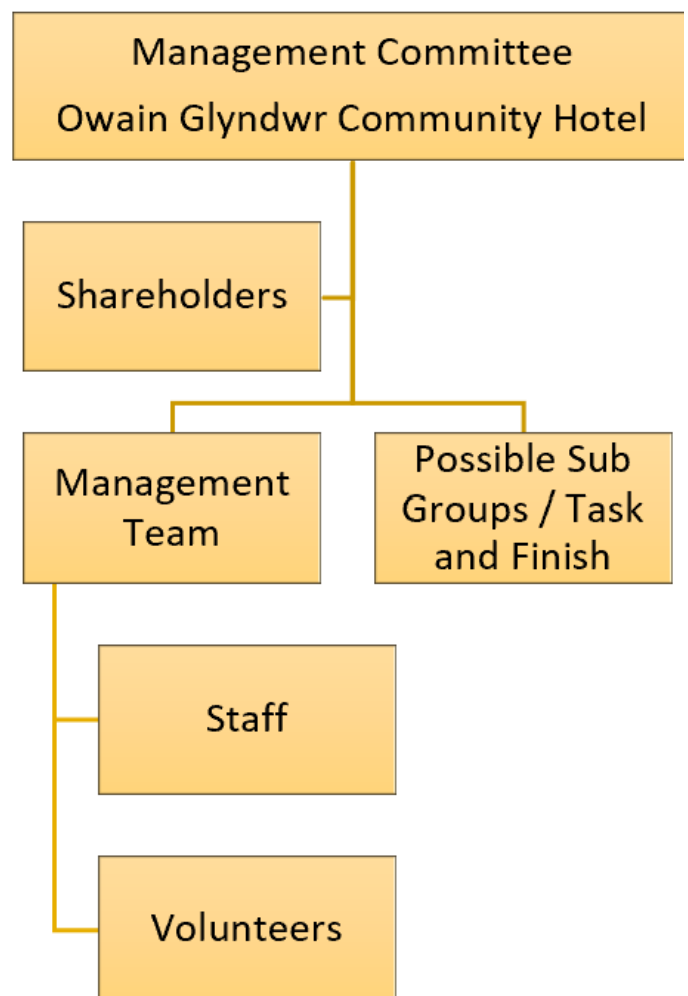
- Governed by the Company's Rule of Company Ownership, Co-operative and Community Benefit Societies Act 2014.
- The management committee is elected by the shareholders, one vote each, irrespective of shareholding.
- No fewer than three, no more than ten to sit on the management committee.
- Annual Membership Meeting (AMM) held within six months of end of financial year, and within six months of purchase.
- Members can sit on the management committee, subgroups and act in a volunteer capacity.
- The management committee manages the affairs of the society and may exercise all its powers.
- The management committee is collectively responsible for everything done by or in the name of the society, but may:
  - Delegate any of the powers.
  - Delegate to any employee or tenant responsibility for any or all aspects of day-to-day management
  - Authorise members of the management committee to deal with specific matters.
  - Make use of the services of volunteers.
- The management team will include the manager, chef, and admin assistant. This is likely to evolve as the company grows.

Sub-Groups can provide additional capacity and specialist input, and can consider issues and themes such as:

- Events and entertainment.
- Finance and funding.
- Branding, design and marketing
- Building and facilities.

Volunteers can play an essential part in the operation of the OG. Roles could include talks and workshops, support at events, bar and restaurant support, front of house etc.

The full management structure is shown here.





# Management and Operations

The key posts for the operation of the hotel management team will be:

## Manager / Front of House

The post holder will need to have:

- Experience of working at a senior level in the hospitality sector, ideally with hands on experience of running a hotel.
- Knowledge and experience of community support and the third sector.
- Experience of managing staff.
- Experience of managing events and working with communities.
- An ability to prepare reports and financial forecasts.
- Appreciation of heritage, history, and Welsh culture.
- Bilingual, or willing to learn Welsh.

## Chef / Deputy Manager

The post holder will need to have:

- Experience of working in a busy commercial kitchen at least to a sous chef level.
- Ideally, experience of working in a hotel environment.
- Experience of managing staff.
- Experience of customer service standards at a high level.
- Bilingual or willing to learn Welsh.

## Bar Manager

The post holder will need to have:

- Significant experience of working in a busy bar or public house that serves food.
- Experience of managing staff and preparing staff rotas.
- A high degree of customer care.
- Bilingual or willing to learn Welsh.

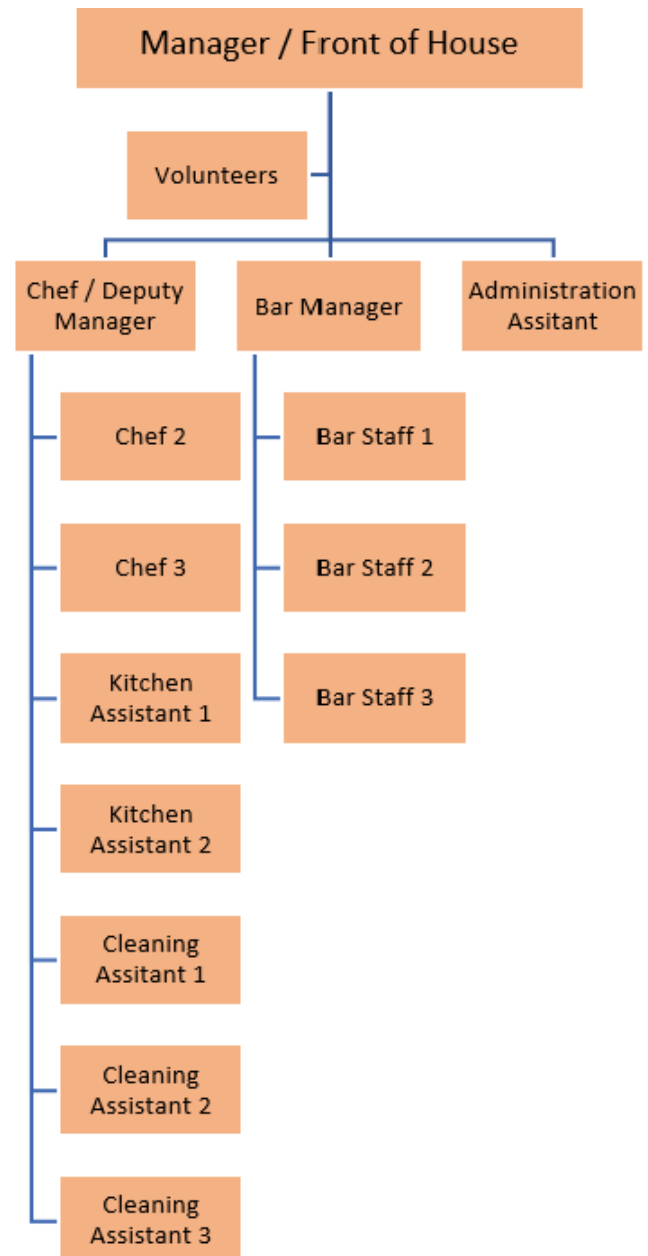
## Administrative Assistant

This person will work with both the management committee and the hotel management team providing support and ensuring good communication and cohesion.

The post holder will need to have:

- Good communication skills.
- Experience in taking minutes and keeping basic accounts.
- Experience in grant application procedures.
- Bilingual or willing to learn Welsh.

The four posts above will operate as the hotel management team responsible for the day to day management of the Owain Glyndŵr Community Hotel.



# OBJECTIVES

1  
2  
3

The Owain Glyndŵr  
Community Hotel Ltd.  
(OGCHL)

Community Benefit Society  
( FCA Registration Number 8933)

*"The objects of the Society shall be to carry on business for the benefit of the community by:*

*(1) Ensuring the future of the Owain Glyndŵr Hotel by running it in a responsible and sustainable manner.*

*(2) Ensuring universal access to as much of the hotel and its facilities as possible.*

*(3) Supporting local businesses and suppliers by employing their services.*

*(4) Employing and training people in the hospitality industry.*

*(5) Providing facilities and catering for social evenings and other events at the Hotel.*

*(6) Working in partnership with other local organisations to help regenerate the town and develop its potential as a tourist destination."*

## Commercial Objectives

- Accommodation for visitors all year round.
- Facilities for family gatherings.
- Function rooms with separate bar facilities.
- A restaurant that will serve high quality food for the local community as well as visitors.
- Two separate bars with one as a dedicated sports bar and the other for relaxing.
- Good value bistro bar food.
- Meeting Rooms for local clubs and societies.
- Regular social events for all age groups.
- External venue (car park) for outside events and functions.

## Social Objectives

- Universal Access.
- Available facilities.
- Sensible prices.
- Tailored services.
- Local supply chains.
- Construction and refurbishment.
- Local produce and services.
- Welsh cultural hub.
- Music, literary and social events.
- Welsh language lessons.
- Venue for local artists and creators.
- Focal point for tourism in Corwen in collaboration with other key attractions such as the railway, museum and church.
- Local employment, training and volunteering opportunities in the hospitality industry.

:



## STRENGTHS

- Location - A5, town centre, AONB, Eryri (Snowdonia), Berwyn Mountains, access to other towns.
- Owain Glyndŵr connection.
- Eisteddfod heritage.
- Heritage listing.
- History.
- Hotel size and facilities.
- Community support.
- Funding secured.
- Grant funding availability.
- Multi-dimensional focus.
- Committee strength and experience.
- Layout offers significant potential.
- Limited serviced bedspace provision elsewhere in the town.
- North Wales visitor destination profile.
- Ability to continue to trade whilst refurbishing.
- Support received and continues to be available for community ownership (Welsh Govt and UK Govt).

## WEAKNESSES

- Outdated facilities.
- Limited commercial experience.
- Hotel requires significant refurbishment.
- Insufficient demand for shares from the community.
- Corwen's current commercial position and profile.
- Lack of disabled access to upper floors.
- Car park location.
- The magnitude of the task in hand.

## OPPORTUNITIES

- Owain Glyndŵr links.
- Eisteddfod heritage.
- Local sports and community organisations.
- Railway collaboration.
- Gigs and events.
- Culture, Welsh language and music scene.
- Cycling and walking trade.
- Field Sports, fishing and golf.
- Outdoor and adventure tourism.
- Comedy nights.
- Food.
- Car park.
- Empty nesters.
- Family market.
- Short breaks.
- Local market.
- Community events.
- Weddings, christenings, funerals.
- Birthdays and celebratory events.
- Paranormal.
- Rehearsal space.
- Wrexham FC.

## THREATS

- Continued energy cost increases.
- Continued inflation.
- Failure to secure sufficient share subscriptions.
- Skills shortage in the hospitality sector.
- Grant funding opportunities becoming increasingly competitive.
- Committee attrition or fatigue.
- Continued lack of footfall in Corwen.
- Lack of investment in Corwen.



**P**  
**POLITICAL**

- Community ownership
- Localism
- Levelling up
- Rural regeneration
- Place Making Plans
- Wellbeing of Future Generations (Wales) Act 2015
- Cymraeg 2050 - A Million Welsh Speakers
- Denbighshire Local Plan / Corporate Plan

**E**  
**ECONOMIC**

- Energy costs
- Inflation
- Disposable income
- Share issue
- Grants and funding

**S**  
**SOCIAL**

- Ageing population
- Post COVID community support
- Youth support
- Community cohesion and support

**T**  
**TECHNOLOGICAL**

- Social media
- Website
- Online bookings
- Wi-fi and other facilities onsite.

**E**  
**ENVIRONMENTAL**

- Zero carbon energy solutions
- Local Supplier Opportunities

**L**  
**LEGAL**

- Society Rules
- FCA
- Policies
- Licenses
- Regulatory considerations, e.g. planning and listed building consent







# Finance

# Financial Forecasts

Five years of profit and loss forecasts have been prepared for the plan. The summary forecast is provided on the following page. The detailed analysis that informs the forecasts can be found in Appendix 1.

The forecasts are predicated on several key assumptions:

- The main bar will be open from day one; the OG will maintain operation during the refurbishment and redevelopment process.
- The sports bar will be open by month two, dependent on volunteer labour and goodwill from local trade businesses to achieve this.
- Wet sales are based on 18300 customers in the first year. The survey predicts circa 400 per week based on 325 responses so we feel this is a conservative estimate.
- Food will be served from month one. Sales estimate is based on the same number of visitors and assumes that 35% will also be eating at the OG. This equates to 6400 covers per annum.
- An events programme will run from month one. This is based on two key factors:
  - There is already a successful programme of fund-raising events being run that has demonstrated that there is interest from the community.
  - The upstairs function room, whilst in need of some refurbishment, is sufficiently equipped and furnished to immediately accommodate events for up to a 100 people.
- The forecasts do not include the capital costs or any grant income to support the redevelopment and refurbishment of the building.
- We have not assumed any revenue grant income at this stage.



- The plan includes refurbishing six rooms on the first floor as soon as possible using local volunteer labour, with the remainder to follow as soon as possible once the architects plans have been prepared.
- Cleaning costs include bi-monthly window cleaning @ £150 and twice a year chimney sweep visits @ £100.
- All costs and income are NET of VAT.
- Sales (Year 1)
  - Meals – average of £16.00 (net - £12.50).
  - Pint Beer – average of £4.00 (net - £3.33).
  - Wine – average of £5.00 (net - £4.17).
  - Spirits – average of £4.00 £3.33 net).
- Accommodation
  - Net price of £60 per room per night.
  - Occupancy level: 45% (six rooms initially).
- Licences (Year 1)
  - TV subscriptions: £18000.
  - TV Licence: £160.
  - Alcohol/premises licence: £330.
  - Events licence: £100.
  - Sage payroll: £187.20
  - PRS Background music: £300.
- Other Assumptions and notes
  - Water: £2000 currently therefore estimate circa £5000 in year one.
  - Insurance: £3500 per annum.
  - Stocktake every other month: £1500.
  - Wi-Fi and telephone - monthly @£150.
  - Sundries - includes bank charges.

**Profit and Loss Summary Owain Glyndŵr Community Hotel,  
Corwen**

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
<b>Initial Investments</b>	<b>415,000</b>					
<b>Income</b>						
Food Income	83,200	146,667	196,167	246,400	327,083	
Wet trade income	211,975	255,154	270,619	293,490	314,865	
Accommodation	56,700	95,850	125,803	165,341	215,663	
Events	10,200	34,440	38,367	42,601	49,593	
	<b>362,075</b>	<b>532,111</b>	<b>630,956</b>	<b>747,831</b>	<b>907,203</b>	
<b>Initial Outlay</b>	<b>403,250</b>					
<b>Expenses</b>						
Food costs	33,280	58,667	78,467	98,560	130,833	
Drink costs	74,191	89,304	94,717	102,721	110,203	
Wastage allowance 10%	7,419	8,930	9,472	10,272	11,020	
Consumables	1,783	2,933	3,923	4,928	6,542	
Accommodation	1,670	6,393	7,890	9,867	12,383	
Events	3,520	12,054	13,759	15,373	18,087	
	<b>121,863</b>	<b>178,281</b>	<b>208,228</b>	<b>241,722</b>	<b>289,068</b>	
<b>Gross Profit</b>	<b>240,212</b>	<b>353,830</b>	<b>422,728</b>	<b>506,110</b>	<b>618,135</b>	
<b>Overheads</b>						
Wages	193,623	234,178	250,010	255,867	264,517	
Recruiting	750	100	250	250	250	
Advertising & Marketing	4,804	7,077	8,455	10,122	12,363	
Training	800	910	910	1,120	1,180	
Cleaning	900	905	930	940	961	
Insurance	3,500	3,500	4,000	4,000	4,500	
Heat & Light	30,900	31,800	34,800	36,000	36,600	
Water	5,000	5,750	6,500	8,000	10,000	
Telephone & Internet	1,800	1,845	1,891	1,938	1,987	
Licences	18,590	20,145	20,214	20,375	20,445	
Council Tax	3,500	3,570	6,641	6,714	6,789	
Refuse collection	2,000	2,040	2,081	2,122	2,165	
Uniforms	1,000	200	200	200	400	
Professional Fees	2,700	2,700	2,850	2,950	3,000	
Sundry	1,480	1,544	1,612	1,682	1,756	
	<b>271,347</b>	<b>316,264</b>	<b>341,343</b>	<b>352,281</b>	<b>366,912</b>	
<b>Balance remaining</b>	<b>11,750</b>					
<b>Net Profit (Loss)</b>	<b>-31,136</b>	<b>37,566</b>	<b>81,385</b>	<b>153,828</b>	<b>251,224</b>	





# Results and Impacts

## Beneficiaries

- Residents of Corwen and the surrounding community.
- People wishing to gain vocational and training opportunities in the hospitality sector.
- Visitors.
- Local suppliers.
- Young people, including those not in employment, education or training.
- Older generation.
- Local societies and groups.
- Performers, artists and creators.

## How will beneficiaries be supported?

- Job opportunities.
- Volunteers will benefit from skills development.
- Cultural and historical projects.
- Social, community projects and activities.
- Greater engagement with heritage and community.
- Enhancing the tourism offer in Corwen.

## Outputs

- 9 WTE jobs created.
- £1.25m investment induced.
- 15 serviced hotel rooms improved.
- Hotel grading improved.
- Grade II listed building managed and renovated.
- £600,000 local supply chain opportunities.
- 24 community events per annum.
- 12 Welsh language events promoted per annum.
- 60 people receiving Welsh language lessons per annum.
- Training and volunteering opportunities for up to 20 vulnerable, unemployed or disabled people.
- 10 business conferences per annum.
- Bilingual interpretation relaying the history of Owain Glyndŵr, Corwen, the Eisteddfod, Welsh music scene and other heritage and cultural aspects of the town and hotel.





# Delivery Plan





# Delivery Plan

Like the business plan, the delivery plan is predicated on the assumption that the OG will be owned by the Community Benefit Society.

The Delivery Plan has five interlocking themes:

- Restoration and Development
- Governance and Management
- Digital Solutions
- Community and Culture
- Promotion

## Restoration and Development

The delivery plan has to be prefaced by the restoration and development of the OG. It is recognised that this task will likely span the five years of the plan, albeit that the primary focus will be on the first two to three years.

## Governance and Management

Ensuring effective governance and management at all levels of operation and delivery by the Owain Glyndŵr Community Hotel Limited. This is underpinned by the rules of the society, but is intended to be all-embracing, ensuring that the business is:

- Transparent
- Effective
- Sustainable
- Compliant
- Viable

## Digital Solutions

Using digital solutions and media technology to deliver key aspect of the business plan and to ensure that the governance, management and operations of the hotel are effective, relevant and accessible.

## Community and Culture

The OG will be one of the largest hospitality businesses in community ownership in the UK.

The delivery plan sets out how interlocking themes of community and culture will be developed, funded, managed and promoted.

The focus reflects two critically important facets of the OG:

- i) Its pivotal role in sustaining and invigorating the community for many centuries.
- ii) The cultural significance of both Corwen and the hotel, which needs to be recognised and promoted as such.

Key aspects that need to be reflected include:

- The town's profoundly important links with Owain Glyndŵr.
- The OG's pivotal role in the establishment of the Eisteddfod in its modern form.
- Corwen's long association with the Welsh music scene.

## Promotion

Ensuring that the project is fully marketed, promoted and has a focused, targeted approach with its various stakeholders, customers, visitors and guests is fundamental to the success of the Owain Glyndŵr Community Hotel.

This area of the delivery plan includes a range of tools and processes to ensure that the hotel's profile is at a consistently high level, and its reputation considered of the highest standard.

The five themes will be underpinned by a programme of excellence reflected in the:

- Service available to customers and guests.
- Quality of the rooms, food, drink and facilities.
- Design, aesthetics and furnishings.
- Standard of the building refurbishment.
- Promotion and marketing.
- Range and quality of community programmes and cultural activities.

The delivery plan is set out as Appendix II.

# The Owain Glyndŵr Community Hotel

## **Business Plan**

2023

Published by the Owain Glyndŵr Community Hotel Ltd.  
Community Benefit Society ( FCA Registration Number 8933)

